



To: The Leader and Executive Councillor for Strategy and Transformation: Councillor Lewis Herbert

Report by: Simon Payne, Director of Environment

Relevant scrutiny committee: Strategy & Resources
13/7/2015
Scrutiny Committee

Wards affected: All

SHARED WASTE SERVICE

Key Decision

1. Executive summary

This report updates all Members on the development of a Shared Waste Service between the City Council and South Cambridgeshire District Council, the principles of which were approved in July 2014 and October 2014.

2. Recommendations

The Executive Councillor is recommended

- 1) To note the progress of the City Council and South Cambridgeshire District Council towards to the development of a shared waste service, in particular:
 - a. The creation of a single tier of senior management
 - b. Progress made towards co-location of the two Councils at the Waterbeach depot;
 - c. Progress made on establishing a Single Waste Service and likely future developments.

- 2) To delegate to the City Council Chief Executive Officer the power to approve any changes necessary to the Council's Scheme of Delegation arising from the changes reported below;
- 3) To Delegate to the Director of Environment the power to implement the changes to managerial arrangements arising from the changes reported below.

3. Background

- 1) A report on a proposed Shared Waste Service was considered by both Environment Scrutiny Committee of Cambridge City Council ('the City Council') on 8 July 2014 and Cabinet of South Cambridgeshire District Council ('South Cambridgeshire DC') on 9 July 2014. Members affirmed the commitment to create 'A Single Waste Service, wholly owned and run by the local authorities, with a single management structure and workforce, located at the Waterbeach Depot using a single pool of vehicles.'
- 2) Further reports were considered by the City Council Environment Scrutiny Committee on 17th October and Cabinet of South Cambridgeshire DC on 16th October 2014. Those reports set out the work that had been done on assessing the potential for a single shared waste service and concluded that there were significant savings that could be achieved by continuing to work towards the creation of a shared service.
- 3) The development of the Shared Waste Service and the performance of the new Service is overseen by a Shared Waste Board. The City Council is represented on the Board by the Executive Councillor for Environment and Waste with support from the Director of Environment. There will be an annual report to the Environment Scrutiny Committee of the City Council on the work of the Shared Waste Board.

Shared Waste Service: Staff changes

- 4) A consultation paper was issued on 23 February 2015 about the establishment of a single Management Team for the Shared Waste Service for South Cambridgeshire District Council and Cambridge City

Council. The consultation covered proposals to create three new manager posts to be employed by South Cambridgeshire District Council and the deletion of a total of five manager posts at both Councils. The consultation also addressed the proposed contractual change to the place of work to Waterbeach for all the City operational and policy waste staff.

- 5) In April 2015 appointments were made to the posts of Waste Operations Manager and Waste Policy Change and Innovations Manager. No appointment was made to the Head of Shared Waste post but this has been advertised and an appointment is likely to be made by the end of this month.
- 6) From 19 August 2015 the following changes will take effect:
 - a. One member of staff will become an employee of South Cambridgeshire DC and become the new Waste Operations Manager for both authorities;
 - b. One City Council post – the Head of Refuse and Environment – is deleted. All of the responsibilities of that post including management of Trade Waste devolve upwards to the Director of Environment except that:
 - i. The Environmental Health Manager will report to the Head of Strategic Housing and the Director of Community Services;
 - ii. The new Waste Operations Manager and Waste Policy Change and Innovations Manager will have new responsibilities on behalf of both authorities
- 7) The changes only relate to officer reporting lines and do not affect Executive Councillor responsibilities.
- 8) Once relocation has taken place the contractual place of work for all waste operatives will be Waterbeach. A Travel Working Group and a staff focus group were set up and trial runs of a number of city crews have been taking place since April. A paper on travel plan proposals was circulated to staff for comment on Friday 5th June. In parallel, 121 meetings were held with each staff member affected. There was a meeting with the Unions on 11th June and another is planned for 1st July.

- 9) All posts in the shared service, other than the three manager posts, will continue on current pay, terms and conditions (subject to a contractual workplace change to Waterbeach for the waste operatives and policy staff)
- 10) **Shared Service: Relocation**
- 11) A planning application has been submitted for the extension of the existing car park and permission for the necessary works was granted on 3rd June. Work is currently underway to ensure compliance with the pre-occupation conditions imposed.
- 12) An operational group has been set up to manage all of the practical impacts including staff training, health and safety assessments and the physical move of relevant equipment.
- 13) The site is now fenced off and preparatory works have started. A detailed schedule of works is not yet available but as soon as the definite start and end dates are known staff will be advised and a firm relocation date will be set.
- 14) In terms of securing the City Council's occupation of the premises the options available were either: 1) a surrender of the existing lease to South Cambridgeshire DC and a re-grant of that lease to both Councils; or 2) a separate supplemental lease. A surrender and re-grant was considered to be the better option overall in terms of securing clarity, parity between the parties and long term security of tenure.
- 15) The new lease will be between Frimstone Ltd and Cambridge City Council and South Cambridgeshire District Council for a term of 25 years from August 2015. It will be conditional on the completion of the necessary works to the satisfaction of both Councils. The terms of the lease were approved by the Director of Environment following consultation with members. Draft documents have been received and are being considered by officers

Creation of a Single Waste Service

- 16) Once the co-location has been put into effect and the new management team is in place, both Councils are committed to putting

a Single Waste Service in place without any unnecessary delay. It is proposed to report back with a full business case for creation of this Single Waste Service in January 2016, as well as outlining the likely direction of the service in the future.

Related Decisions

- 17) A business case for the future operation of a shared Trade Waste Service will come back to the Environment Scrutiny Committee in October 2015
- 18) The Fleet Service Review – a full evaluation of the current and future provision of garage and servicing facilities for all of the Council's vehicles including waste – is also relevant to the Single Waste Service, particularly as one potential future option would be running the existing garage and servicing facilities from Waterbeach.
Officers will give a verbal update to members at the meeting and a full report on this topic will come to this Committee in October.

4. Implications

Financial Implications

The annual rent of the new premises is £112,250, plus Stamp Duty Land Tax (SDLT) of £25,177. Both sums will be divided between the two Councils based on cost sharing principles which are currently in development as progression is made towards creating a budget for the single waste service

Staffing Implications

The immediate and direct implications are fully set out in the report. In terms of the future:

- As work towards the single, shared service progresses, there may be impacts on other waste service posts in both Councils.
- Any proposed changes to Trade Waste posts following decisions by Councillors will involve a separate consultation with staff and Trade Unions.
- There are potential TUPE implications for City Council staff from either entering into a formal shared service agreement or the creation of a new corporate body. All consultation requirements will be built into the consideration and implementation of any such decisions
- The move to Waterbeach has been the subject of a recent Risk Assessment and it is considered a safe environment in which to work.

Inductions of all staff moving to Waterbeach have been built into the programme for the move

Equality and Poverty Implications

- The main implications of the changes proposed are for the staff concerned rather than the population of Cambridge as a whole.
- An EQIA has been done on the implications of the change for staff currently located in Mill Road and moving to Waterbeach and this has raised one main issue: an increased risk to staff travelling to and from new, isolated location.
- This will be monitored carefully once the move has taken place so that the City Council is, and continues to be, satisfied that it is providing a safe place of work

Environmental Implications

- The increased use of cars by some staff to access workplace will have a small negative environmental impact. A travel plan is being developed in consultation with South Cambridgeshire District Council to identify ways in which this may be reduced, i.e. through lift sharing. In addition, there may be a positive impact overall from reduced early morning vehicle movements in the city centre and future exercises in route optimisation for the refuse disposal vehicles.

Procurement

- There are no procurement implications arising from the matters in this report but any move either to a single shared service will required consideration of these issues.

Consultation and communication

- Unison and GMB were briefed on the consultation paper and there has been an ongoing dialogue with the unions before the consultation period and during it. Monthly meetings with the Branch Secretaries have been taking place.
- Although there are no intended changes to routes or collection days arising from relocation of the service it is possible that some residents will have their bins collected earlier than they are used to. All potentially affected residents will be advised to have their bins ready for an earlier collection as the date of the move approaches.

Community Safety

- A full programme of trial runs and staff training and induction will be carried out to ensure that all drivers are familiar with any new routes to minimise the impact on community safety.

5. Background papers

Environment Committee Report 7th July 2014

Environment Committee Report 14th October 2014

EQIA on change of workplace

6. Appendices

7. Inspection of papers

To inspect the background papers or if you have a query on the report please contact:

Author's Name: Sue Chadwick

Author's Phone Number: 01223 – 457611

Author's Email: sue.chadwick@cambridge.gov.uk