

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

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

23 March 2012

REPORT NO

C403

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

JOINT SERVICE PLAN 2012/2013

Synopsis:

The purpose of this report is to present the Joint Waste Partnership Service Plan 2012/2013 and proposed project areas, which will form the business plan for the West Suffolk Waste and Street Scene Partnership.

Commentary

1. The joint service plan is intended to aid the integration of service delivery and enable the Joint Committee to manage and oversee the delivery of services in accordance with the Partnering Agreement.
2. The plan translates the vision, values and priorities of each council, along with associated outcomes and targets, into action at an operational level. Specifically, the Service Plan identifies how the service contributes to the delivery of corporate and national priorities. Alongside this, the joint service plan details how progress is to be identified and, above all, how outcomes are measured.

Developing the 2012/2013 joint service plan

3. Appendix 1 is the draft joint service plan for 2012/2013. The service plan has been developed using the corporate format and includes the six sections listed below:-
 - (a) Key Service Objectives and delivering Shared Services;
 - (b) Service Delivery and Developments 2012 onwards;
 - (c) Equality delivery plan;
 - (d) Workforce Planning;
 - (e) Performance Measurement; and
 - (f) Budget.

4. The layout of the joint service plan is such that it can be used as a working document to be regularly referred to and updated and to allow for specific objectives and tasks to be achieved within specific deadlines. The key actions and milestones section is critical to the Partnership's progress and provides details of the work to be undertaken. The workforce profile and budget information will be added by the respective services shortly.
5. In addition, the service plan is intended to be an evolving document and will be updated, in relation to project areas and progress, and reported to this Joint Committee quarterly.

Finance/Budget/Resource Implications

6. The majority of actions listed will be delivered within existing resources. However the ongoing development of the service plan will be influenced by decisions relating to the 2012/2013 budget, and the need to identify and deliver savings as part of medium term financial planning.
7. The Partnership will continue to identify and pursue savings opportunities, whilst streamlining processes to ensure service robustness.

Environmental Impact and Sustainability

8. The joint service plan actions aim to contribute positively to the provision of sustainable waste and street scene service.
9. The performance achieved and targets set will 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.
10. In the delivery of services, opportunities to reduce carbon emissions will be identified and investigated.

Policy Compliance/Power

11. There are no policy compliance issues associated with the joint service plan.
12. The joint service plan requirements are in line with the Partnering Agreement and will support both Councils' policies and objectives.
13. The joint service plan supports the vision and actions of the Joint Municipal Waste Management Strategy for Suffolk's waste management services.
14. As part of the data quality and verification processes, both Councils collate, record and monitor statistical information to the required standard. At present both Councils are required to report information for the national indicators independently, and this will continue with regard to the new dataset.

Performance Management Implications

15. The joint service plan will contribute to Council objectives and priorities and will be supported by performance monitoring in line with the corporate requirements of each authority.
16. The future requirement to monitor and report against a new dataset has yet to be finalised, although this has recently been subject to consultation.
17. The Councils' performance management system (Covalent), allows performance data to be accessed at any time and this accessibility makes performance information easily available and helps identify areas for improvement.

Legal Implications

18. There are no legal implications at this stage.

Human Rights Act and Diversity Implications

19. The Equality Act 2010 replaced the existing anti-discrimination laws with a single Act. It includes a new public sector Equality Duty which covers race, disability, gender, age, sexual orientation, religion or belief, pregnancy and maternity, and gender reassignment.
20. This Equality Duty requires councils to:-
 - (a) eliminate unlawful discrimination, harassment and victimisation;
 - (b) advance equality of opportunity between different groups; and
 - (c) foster good relations between different groups.
21. As part of each Council's duty, the joint service plan will identify and monitor the service impact on delivering the Equality Duty.

Crosscutting Implications

22. Both Councils will work together to deliver the service plan and will engage with other Council departments and external groups where appropriate.

Risk Assessment

23. Each of the key actions will be individually risk assessed and highlighted within the Joint Service Plan.

Council 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:

24. The Joint Committee is requested to:-

- (a) identify any further tasks or projects for inclusion or further consideration; and**
- (b) approve the joint service plan for 2012/2013, attached as Appendix 1 to Report C403, subject to any amendments identified at (a) above.**

DOCUMENTS ATTACHED

Appendix 1: Draft Joint Service Plan 2012/13

Nigel McCurdy
Strategic Director (Services)

Sandra Pell
Corporate Director (Economy and Environment)

BACKGROUND PAPERS

None

CONTACT OFFICERS

Keith Marley – Head of Environmental Services (FHDC)
Mark Walsh – Head of Waste Management and Projects (SEBC)

Service Plan 2012-13

Waste and Street Scene Management

Lead officer:	Keith Marley FHDC Mark Walsh SEBC		
Lead Councillor(s):	Cllr Nigel Roman Cllr Tony Simmons Cllr Peter Stevens Cllr David Ray	Chair of Community Services Committee Member Champion (Environment) Portfolio Holder for Environment Portfolio Holder for Performance and Organisational Development	FHDC FHDC SEBC SEBC
Last updated:	February 2012		



1a. Key Service Objectives - all service teams

Service objective	Linked to new Strategic / Corporate Priority(ies)	Linked to this Council Strategy / Plan
<p>Forest Heath District Council and St Edmundsbury Borough Council will work in partnership and with others to deliver high quality sustainable waste and street scene services, that protects public health and improves the local environment for the benefit of the community.</p> <p>This will be achieved by:</p> <ul style="list-style-type: none"> • working together • providing value for money • delivering highly efficient, responsive & accessible services • striving for continuous improvement 		
<p>The programmed and coordinated removal of litter, refuse and detritus from all public open space in order to meet the requirements of the Code of Practice for Litter and Refuse (COPLAR).</p>	<ul style="list-style-type: none"> • Economic Development ¹ • Community Development ¹ • Prosperous and environmentally responsible communities ² 	<ul style="list-style-type: none"> • Inter Authority Agreement (as progressed)
<p>The investigation, removal and where applicable, the enforcement of instances of vehicle abandonment within the district/borough.</p>	<ul style="list-style-type: none"> • Community Development ¹ • Prosperous and environmentally responsible communities ² 	<ul style="list-style-type: none"> • Statutory Duty • Joint Municipal Waste Management Strategy for Suffolk • National Waste Strategy • Enforcement Policy
<p>The investigation, removal and where applicable, the enforcement of instances of graffiti, fly posting and fly tipping.</p>	<ul style="list-style-type: none"> • Economic Development ¹ • Community Development ¹ • Prosperous and environmentally responsible communities ² 	<ul style="list-style-type: none"> • Joint Municipal Waste Management Strategy for Suffolk • National Waste Strategy • Enforcement Policy • COPLAR

Service objective	Linked to new Strategic / Corporate Priority(ies)	Linked to this Council Strategy / Plan
To maximise the reduction and diversion of municipal waste through the provision of range of waste collection services.	<ul style="list-style-type: none"> • Community Development ¹ • Housing ¹ • Prosperous and environmentally responsible communities ² 	<ul style="list-style-type: none"> • Joint Municipal Waste Management Strategy for Suffolk • National Waste Strategy
To promote and encourage positive behaviors in the community to reduce environmental crime, maintain public health and safeguard the environment.	<ul style="list-style-type: none"> • Community Development ¹ • Prosperous and environmentally responsible communities ² • Strong, healthy and diverse communities ² 	
Regulator for the promotion and enforcement of responsible street scene management throughout the district/borough.	<ul style="list-style-type: none"> • Housing ¹ • Economic Development ¹ • Prosperous and environmentally responsible communities ² 	<ul style="list-style-type: none"> • Joint Municipal Waste Management Strategy for Suffolk • National Waste Strategy • COPLAR • Enforcement Policy
The provision of a chargeable kerbside collection of refuse from commercial and non commercial organisations.	<ul style="list-style-type: none"> • Economic Development ¹ • Prosperous and environmentally responsible communities ² 	<ul style="list-style-type: none"> • Joint Municipal Waste Management Strategy for Suffolk • National Waste Strategy
The procurement, management, monitoring and repair and maintenance of vehicles, plant and equipment in line with our statutory responsibilities.	<ul style="list-style-type: none"> • Value for Money ¹ • Prosperous and environmentally responsible communities ² 	<ul style="list-style-type: none"> • Carbon Management Plan (FHDC), Climate Change Review and Action

KEY:
 1 FHDC 2 SEBC

1b. Delivering Shared Services

Progress on the shared services agenda with Forest Heath / St Edmundsbury (delete as appropriate)

This plan is a joint service plan for the delivery of Waste and Street Scene services across Forest Heath and St Edmundsbury.

The West Suffolk Waste and Street Scene Partnership was established in April 2008 between Forest Heath District Council (FHDC) and St Edmundsbury Borough Council (SEBC). Its remit over a four year period is to implement options for joint working aimed at improving customer service and maximising service delivery whilst reducing cost.

Implementation of the Partnership's Business Plan is set out in three distinct stages:

- *Stage 1 (within 1 to 2 years):* To share resources and facilities with the aim of reducing costs and improving the service quality and effectiveness.
- *Stage 2 (within 2 to 4 years):* To harmonise working practices, bringing consistent and higher standard of services to the people of FHDC and SEBC.
- *Stage 3 (4 years plus):* To consider the creation of a new single entity providing both council's with high quality direct services.

The Partnership has delivered against Stage 1 and achieved elements of Stage 2 of its Business Plan. Substantial achievements to date are as follows:

- The formation of a Joint Waste Management Board to monitor and develop future joint working opportunities and initiatives.
- The development of operational joint working initiatives, for example a Service Level Agreement for the maintenance and servicing of FHDC vehicles and a joint waste collection round reorganisation.
- Agreement on the pooling/sharing of staff resources and the adoption of an interim staff structure to improve joint working and coordination of activity.
- Agreement and delivery of joint branding e.g. promotional material, vehicles
- Progress with joint procurement e.g. refuse and cleansing vehicles, wheeled bins.

2. Service Delivery and Developments 2012 onwards

Operational tasks and projects (include those commenced in previous years but not completed)

Action 2012/13		Lead officer	Delivery period (including estimated start / end dates #)	Notes
Ref:	Detail			
WSS T1	Complete transformation to a single joint waste partnership.	NM/SP	31 March 2013	<ul style="list-style-type: none"> Subject to corporate transformation
WSS T2	Contribute to the Suffolk-wide Infrastructure project for provision of transfer stations for waste.	MW	31 March 2013	<ul style="list-style-type: none"> This is part of a Suffolk Wide workstream
WSS T3	Support and contribute to the Suffolk Waste Partnership.	NM/SP	31 March 2012	<ul style="list-style-type: none"> A separate strategy and action plan exists to capture joint working on waste related projects.
WSS T4	Integrate both trade waste services into a single delivery service.	MC/CS	31 March 2013	<ul style="list-style-type: none"> Includes pricing strategy, marketing, service offer, policies and schedule 2
WSS T5	Development and commence delivery of a targeted education and enforcement strategy.	MC/MCu/ LW	30 Sept 2012	<ul style="list-style-type: none"> Includes: <ul style="list-style-type: none"> waste and litter enforcement education campaign
WSS T6	Continue the introduction of a single approach to service identity: <ul style="list-style-type: none"> Staff appearance Vehicle livery Service marketing tools 	CS PC MC	31 March 2013	<ul style="list-style-type: none"> Transition period: <ul style="list-style-type: none"> 6 to 12 months 3 years 6 to 12 months
WSS T7	Implement a unified approach to CRM, the management of service data and the use of mobile devices for operational tasking.	MC/CS	31 March 2013	<ul style="list-style-type: none"> Subject to resource availability.
WSS T8	Review ability to introduce food waste collections from municipal waste.	MC/CS	31 March 2013	<ul style="list-style-type: none"> Council position agreed. Further actions subject to change in circumstances.

– end date can be after 2012/13

Note – Financial Impact of service action: All service delivery and developments are to be funded within the existing budgeted resources (e.g. zero growth).

3. Equality delivery plan

Responding to equality objectives (Refer to the guidance which outlines the types of activities and actions which should be included in this section)

Objectives				
Action 2012/13		Lead officer	Delivery period (including estimated start / end dates #)	Comment / implications (if necessary)
Ref:	Detail			
EDP 1	Undertake Equality Impact Assessments to support new strategies, plans, policies and projects	Subject to work area	Mar 2013	• Reviewed as part of Council approval process
EDP 2	Incorporate the equality duty in ongoing procurement activity	Subject to work area	March 2013	
EDP 3	Audit WSS service to ensure that the current service delivery meets the Equality Duty	Subject to work area	Dec 2012	•
EDP 4	Assess appropriateness of incorporating diversity criteria as part of CRM software	MC/CS	April 2013	• Linked to WSS T8

4. Workforce Planning

4a. Workforce profile (Complete Head Count / FTE - remainder of profile information to be provided by HR)

<u>Head Count * / FTE</u>	X / X					
<u>Age profile</u> (% of head count)	<u><20</u> x%	<u>21-30</u> x%	<u>31-40</u> x%	<u>41-50</u> x%	<u>51-60</u> x%	<u>>60</u> x%
<u>Sickness Absence</u>	<u>Number of days (01/04/10 - 31/03/11)</u> X		<u>No. occasions / employees*</u> X / X		<u>Average no of days per employee</u> X.X	
<u>Turnover</u>	X%		<u>No. of Grievance & Disciplinary Hearings</u>		X	
<u>Workforce Composition*</u>	<u>Total no. of ethnic minorities</u> X			<u>No of registered disabled (% of head count)</u> X%		

* Figures can only be whole numbers

4b. Future Workforce Development Issues

Issue	Potential Impact on Service	Staff affected	How issue could be addressed	Lead officer / Team	Likely Resource Implications
SHORT-TERM					
Reduction in posts in key areas of the service	<ul style="list-style-type: none"> Service resilience 	All staff	<ul style="list-style-type: none"> Staff restructure Review job roles and responsibilities Review work and customer expectation Increase staff numbers 	Managers	
Review of street cleansing	<ul style="list-style-type: none"> Introduction of alternate way of 	Operational staff	<ul style="list-style-type: none"> Subject to outcome of street cleansing review and options 	CS/DL	<ul style="list-style-type: none"> Subject to review outcome.

Issue	Potential Impact on Service	Staff affected	How issue could be addressed	Lead officer / Team	Likely Resource Implications
provision.	delivering the service <ul style="list-style-type: none"> • Potential for shared resources 		implemented.		<ul style="list-style-type: none"> • Potential for sharing resources.
Driving skills	<ul style="list-style-type: none"> • Insufficient driving skill sets in FHDC to meet service needs 	Operational staff	<ul style="list-style-type: none"> • Review driver provision. • Incentivise staff to maintain relevant driving licenses whilst undertaking non driving roles. 	CS/DL	<ul style="list-style-type: none"> • Review financial incentives
Joint Authorisations	<ul style="list-style-type: none"> • Increase flexibility to deliver services and resilience 	Enforcement staff	<ul style="list-style-type: none"> • Amendments to the current officer authorisations through the corporate competency procedure. 	MC	<ul style="list-style-type: none"> • Minimal but subject to current staff competencies.
LONG-TERM					
Reduced staffing levels	<ul style="list-style-type: none"> • Potential reduction in service level, response times & pro-active work. 	All Staff	<ul style="list-style-type: none"> • Staff re-structuring • Introduce increased flexibility in staff roles • Revised job roles • Prioritising work • Reducing non-value work • Adoption of new technology 	Relevant Managers	<ul style="list-style-type: none"> • Costs related to implementing changes, re-structuring, training required as job roles change
Staffing implications resulting from Shared Services transition and transformation	<ul style="list-style-type: none"> • Clarity on roles and responsibilities. • Changes in working methods and location 	All	<ul style="list-style-type: none"> • Review team structure and roles. • Targeted staff learning and development 	NM/SP	<ul style="list-style-type: none"> • HRM support
Development of Joint Waste Committee in Suffolk	<ul style="list-style-type: none"> • Review delivery of waste strategy 	Officers	<ul style="list-style-type: none"> • As above 	NM/SP	<ul style="list-style-type: none"> • Reduction in staff and/or • Displacement of staff to other sites

5. Performance Measurement

Number	Description	Council	2010/11 Actual	2011/12 Estimate	2012/13 Target	Notes (including future targeting)
	Total quantity of household waste sent for recycling (tonnes)	FHDC	11,250	11,840	N/A	
		SEBC	22,250	22,712	N/A	
	Total quantity of household waste sent to landfill (tonnes)	FHDC	12,731	12,950	N/A	includes black bin, sweepings, litter, bulky
		SEBC	20,828	21,094	N/A	
	Street and environmental cleanliness: Fly tipping	FHDC	Effective	Effective	Effective	
		SEBC	Very Effective	Effective	Effective	
	Residual household waste per household (kg)	FHDC	500 kg	460 kg	440 kg	
		SEBC	478 kg	483 kg	473 kg	
	Percentage of household waste sent for reuse, recycling and composting (kg)	FHDC	46.50%	47.00%	49.00%	
		SEBC	51.89%	51.96%	53.00%	
	Quantity of trade waste recycled (tonnes)	FHDC	131	155	N/A	Blue bin recyclables only
		SEBC	132	131	N/A	
	Street and environmental cleanliness: Litter	FHDC	6%	8%	8%	
		SEBC	4%	N/A	8%	Baseline year
	Street and environmental cleanliness: Detritus	FHDC	16%	25%	20%	
		SEBC	13%	N/A	20%	Baseline year
	Street and environmental cleanliness: Graffiti	FHDC	1%	0%	0%	
		SEBC	3%	N/A	3%	Baseline year

Other relevant targets reported externally

	NONE				

6. Budget (to be provided by Finance)

The Service is responsible for the management of the following budgets:

	£	£	£
	2011 / 2012 Original budget	2011 / 2012 Revised budget	2012 / 2013 Total Budget
FHDC			
SEBC			

Service	NOTES	FHDC	SEBC	FHDC	SEBC	FHDC	SEBC
Waste Collection	Black bin, bulk waste, clinical, hazardous						
Recycling and Composting	Blue bin, brown bin and recycling centers						
Trade Waste							
Street Cleansing	Including abandoned vehicles						
Public Conveniences							
Highways		N/A		N/A		N/A	
Landscapes		N/A		N/A		N/A	
TOTAL							
COMBINED TOTAL							