

	<h2>Environment Committee</h2> <h3>5 June 2018</h3>
<p style="text-align: right;"><b>Title</b></p>	<p><b>Street Scene Operational Changes 2018-19</b></p>
<p style="text-align: right;"><b>Report of</b></p>	<p>Chairman of Environment Committee</p>
<p style="text-align: right;"><b>Wards</b></p>	<p>All</p>
<p style="text-align: right;"><b>Status</b></p>	<p>Public</p>
<p style="text-align: right;"><b>Urgent</b></p>	<p>No</p>
<p style="text-align: right;"><b>Key</b></p>	<p>YES</p>
<p style="text-align: right;"><b>Enclosures</b></p>	<p>Appendix A - New Street Cleansing Machinery                  Appendix B – Fees and Charges for replacement bins                  Appendix C – Revisited Fixed Penalty Notice (FPN) Levels</p>
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<h2>Summary</h2>
<p>This report outlines the operational changes that will be delivered within Street Scene Service during 2018/19 to deliver more efficient ways of working, increase the resilience of service delivery and contribute to the £1 million 2018-19 Medium Term Financial Plan (MTFP) savings and income target allocations to Street Scene Services</p>

<h2>Officers Recommendations</h2>
<p><b>1. That the Environment Committee note the following operational service changes as set out in this report</b></p> <ul style="list-style-type: none"> <li>I. <b>Service Change 1 - Reorganisation of recycling and refuse rounds and changes to resident’s bin collection dates</b></li> <li>II. <b>Service Change 3 - Removal of recycling bring sites</b></li> <li>III. <b>Service Change 4 - Christmas and New Year collections and the winter suspension of garden waste collection service</b></li> <li>IV. <b>Service Change 6 - Time banded waste collections in town centres</b></li> </ul>

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| <p><b>2. That the Environment Committee considers and approves the following service changes planned for 2018-19.</b></p> <p><b>I. Service Change 2 - Stop all separate household food waste collections</b></p>  |
| <p><b>3. That the Environment Committee considers and approves the following fees and charges to support the service changes planned for 2018-19.</b></p> <p><b>II. Service Change 5 - Charging for Replacement Waste and Recycling Containers as set out in out in Appendix B.</b></p> |
| <p><b>4. That the Environment Committee approves the Environmental Fixed Penalty Notices (FPN) levels set out in Appendix C.</b></p>  |

## **1. WHY THIS REPORT IS NEEDED**

- 1.1 In May 2017 the Environment Committee approved that the Street Scene services including; recycling and waste, street cleansing and grounds maintenance would revert to a full in-house service. This service would then go through a modernisation process to ensure the service runs in the most effective, efficient and economical way possible
- 1.2 In the first 12 months of the modernisation program Street Scene Services have undergone considerable changes including:
- The move to Oakleigh Depot from Mill Hill in July/August 2017
  - The move to the refurbished Grounds Maintenance Oakhill Depot in August 2017
  - The restructure of the Ground Maintenance Service in November and December 2017, in accordance with the General Function Committee Approval on 8 November 2017
  - The restructure of the Street Cleansing Service in December 2017/January 2018 in accordance with the General Function Committee Approval on 8 November 2017.
  - The restructure of management and back office functions in December 2017/January 2018 in accordance with the General Function Committee Approval on 6<sup>th</sup> November 2017
  - The expansion of commercial waste service, and introduction of commercial recycling collections
  - The investment in eight Glutton Machines for town centre cleansing and seven Hako street sweeping machines. (Appendix A)
- 1.3 The modernisation changes set out above will deliver annual savings of £1.2 million, and will confirm the manifesto commitment that weekly collections will be maintained and that the proposed Alternate Weekly Collection (AWC) referred to in the November 2017 Environment Committee report will not be introduced. As part of the continuing programme, further work is planned for 2018-19. This further work includes:

**Table 1: Street Scene MTFP commitments 2017-20**

Description	2017-18 (£)	2018-19 (£)	2019-20 (£)	TOTAL
Modernising Services and improving productivity (Service Change 1)	£250K	£450K	£0	£700k
Street Cleansing – restructure 2017-18	£300K	£150K	£150K	£600K
Commercial Waste Income – Service Expansion	£200K	£300K	£300K	£900K
Ground Maintenance – Restructure 2017-18	£345K	£0	£0	£345
Revised Recycling and Waste Offer (Food waste etc)	£0	£0	£900K	£900K
<b>TOTAL</b>	<b>£1,095K</b>	<b>£900K</b>	<b>£1,350K</b>	<b>£3,345k</b>

1.4 During April and early May 2018, the Street Scene Service has also faced a number of operation challenges around the recycling and waste service. This has mainly been limited to services running out of the Oakleigh Depot, which delivers service to the east of the Borough.

- **Transfer Station Floor** – The newly constructed recycling transfer station floor, at the Oakleigh Depot, had to be re-laid as it had started to break up. The reinforcing metal mesh had started to protrude and as such the repair work was essential. The resultant temporary closure of our recycling transfer station meant that the collection vehicles needed to travel to the Edmonton Eco Park to tip their loads. Normally the recycling would have been bulked up and transferred by larger vehicles from Oakleigh Road. The much longer travel times for the collection vehicles to the Eco Park reduced collection capacity. This meant that not all of the collections were done on the scheduled day.
  - Additional vehicle and staff were hired in to support the service and many staff agreed to work overtime to make as many collections as possible on the scheduled day. The floor was re-laid by Wilmott Dixon the depot build contractor at their cost and the Council is also seeking reimbursement from Wilmott Dixon for the other additional collection costs incurred.
- Vehicle Breakdowns** – During this period the service suffered from an unprecedented number of vehicle breakdowns. On one day 13 breakdowns were reported with the same hydraulic and sensor issues. Investigations into the causes of these and the other breakdowns are taking place at a number of levels, and Members will be informed of the outcome

- 1.5 As highlighted above the service has delivered significant financial efficiencies and, as part of the continued Modernising Environmental Service programme, further work is planned for 2018-19.

### **Demand Management through Enforcement**

- 1.6 To support the changes both in the Commercial Waste Service and the Street Cleansing service the Council, is procuring with West London Alliance Partners (Harrow and Ealing) a new Environment Enforcement Contract. This contract will enable a more consistent approach to environmental crime, and ensure there is a clear deterrent to those who fly tip or drop litter through the Fixed Penalty Notice (FPN) system. Recent changes to legislation have been enacted aimed at discouraging littering through higher FPN fine levels, and have been set out in the Environmental Offences (Fixed Penalties) (England) Regulations 2017.
- 1.7 The combination of the proposed an increased litter FPN of £100, the Fly tipping FPN of £400, and prosecutions for large fly tips will assist the council in tackling environmental crime.
- 1.8 It is proposed that Barnet remove the early payment discount to act as a greater deterrent to such environmental crime. This will also enable Barnet to align with the policy of a number of other London boroughs. The early payment discount was to encourage FPN payment. When, however, we benchmarked Barnet's payment rates of 69% against other local authorities in London who do not have an early payment discount we do not see any significant variation in payment rate. When Harrow Council removed their early payment in discount they saw no significant change in payment levels.
- 1.9 Appendix C, sets out the proposed changes to the current FPN levels, including to
- Remove the early payment discount for all FPNs
  - To increase the FPN for litter to £100 from £80

### **Recycling and waste service changes**

- 1.10 Work to progress and achieve the remaining 2018-19 savings of £450k from "Modernising Services and improving productivity" is now in train. This will come from changes in the Recycling and Waste Service. This is the only area which has not been significantly changed in the last year. The work to deliver these saving is set out within this report.
- 1.11 Barnet's Recycling and Waste Service for 2018-19 has a budget of £5,909,350, of which £4,629,614 is spent on staffing and £604,000 is spent on vehicles running and maintenance. The service employs 208 staff across its operational depots at Oakleigh Road and Harrow.

### **Service Change 1 - Reorganisation of recycling and refuse rounds and changes to resident's bin collection dates**

- 1.12 The current recycling and waste collection rounds, and the way in which they are set up are a legacy of the last major changes to the service in 2013 when the blue bin and food bin were rolled out. The current rounds no

longer reflects an efficient use of resources due to depot moves and the growth of the Borough.

1.13 The rounds are still set up as if from the former operational depot at Mill Hill. Street Scene Service, however moved fully from Mill Hill Depot in August 2017, following part of its service moving in November 2016. Since this date the service has been split across two depots and the Hendon Waste Transfer Station, Oakleigh Depot, a new purpose built depot in the East of the borough, and Harrow Depot, a facility close to the West of the borough, shared with and located in Harrow.

1.14 **As a result, a comprehensive round rescheduling exercise is needed, which will also involve recycling and waste collection days changing for most residents.**

1.15 When completed this will ensure the work is more evenly distributed across the available resource. It will also remove the need for weekend garden waste collections, as they should all be able to be collected within the normal working week.

1.16 These changes will be delivered employing the following principles:

1. **Area Based:** Collection teams will work within constituency boundaries, and where possible ward boundaries, under an “area supervisor”. This will enable the service to be more familiar with and responsive to local issues and needs.
2. **Two Depots:** The recycling and waste service will continue to be operated out of the two sites of Oakleigh Depot and Harrow Depot
3. **Disposal Points:** The collections vehicles will be able to tip at the following locations at the following times:

Location	Time	Material	East/West
Oakleigh Depot	Monday to Friday 08:00 – 16:00	<ul style="list-style-type: none"> <li>• Recycling</li> <li>•</li> </ul>	East
Hendon Transfer Station	Monday to Friday 07:00 – 17:00  Saturday 07:00 – 12:00  Sunday Closed	<ul style="list-style-type: none"> <li>• Recycling</li> <li>• Refuse</li> </ul>	East/West
Edmonton Eco Park	7 Days a week 24 hour operation	<ul style="list-style-type: none"> <li>• Recycling</li> <li>• Refuse</li> <li>• Green Waste</li> </ul>	East/West

4. **Week Day Garden Waste:** We will schedule all garden waste collections to be done Monday to Friday, and not on Saturday. This will simplify collection days for residents and enhance service resilience.

5. **Low Rise Properties:** The service provided to “low rise” residents (and those in building of less than that six dwellings) will include:

- Weekly Black Bin Refuse

- Weekly Blue Bin Recycling
- Fortnightly Garden Waste

**6. Flats and Multi Dwelling Properties:** The service provided to buildings of more than that six dwellings will include:

- Weekly Black Bin Refuse
- Weekly Blue Bin Recycling (to be rolled out over the coming 24 months)

**7. Flexibility:** The service will seek to be flexible by recognising potential service changes and building in flexibility to adapt/amend rounds with minimal disruption to residents and staff.

**8. Communication:** The service will communicate changes to residents, Members, and staff through a multichannel campaign in a timely manner

**9. Data:** The service will use all available data and intelligence to accurately inform the changes needed.

**10. Implementation:** We recognise that implementation of such changes can lead to some disruption in the early weeks. We will be putting on additional resource during the early part of the changes to minimise that disruption. In addition, we will also use the experience and learning from other London Boroughs that have successfully delivered similar rescheduling exercises

1.17 Planning for this work is ongoing, and will be delivered in house with the new rounds going live from Autumn 2018. To achieve the savings in the MTFP four rounds will need to be removed, and thus productivity increased. To enable this different options are being reviewed including:

- Shunting – returning refuse vehicles to depots post completion of rounds with full/part full loads – at approximately 2:30pm. A pool of drivers then takes these to and from the tipping facility. All vehicles will be empty by the end of the working day. This will reduce the productive time lost for all the crew when the vehicle needs to tip at the end of the day
- Double shifting – using a reduced vehicle fleet to carry out the same number of rounds with each/selected vehicles undertaking two collection rounds per day. This would involve some collections happening earlier and later than they currently do,
- Alternative bulking points – exploring options for residual waste to be tipped and bulked locally to reduce tipping/travel time to disposal points

1.18 It is proposed that a Member engagement session is held at the Town Hall in advance of the new collection rounds being finalised and implemented. This will provide detail on the proposed changes, what these will mean for

staff, residents and specific areas of the borough, how this will be communicated and an opportunity for Members to ask questions and make comments.

1.19 This service change will involve collection day changes to a significant number of households. A comprehensive multi-channel communication campaign will accompany this work to ensure residents are kept fully informed of changes affecting their collections. This will include:

- Leaflets and bin labels
- Council website updates
- Use of social media including Council Twitter and Facebook accounts
- Face to face engagement at scheduled roadshows and events
- Updates for Barnet First/local press

1.20 On completion of these changes the new rounds will be closely monitored with adjustments made as required to ensure the efficient delivery of services. It is envisaged that once fully bedded in these changes will deliver £450,000 of operational savings based on a full year saving.

## **Service Change 2 - Stop separate household food waste collections**

1.21 Following further consideration of the food waste collection services, and the many difficulties that have been reported to us, it is proposed that separate food waste collections are discontinued.

1.22 The current additional cost of the separate weekly collections of food waste above that of the recycling collections is £300,000 per year, for around 5,000 tonnes of food waste equating to £60 for each tonne collected. The proposal is that food waste should be placed in the black bins. This residual waste does not go to landfill, but is taken to an Energy from Waste facility to be used as fuel for electricity generation.

1.23 It is not possible to recommend using the green bins for food waste as the current composting arrangements only accept plant products, and not food products. If food waste was to be included then a different and more expensive composting method would be needed. This is due to legislation introduced following a Foot and Mouth disease outbreak. The additional composting cost is an estimated £460k per year.

1.24 Despite the efforts to promote separate food collections and ongoing communications to promote this service, including joint initiatives with the North London Waste Authority (NLWA), uptake from the public for this service since its introduction has been low. Based on a survey undertaken in 2015 only 25-30% of residents participated on a weekly basis in this service. The tonnages have not increase significantly since that date. We understand this is for a number of reasons:

- Feedback from residents that they have Issues with foxes and vermin accessing brown bins and making considerable mess
- The expectation that compostable liners should be provided by the Council

- Ease of use of the black bin
  - Historical issues with receptacle reliability/breakage
  - A perception that the service is unhygienic
  - More awareness of the need to reduce food waste within the home
  - High levels of home composting
- 1.25 While the food waste placed in the black bin would not be used as a feedstock for anaerobic digestion (a process which generates energy), it would be contained within the residual waste and be delivered to the waste to an energy facility where it is burnt to produce electricity.
- 1.26 In 2013 Barnet moved from a recycling system which required residents to separate out the different elements to be recycled to the mixed recycling going into a blue bin. This also increased the recycling capacity from two 55 litre boxes a week to a 240 litre (L) bin a week.
- 1.27 The ease of the new recycling system the addition of new materials for collection and the significant increase in available recycling capacity for households led to an increase in recycling performance. The existing infrastructure has the capacity to accept significant further performance increases in the level of recycling. This is both in terms of material quality and quantity collected. Officers will be identifying areas of the borough where there is scope to improve material quality and address low recycling levels. This will be done through monitoring, crew training and communications with households to ensure the authority fully contributes to the regional 2020 target of 50% across London.

### **Service Change 3 - Removal of recycling bring sites**

- 1.28 As well as the long established recycling centre at Summers Lane the council has provided a recycling Bring Bank service for residents to use since the 1990s. At its height there were approximately 80 small sites located across the borough collecting paper/card, mixed glass bottles and jars, cans and tins.
- 1.29 In line with improvements being made to the household recycling collection services enabling residents to recycle from home the Bring Site service was reviewed in 2015 and the number of sites was reduced to 16. It is proposed to remove these remaining sites.
- 1.30 While the Bring Bank service provides a means for a limited number of residents to recycle who may not have direct access to a household collection (such as residents of flats that are not served using communal recycling bins) the service also generates significant costs to the Recycling and Waste, and Street Cleansing operations due to the need to regularly clear fly tipped materials that arise around the banks.
- 1.31 Based on 2016/17 figures, the removal of the banks would result in the loss of approximately 281 tonnes of recyclable materials being collected through the 16 sites. This loss would potentially have a small impact on overall recycling performance of approximately 0.2%. There is evidence to suggest that these sites are used illegally by businesses to dispose of recyclables and avoid a commercial waste contract. With the expansion of commercial waste services



to include recyclables, there is scope to capture part of this tonnage via paid contracts generating revenue for the service.

- 1.32 It is envisaged that once the Bring Banks are removed there would be significant release of resource back to the service and in time potentially some financial saving to be put back into the service.
- 1.33 A detailed Bring Bank removal plan has been developed. This will involve comprehensive multi-channel communications making residents aware of the forthcoming change
  - Updates for Barnet First/local press
  - Council website updates
  - Use of social media including Council Twitter and Facebook accounts
  - Signs placed on the bins before removal
  - Reminders to residents about the hours Summer Lane Civic Amenity Site is open
- 1.34 For residents who have concerns about having limited access to recycling the council will look to provide alternative outlets to recycle such as introducing recycling to additional blocks of flats

#### **Service Change 4 – Christmas and New Year collections and the winter suspension of garden waste collection service**

- 1.35 Participation in the garden waste service and collected tonnage are lowest during the winter months. This drop in demand and the need to deliver financial efficiencies informed a six week trial suspension of the service in December 2017– January 2018. The suspension enabled savings of £40,000 to be realised. Lessons were, however, learned including the need for the collection of Christmas trees, the need for clearer and correct information on the website regarding resumption dates, and clearer information to residents about the suspension
- 1.36 For 2018-19 up to a three-month suspension of the service is proposed, over the winter period. During this period Christmas trees will be collected on a resident's normal collection day between Sunday 6th January and Sunday 3rd February. Residents will be informed during this time to leave their Christmas trees adjacent to their waste bins from where they will be picked up. Thereafter residents will be directed to the Summers Lane refuse and recycling centre.
- 1.37 It is envisaged that a temporary service suspension of up to three months would enable up to £80,000 of operational savings to be made.
- 1.38 A service suspension would involve comprehensive multi-channel communications making residents aware of the forthcoming change, including:
  - Updates for Barnet First/local press
  - Council website updates
  - Use of social media including Council Twitter and Facebook accounts

## **Service Change 5 - Charging for replacement recycling and waste containers**

- 1.1 A total of £315,984 was spent on new and replacement recycling and waste containers. The delivery of replacement bins requires a full-time operative and a dedicated vehicle. The total cost of this is over £50,000 per year. The ongoing provision of bins to residents free of charge at this level is financially unsustainable.
- 1.2 During the year we delivered 6,320 240 Litre refuse and recycling bins costing over £100k for the purchase of the containers.
- 1.3 To reduce cost changes are needed to the current fees and charges that are levied to residents for the replacement of waste and recycling bins. Appendix B sets these out in detail.
- 1.4 The proposed fees and charges set out in Appendix B would mean that the Council would only replace free of charge bins which had been damaged through fair wear and tear or lost by the council. Lost and stolen bins in any other circumstances would need to be replaced at the resident's cost, including by residents who have moved into a property where the bins have been taken by the previous residents.
- 1.5 Additional training of all frontline Recycling and Waste collection staff will be undertaken focussing on best practice collection and return of bins
- 1.6 When residents who have had a larger than standard bin capacity move to another property, their entitlement reverts to the standard policy – i.e. one 240L refuse bin, unless there are six or more persons living in the property.
- 1.7 Where residents move into a property that has a larger than standard bin capacity, and their bins are lost or stolen their entitlement is as per the standard policy – i.e. one 240L refuse bin, unless there are 6 or more persons living in the property.
- 1.8 Where residents move into a property that has a larger than standard bin capacity, and their bins are damaged by the council their entitlement is as per the standard policy – i.e. one 240L refuse bin, unless there are six or more persons living in the property.

## **Service Change 6 - Time banded waste collections in town centres**

- 1.9 A consultation exercise was carried out in May/June 2017 on introducing the Barnet Waste Regulations 2017. This sought views on keeping waste in the right place, within which the principle of time banded waste collections received very positive support. In October 2017 approval was given by Full Council to implement the Barnet Waste Regulations 2017. As a consequence time banded recycling and waste collection in eight town centre areas across the borough will now start to be implemented. Table 2 lists these town centre locations.
- 1.10 Once implemented, time bands will enable the Council to have better control of the streets/public realm in town centre areas through: the removal of on street residential and commercial bins/obstructions, more effective delivery of street cleansing services, the potential to capture a greater market share of commercial customers, more robust enforcement and easier domestic collections.

**Table 2:** Town centre areas where time bands will be implemented

<b>West</b>	Mill Hill town centre location
	Burnt Oak town centre location
	Cricklewood town centre location
	Edgware town centre location
	Golders Green town centre location
<b>East</b>	Chipping Barnet town centre location
	Finchley Church End town centre location
	North Finchley town centre location

- 1.11 Time banded collections are used extensively by local authorities across London. Officers are in contact with Resource London and other NLWA boroughs to identify available support and learn from their experience.
- 1.12 A project plan is being developed for this work and it will be delivered in house by experienced Street Scene officers. Indicative timeframes for implementation are set out below:
- July 2018 – Implement time banded collection in Mill Hill town centre
  - August 2018 – March 2019 – Roll out timebands to remaining town centre locations in West of borough
  - April 2019 – August 2019 – Roll out timebands to town centre locations in the East of borough
- 1.13 All businesses and residents will be communicated with to explain the changes and the timeframes for their implementation and adoption. Similarly private waste contractors will be written to ensure they are aware of and are compliant with the timebands.
- 1.14 The Mill Hill time band will be closely monitored with adjustments made as required to ensure the efficient delivery of services. The experience from this will inform the further phased roll out of to the remaining town centres. It is envisaged once fully bedded in this work will deliver significant benefits through enabling streets to be managed in more structured way with cleansing following collections and non-compliance being more visible enabling enforcement action where needed. Businesses within these areas will be targeted by Commercial

Services to consolidate existing and to seek to secure additional waste and recycling collection contracts.

## 2. REASONS FOR RECOMMENDATIONS

2.1 **Recommendation 1** – It is a recommendation that the Environment Committee note the following operational service changes as set out in this report:

- I. Service Change 1 - Reorganisation of Recycling and Refuse Rounds and changes to resident's bin collection dates
- II. Service Change 3 - Removal of Recycling Bring Sites
- III. Service Change 4 – Christmas and New Year Collections and the Winter Suspension of Garden Waste Collection Service
- IV. Service Change 6 - Time Banded Waste Collections in Town Centres

These changes will enable Street Scene Services to realign work based on new operational facilities, improve the resilience of the service and to operate within its budget and meet the Medium Term Financial Plan

2.2 **Recommendation 2** – It is a recommendation that the Environment Committee considers and approves the following service changes planned for 2018-19.

- I. Service Change 2 - Stop all separate household food waste collections

to enable Street Scene Services ensure that it focused of provide a high quality blue bin recycling service with high participation rates, and improved service resilience and to operate within its budget and meet the Medium Term Financial Plan

2.3 **Recommendation 3** – It is a recommendation that the Environment Committee considers and approves the following fees and charges to support the service changes planned for 2018-19.

- I. Change 5 – Charging for Replacement Waste and Recycling Containers as set out in out in Appendix B.

to enable Street Scene Services to operate within its budget and meet the Medium Term Financial Plan

2.4 **Recommendation 4** – It is a recommendation that the Environment Committee considers and approves the Environmental Fixed Penalty Notices levels set out in Appendix C to enable the council to deter environmental crime, and manage the cost of the street cleansing services required to deal with it.

## 3. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

The alternative approach is not to make any changes to the service, or to just make some of the recommended changes. This, however, is not advised as it would result in the likely over spend of Street Scenes budget.

#### 4. POST DECISION IMPLEMENTATION

If the Committee is so minded to endorse the recommendations then Street Scene officers will continue to progress and deliver the outlined operational changes during 2018/19.

#### 5. IMPLICATIONS OF DECISION

##### 5.1 Corporate Priorities and Performance

- The Corporate Plan 2015-2020 is based on the core principles of fairness, responsibility and opportunity to make sure Barnet is a place:
  - Of opportunity, where people can further their quality of life
  - Where people are helped to help themselves, recognising that prevention is better than cure
  - Where responsibility is shared, fairly
  - Where services are delivered efficiently to get value for money for the taxpayer.

There are no implications relating to the Health and Wellbeing Strategy and its stated priorities, or the future health and wellbeing needs of the local population as identified in Barnet's Joint Strategic Needs Assessment.

##### 5.2 Resources (Finance & Value for Money, Procurement, Staffing, IT, Property, Sustainability)

- Finance and Value for Money: The Medium Term Financial Strategy savings allocated to the Street Scene services and agreed at the meeting of the Environment Committee on 7 November 2017 are:

ID	Opportunity Area	Description of Saving	2018/19	2019/20	Total
E3	Street Scene – Savings Line	Formerly the restructure of the Street Scene business model. Officers are looking to streamline potential processes, invest in mobile IT, improve service productivity, and restructure the service.	(450)	0	<b>(450)</b>
E4	Street Scene – Street Cleansing	New Service Offer: Anticipated to be achieved via staffing efficiencies and an asset management review of the fleet.	(150)	(150)	<b>(300)</b>
G2	Street Scene – Commercial Waste and Waste Collection and Street Cleansing	Income generation from Non-Statutory Waste Services and Green Waste: Income generation target across a range of chargeable services for commercial waste, including: additional	(300)	(300)	<b>(600)</b>

	Income	collections and the identification of new services where charging the user more is appropriate. To be delivered through a fundamental review of all transactional services.			
R2	Street Scene – Waste and Recycling Collection	Revised waste offer to increase recycling: The proposal is for a comprehensive and targeted communications and engagement campaign which aims to change resident behaviours and drive up recycling rates in order to reduce collection and disposal costs. However it may become necessary to go to alternate weekly collection if recycling rates continue to plateau and/or the savings identified are not realised.	0	(900)	<b>(900)</b>
R1	Commissioning Group - NLWA	Levy payments to the North London Waste Authority.	(100)	(300)	<b>(400)</b>

From a full year rollout the contributions from the service changes set out in this report contribute up to £830k to Streets MTFs commitments, and ensuring the Street Scene operational overspend in 2017-18 does not reoccur in 2018-19

Service Change Number	Description	Potential Saving/Avoided Cost/Operational Benefit
1	Reorganisation of Recycling and Waste Rounds and changes to residents collection dates	£450K
2	Stop separate household food waste collections	£300K
3	Removal of recycling bring sites	Avoided service delivery costs enabling street cleansing resource reallocation to cleansing other areas
4	Christmas and New Year collections and the winter suspension of Garden Waste collection Service	Up to £80k

5	Charging for replacement recycling and waste containers	Reduction of 2017-18 overspend on container provision
6	Time banded waste collection in town centres	Improvement in the public realm

- Procurement: At this time there are no implications.
- Staffing: Moving the weekend garden waste service into weekday collections will result in reduced overtime for frontline staff. It will however mitigate against redundancies with jobs secured for weekday operation and staff creating a trained pool able to be used across the service covering sickness and annual leave, saving on agency staff use. This will reduce with time due to natural wastage.
- IT: At this time there are no implications.
- Property: At this time there are no implications.
- Sustainability: The operational changes set out within this report will enable move Street Scene to deliver more efficient and effective services for domestic and commercial waste, recycling collections and street cleansing services, increasing overall performance and satisfaction.

### 5.3 Social Value

- The Public Services (Social Value) Act 2012 requires people who commission public services to think about how they can also secure wider social, economic and environmental benefits. This will be done as part of any contract procurement. No contract procurement is currently planned as a result of the recommendation in this report.

### 5.4 Legal and Constitutional References

- 5.4.1 The Environmental Protection Act 1990 Part II Waste on Land, section 46 Receptacles for Household Waste, provides waste collection authorities with the power to determine the size of the receptacles and whether a payment is required for them.
- 5.4.2 The Environmental Offences (Fixed Penalties) (England) Regulations 2017 allows the council to offer an early payment discount but this is discretionary, so the council can remove the early payment discount.
- 5.4.3 The Council's Constitution (Article 7, Committees, Forums, Working Groups and Partnerships) sets out the responsible body and their function. For the Environment Committee it's function is:
- Responsibility for all borough-wide or cross-constituency matters relating to the street scene including, parking, road safety, lighting, street cleaning,

transport, waste, waterways, refuse, recycling, allotments, parks, trees, crematoria and mortuary, trading standards and environmental health.

- To submit to the Policy and Resources Committee proposals relating to the Committee's budget for the following year in accordance with the budget timetable.
- To make recommendations to Policy and Resources Committee on issues relating to the budget for the Committee, including virements or underspends and overspends on the budget. No decisions which result in amendments to the agreed budget may be made by the Committee unless and until the amendment has been agreed by Policy and Resources Committee.
- To determine fees and charges for services which are the responsibility of the committee.

## **5.5 Risk Management**

5.5.1 There is a risk that should these operational changes not progress that commitments set out within the Council's MTFP will not be able to be met. The level of services provided to residents and businesses would potentially need to be reviewed, as they are not sustainable in their current guise, and reduced in a more piecemeal manner with scope for considerable reputational risk.

## **5.6 Equalities and Diversity**

5.6.1 The Corporate Plan 2015-2020 sets the Strategic Equalities Objective, which is: that citizens will be treated equally, with understanding and respect, and will have equal access to quality services which provide value to the tax payer. Changes to policies and services are analysed in order to assess the potential equalities impacts and risks and identify any mitigating action possible before final decisions are made.

5.6.2 The Equality Act 2010 sets out the Public Sector Equality Duty which requires public bodies to have due regard to the need to

- eliminate discrimination, harassment and victimisation and other conduct prohibited by the Act
- advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not
- foster good relations between persons who share a relevant protected characteristic and persons who do not.

5.6.3 The relevant protected characteristics are: age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex, and sexual orientation.

5.6.4 The proposed policy has been reviewed against the protected characteristics and an initial equality impact screening assessment has not found that there would be any specific adverse impact on any of the protected groups.

## **5.7 Corporate Parenting**



5.7.1 Not applicable.

## 5.8 **Consultation and Engagement**

5.6.5 There has been no specific consultation on the proposed recommendations

## 5.8 **Insight**

5.8.1 There are no insight implications at this time.

## 6. **BACKGROUND PAPERS**

**None**