

**PLYMOUTH CITY COUNCIL**

<b>Subject:</b>	Modernisation of Waste and Street Services
<b>Committee:</b>	Cabinet
<b>Date:</b>	8 November 2016
<b>Cabinet Member:</b>	Councillor Michael Leaves
<b>CMT Member:</b>	Anthony Payne (Strategic Director for Place)
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<b>Ref:</b>	WM2016_CommRep_20161108
<b>Key Decision:</b>	Yes
<b>Part:</b>	I

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**Purpose of the report:**

As part of the ongoing transformation and improvement of Council services, the Business Case for the Modernisation of Waste and Street Services (attached) describes the Council's current provision of services, and performance. It also highlights the challenges, opportunities, and levers for change, tests three potential options to deliver the necessary improvements and efficiencies, and goes on to provide an implementation plan for the preferred option.

The summary business case sets out the rationale and underlying detail needed to provide confidence and support for the decisions that will initiate changes to waste and street services, including decisions on funding to implement improvements. It also provides the project framework and high level implementation plan against which progress will be monitored, ensuring that the objectives are met. The objectives of the service changes are to increase household recycling rates to 40% in the short term to improve performance levels and meet the targets in the Energy from Waste partnership contract; and to reduce the overall ongoing costs of the service.

The Council has already started to reshape waste services with the optimisation of collection routes early in 2015. The business case builds on those changes and moves the Council into the next phase of the transformation of waste management and street scene services, to create a seamless, sustainable, modern system, in partnership with our residents. Changes to services are also expected to deliver savings of around £750k. Modernisation of the service will be achieved through a range of interventions that will require changes in attitudes and other adjustments. Good engagement and communications are vital to ensure that the Council brings residents and staff along through this transition.

The summary business case provides the headline facts and figures drawn from the full business case to describe the introduction of a balanced package of measures that will boost recycling rates and deliver efficiencies. The first step will include the proposed introduction of Alternate Weekly Collections (AWC). Over 75% of councils across England have now implemented Alternate Weekly Collections and there is a large body of evidence to support its effectiveness.

**The Council Corporate Plan 2016/19:**

The Council's Corporate plan includes a commitment for an improved street scene environment. To deliver this the priority actions build on the manifesto pledge to remove litter on streets and to address fly-tipping in the city, as well as increasing recycling rates and reducing the city's carbon footprint.

In particular, policy 27 of the Plymouth Plan, Minimising Plymouth's Waste outlines the city's plans to adopt the most sustainable, whilst feasible and financially viable, solutions to waste management. The Policy sets a target of 50% recycling rate by 2034, and includes a range of initiatives such as the active encouragement of home composting to reduce waste; working with community and voluntary groups and businesses to encourage more recycling; and ensuring that all new developments have adequate facilities for efficient waste storage.

The business case reflects the values and priorities in the Corporate Plan in the following ways:

- **Democratic:** The views of residents have, and will continue to be taken into account when changes are introduced.
- **Responsible:** Changes will be clearly communicated and supported, and will be balanced with proportionate enforcement action for persistent non-compliance with protocols.
- **Fair:** Changes to services will be implemented in a way that recognises special circumstances.
- **Partners:** The successful implementation of service changes will only be possible by working effectively in partnership with communities, groups and individuals.
  
- It takes a **Pioneering** approach, seeking solutions that are flexible and efficient, striving for high standards.
- It supports a **Growing** Plymouth, by investing in a service that will keep pace with the changing infrastructure requirements.
- It promotes a **Caring** approach by ensuring that people are well supported through change.
- It will deliver a more **Confident** city, improving the street scene and making the best use of our high-tech recycling facilities.

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**Implications for Medium Term Financial Plan and Resource Implications:  
Including finance, human, IT and land:**

The areas of Waste and Street Services in scope for this Business Case currently cost £5,390,568 per annum. This business case proposes an initial investment of £499,335 in year one, to realise recurring savings of £750K.

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**Other Implications: e.g. Child Poverty, Community Safety, Health and Safety and Risk Management:**

- Community Safety has been considered within the risk identification for the project, with potential anti-social behaviour risks associated with communal collection sites. This could include acts of minor vandalism to property, and fly tipping which would be dealt with through appropriate enforcement measures.
- Health and Safety considerations affecting the work force and public are actively considered as part of the risk management strategy and ongoing risk management for the project.
- The Project will adhere to the corporate risk management strategy and associated risk registers will be populated, updated and regularly reviewed. Risk response plans will be developed where required and agreed at Project and Programme Boards

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## Equality and Diversity

Two Equalities Impact Assessments (EIA) have been carried out, one for the workforce the other for customers and partner organisations, this ensures clarity of adverse impact and mitigation actions.

### Summary of Equalities Impact Assessments – Customer and Partner

Data from the 2011/2012 census has been used to conduct the assessment, with the main actions to ensure consideration is given the needs of all resident regardless of protected characteristic are:

*‘Collect and collate information from partner agencies to identify current assisted collection users who will continue to require support.’*

*‘Engage with partner agencies such as PCH, Plymouth University and the NHS trust(s) to promote and support project / service communication and education plans.’*

Alongside this, elements of the project propose formalising the waste policy for Plymouth, giving clear guidance on the responsibilities of residents, as well as setting customer expectations of the service; this will enable a clear and fair enforcement policy.

### Summary of Equality Impact Assessment – Workforce

September 2016 establishment data has been used to conduct the assessment.

The main impact on employees will be a slightly longer working day. To ensure the impact does not adversely affect one particular protected characteristic, all employees will continue to be assessed for their needs via the management team. Flexible working requests and purchase of additional annual leave remain as options to ensure staff can achieve a good work life balance.

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## RECOMMENDATIONS AND REASONS FOR RECOMMENDED ACTION:

That Cabinet approves **Option 2**: The modernisation of Waste and Street Services as set out in the summary business case, which incorporates the citywide roll out of Alternate Weekly Collections of household waste, and associated interventions to support the increase in recycling across the city.

**Alternative options considered and rejected:**

Option 1 - 'Do Nothing' is rejected as this will not deliver an increase in recycling rates to meet the short term target of 40%, and 50% by 2034. It will also not deliver the required reductions in the costs of running the service. The service will remain outdated and unable to respond to the challenge of future population increases.

Option 3 – replacement of all 240ltr household waste wheeled bins with smaller 120ltr bins is rejected. Whilst providing a reduced capacity for general waste has been shown to be a lever for increasing recycling, the cost of replacing bins (estimated at £1.9m) would not generate a return on investment until year 12.

**Published work / information:**

List (and include a hyper link) to published work / information used to prepare the report

[Oldham approves three-weekly waste collection scheme](#)

[Alternate weekly collections - Borough of Pool](#)

[Alternate weekly bin collections - Blackburn with Darwen Council](#)

[Bin Collection – Alternate weekly collection - House of Commons](#)

[PCC - Place and Corporate Overview and Scrutiny Committee – 5<sup>th</sup> October 2016](#)

**Background papers:**

Title	Part I	Part II	Exemption Section Number						
			1	2	3	4	5	6	7
None									

**Sign off:** comment must be sought from those whose area of responsibility may be affected by the decision, as follows (insert references of Finance, Legal and Monitoring Officer reps, and of HR, Corporate Property, IT and Strat. Proc. as appropriate):

Fin	PCI6 17.35	Leg		Mon Off	DV S26 75 6	HR	DA- HR 01.1 1.20 16	Assets		IT		Strat Proc	
Originating SMT Member Lou Hayward (Assistant Director – Street Services)													
Has the Cabinet Member(s) agreed the contents of the report? Yes													