



SHARED WASTE SERVICE DRAFT ANNUAL REPORT 2016/17

1.0 Background

The creation of the Single Shared Waste Service (SSWS) was agreed by SCDC and CCC in October 2014 with the following objectives:

- Protection of services which support the delivery of the wider policy objectives of each Council
- Creation of services that are genuinely shared between the relevant councils with those councils sharing the risks and benefits whilst having in place a robust model to control the operation and direction of the service
- Savings through reduced managements costs and economies of scale
- Increased resilience and retention of staff
- Minimise the bureaucracy involved in operating the shared service
- Opportunities to generate additional income, where appropriate
- Procurement and purchasing efficiencies
- Sharing of specialist roles which individually, are not viable in the long-term

In 2015 the combined fleet and most staff relocated to the new Waterbeach Depot, and a new senior management team was recruited, saving £140k.

The Service now includes:

	CCC	SCDC	Notes
Domestic Refuse Collection			
- Residual Waste	✓	✓	
- Organic Waste	✓	✓	SCDC operate a monthly winter collection service, CCC retain the alternate weekly collection service through the winter.
- Recycled Waste	✓	✓	SCDC operate a paper-out collection service. CCC operates a fully co-mingled service.
Policy, change and innovation in Waste Management	✓	✓	
Commercial Waste	✓	✓	
Street Cleansing	x	✓	CCC retains Streets and Open Spaces in isolation of Shared Waste Services.

2.0 Progress in 2016/17

During 2016/17 the operation of these services continued in the City and District using separate vehicles but with the benefit of cross-team working where possible.

Paul Vanston joined as Head of Waste in February 2016.

The commercial waste teams joined the Shared Waste Service in May 2016 and a specialist report was commissioned to help evaluate the potential for the service to increase profitability; these options were discussed and agreed by the Waste Board in September and are being implemented.

Cambridge City Council Environment Committee discussed and agreed some policy and reporting changes in June 2016; the majority are now implemented.

In October Jane Hunt started as Interim Head of Waste following Paul Vanston's departure in September.

In November three staff consultations were initiated – on TUPE of all CCC staff to SCDC employment, on a new structure for the teams, and on the Part 3 Agreement which sets out the working agreement for crew members. This concluded in December, and after considering the feedback revised structures were agreed and in January recruitment to the new roles commenced.

Since February 1st all members of the Service report to SCDC and we serve residents across City and South Cambridgeshire.

The next major change planned was to harmonise rounds across the boundaries of SCDC and City; this was planned during 2016 and went live on February 27th 2017. A separate report on this project is available. Collections to over 80% of residents were changed to help achieve efficiencies and accommodate future growth, in addition to reducing mileage. While collection rates remained high (above 94% at all times), lessons were learnt in how we deal with flats and ensuring special collections are prioritised.

KPIs were achieved for the majority of the year (relating to bins collected and recycling rates). However, we are still verifying the calculations on recycling rates.

The 2015/16 and 2016/17 savings against baseline are now being confirmed as the finance of the service has been brought together. This and any in-year changes to 2017/18 budget will be discussed and agreed at Waste Board.

3.0 Priorities for 2017/18

After a year of significant change we are now continually improving operations to achieve KPIs for domestic collections. We have further ongoing work on day changes to ensure rounds are balanced, costs and benefits are evaluated, and lessons learnt. Alongside the crews working daily on the rounds this important 'business as usual' job will occupy a major part of our work programme for the office based teams.

With a new structure with many newly defined roles we are also spending time supporting staff, providing training and changing our ways of working and processes to get the full benefits of the changes made.

The management and integration of the fleet is another key step in the shared service which we are progressing; 2017 will see the operation of the fleet under one licence and the ownership of vehicles brought together under SCDC with a new maintenance approach.

The safe operation of the fleet and safe working by crews is critical for us and the way we plan, manage and deliver our Health and Safety actions and review our progress is the work of a new dedicated post.

Other priorities include:

- Confirming and agreeing the MoU for the operation of the Service (including financial allocations, insurance arrangements, and so on).
- Developing, agreeing and delivering further policy changes. Examples include clarifying paper in / out for SCDC, and working to operationalise the collection of side waste across the geography.
- Commissioning new vehicles according to capital investment plan.
- Reviewing some ways of working with crews and Unions.
- Delivering changes to Commercial service and growing the business. This is a major source of income for the Service and the councils and has potential to grow the current service and introduce new ones.
- Reviewing the Street Cleansing service for SCDC. This is to ensure best practice, efficient operation and customer satisfaction as well as expanding the role of communities where requested.
- Support commissioning, and embed, new software across the Service (3CICT project). This will be important to continually improve customer service, reduce ongoing revenue costs and streamline data handling and processing.
- Work with RECAP partners on contract reviews and partnership opportunities. This includes our disposal contract, and procurement contracts for vehicles.
- Review commercial waste structure and roles.

The new permanent Head of Service, Trevor Nicholl, will start in September.

Jane Hunt
Interim Head of Service
June 2017