

APPENDIX 2

SINGLE SHARED WASTE SERVICE - INFORMAL INFORMATION PAPER

The purpose of this paper is to give further details on the proposal being considered by members in October 2014 and to provide information on the initial feedback received from staff. This is part of an ongoing commitment by the two Councils to involve staff and unions in the process.

Introduction

In July 2014 both Cambridge City Council and South Cambs DC considered the same committee report to explore the creation of 'a Single Waste Service, wholly owned and run by the local authorities, with a single management structure and workforce, located on one site using a single pool of vehicles.' This Single Waste Service to serve both Councils and to be based at Waterbeach.

It was agreed by members to prepare a final business case for the;

- co-location of current services
- the creation of a Single Shared Waste Service
- and that this case is reported back to both authorities for a final decision in October 2014

As both Councils are required to generate significant financial savings, the creation of a single shared waste service would contribute to these savings through greater economies of scale and efficiency by:

- Joint collection of waste – removal of the boundary between Councils and introducing cross-border collection routes;
- Single Management structure – operated under a single Head of Service
- Single policy and support function – one team to address growth and waste policies;
- Sharing of Depot accommodation costs;
- Joint purchasing of vehicles and equipment; and
- Joint maintenance of a single fleet of vehicles.

A financial business case is now being prepared for consideration by both Councils and in October 2014 members will be asked to consider the following issues:

- the relocation of the City Waste Service to the South Cambridgeshire Waterbeach Depot and the creation of a single management team to co-ordinate the delivery of a single waste service for Cambridge City and South Cambridgeshire and subject to full consultation with the staff and unions;
- the potential for a Joint Delivery Vehicle to operate the single waste service in the future.

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As part of the preparation of this business case, both Councils are keen to hear the views of colleagues to help shape this work and help get it right.

We welcome any thoughts and ideas you have....

Frequently Asked Questions

The following are themes listed in alphabetical order of questions and issues raised during the initial meetings and conversations by both South Cambs and City Council staff. The aim is to update this list as more views are collected and more detail is worked-up.

Communications

Comment	Feedback
How will we be kept informed?	Regular meetings will take place with staff and unions. Summary notes of meetings will be circulated. Staff will be encouraged to attend and provide feedback. Frequently Asked Questions will be shared across both Councils and updated regularly. 1-2-1 conversations are available for any colleagues who wish to discuss this work in more detail with Mike Hill, Simon Payne or Jas Lally.

Depot

Comment	Feedback
What will happen to City's Mill Road depot?	The proposal is to base City and South Cambs waste staff and vehicles at the Waterbeach Depot to release the Mill Road site as part of the City Local Plan (subject to planning processes), and to reduce costs by sharing accommodation at Waterbeach.
Where will the other services on the Mill Road site go?	Each service on the site will need to consider how and where they will be delivering services in the future.
South Cambs Depot at Waterbeach was designed only for South Cambs staff.	The proposal is to extend the crew accommodation at the new

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How will it cope with all the City staff and trucks?	Waterbeach Depot and to add on extra hard-standing for waste trucks and staff car-parking. There continues to be an open invitation for city crews to visit the site to see the accommodation and facilities. Costs of this work are being investigated as part of the financial business case.
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Environmental Impact

Comment	Feedback
What sort of impact will the proposed relocation have on fuel, tyres and trucks?	An impact assessment will need to be undertaken as part of the implementation plan

Growth

Comment	Feedback
There will be more houses and population in the Council areas so how can we reduce the number of trucks?	Modelling of how current rounds operate show there are efficiencies which can be made by working across current Council boundaries. Any future growth will also be modelled in the most efficient way working across boundaries.

New single shared waste service

Comment	Feedback
What time will we start or finish from the new site?	Before we can determine start and finish times we will need to undertake detailed round modelling work being done and take traffic levels into consideration. As part of this crews will have the opportunity to shape the final rounds.
When will this all happen?	If the councillors agree the proposal the approach is to have a phased implementation with co-location to Waterbeach as the first phase during 2015.

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	Further work will need to be undertaken on the single shared waste service.
What will the structure look like?	Both Councils are committed to appoint a shared Head of Service. The work on the structure has yet to be completed and will be subject to full consultation with staff and the unions before decisions are made on individual posts.
Where will customers and residents be directed for queries and complaints?	Residents will continue to be able to contact waste services via each Council's current customer access routes
Will Policies be aligned?	Further work will need to be done on reviewing policies between Councils.
How are the savings derived?	Savings will be from reduced management and less trucks.
Who will be responsible for the service and how will it be governed?	Details of governance arrangement are being developed as part of the report to both Councils in October 2014, but we expect that there will be a single Joint Waste Board to oversee the performance of the single shared service, made up of senior councillors and officers from both Councils.

Office / Staff

Comment	Feedback
Who is affected?	If councillors agree then all staff dealing with waste policy and collections from both Councils will be affected..
What will happen to support service staff involved with waste?	Further work will need to be undertaken as part of any implementation plan on the level of support staff required for the day-to-day running of the single, shared service.
How will data be kept up to date and on which IT system?	This has yet to be decided and will be subject to more detailed work.
Can I move to another department?	If a vacancy arises then staff can apply for positions elsewhere in their employing Councils as per existing

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	processes.
What and how many vacancies are there for each Council?	Currently there are 5 driver and 3 loader vacancies at the City and whilst there are currently no vacancies at South Cambs, it is expected this will change due to natural turnover.. Both Councils are committed to managing these vacancies to reduce any potential need for redundancies.

Payscale

Comment	Feedback
What are staff paid at each Council?	Pay and conditions at SCDC and CCC are similar. Conversations have been taking place with the Trade Unions about future harmonisation of pay and conditions. Should Councillors agree to move forward with the single, shared service proposal a detailed analysis of pay and terms and conditions will be undertaken as part of the detailed implementation plan. Any future changes to pay and conditions will be subject to full consultation with staff and Unions

Rounds

Comment	Feedback
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Difference between urban and rural service, has this been taken into consideration?	Yes. Modelling work covers a range of factors based on actual data from both Councils and shows there are efficiencies which can be made when the boundary is removed. Further work during the implementation of this proposal will be done with staff.
How can the number of rounds and crews be reduced?	The two Councils already collect bins in each other's areas as it is recognised that it is more efficient and sensible to do this instead of each Council sending a truck to collect at just a few houses very close to the boundaries. Taking this idea further since the current rounds operated by the two Councils have been designed to stop at the Local Authority borders, redesigning all the rounds to cross boundaries as if they didn't exist suggests that a reduction in the number of rounds, crews and vehicles is possible.
Vehicles return with material on them how will this be addressed?	Modelling work will address this issue. This is a detailed operational issue which will be addressed.

Terms and Conditions

Comment	Feedback
What will the terms and conditions for staff be for the new service?	At present in the initial phase staff will remain on their existing terms and conditions. We will be reviewing the terms and conditions for the posts in the management structure and any potential TUPE implications.

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	As part of the second phase of a single shared waste service further discussions will be held on the potential for harmonisation of conditions. Any changes will be subject to full consultation with staff and unions.
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Travel

Comment	Feedback
As the site is remote how will City staff who cannot drive get there?	We recognise there will be an issue for some staff so we are discussing with the unions what can be done to reduce the impact of the changes. Ideas are welcomed on how this might be done.
It will cost me to drive to the new site how will this be dealt with?	Cambridge City has an existing travel relocation scheme. The scheme operates for 12 months and has conditions and mileage exclusions. Details of the scheme will be put in the Mill Road Depot. However, as mentioned above, suggestions are welcomed on other ways that we might be able to help people get to work should the waste services be moved to the Waterbeach depot. It is not anticipated that South Cambs DC staff's travel will be effected by this proposal.

Proposed comments

At this stage we want to hear about any further ideas, issues or concerns you want to raise about the principle of the proposed change and the details that need to be considered should this proposal go ahead. As the drivers, loaders and policy officers delivering current waste services, it is important that your views and ideas are shared to help ensure this proposal is right. Your comments about the proposal to create a single shared waste service are welcomed.

Please send your comments to Jas Lally Head of Refuse & Environment, **by the 6 October 2014** or during briefings held or if you wish to have a 1-2-1 please do not hesitate to contact me.

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Mike Hill Director of Health and Environmental Services South Cambridgeshire
District Council

Simon Payne Director of Environment Cambridge City Council

24 September 2014