

Care For Your Area Services – Efficiency, Improvement and Transformation Review.

Care for Your Area is an umbrella organisation that provides a large number of different front line services. The scope of this review is to consider the following services: Refuse Collection, Street Cleansing, Horticultural Services, Urban Parks, Recycling Services, Markets, Public Conveniences and Workshops and Vehicle Maintenance. This review will consider each of these separate services in turn. Other services that fall within CFYA that are subject to previous and ongoing reviews include Commercial Waste Services, Highway Maintenance, Countryside Parks, Bulky Household Waste.

PLASTIC AND CARDBOARD RECYCLING COLLECTION

Service Baseline / Initial Challenge	Guidance	Information
Description of Current Service	Who provides the service?	<p>This service is provided through an in-house service provision by Care For Your Area based at Cowpen Lane Depot, Billingham.</p> <p>The Plastic and Cardboard (P&C) recycling collection service operates on a fortnightly basis to around 78,000 properties.</p> <p>Every household across the borough is issued with a white hessian sack for recycling. Where there are multiple properties (such as High rise flats/large communal areas) larger containers for communal recycling are provided.</p> <p>Residents who are elderly or physically unable to bring their recycling to the kerbside receive an assisted collection service.</p> <p>There are currently five HGV refuse vehicles used to provide the service, the five vehicles each having one driver and two loaders.</p>

		<p>One separate driver only vehicle provides the recycling service to farms, this vehicle also collects blue box and bag recycling (glass, tins, batteries and paper) as well as green waste that is sorted into separate containers on the vehicle during collection.</p> <p>The service also operates an additional (spare) vehicle which is used to plastic and cardboard waste when tonnages fluctuate - this vehicle is also used when vehicles have scheduled repairs, as well as this vehicle can also be utilised on bulky waste or street cleansing if possible.</p> <p>The service also operates an additional transit vehicle used to deliver recycling containers. At the moment residents can receive replacement or additional recycling containers free of charge, this decision was made when the service was first rolled out as an incentive for residents to recycle more and place less waste in the wheelie bin.</p> <p>Households that have communal recycling facilities, such as high rise flats, sheltered accommodation schemes and some low rise flats have larger containers provided as communal recycling facilities. These containers are emptied on an agreed frequency (some daily, some weekly some fortnightly) depending on the usage. A partnership arrangement with an external recycling company currently exists across the Tees Valley and this company collects all</p>
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		recycling from communal containers. All plastic and cardboard is collected as combined materials.
Baseline	History how was the service was formed and why does it exist?	<p>Only a few years ago, Stockton's waste services were extremely limited, with traditional refuse collection arrangements only until 2002. With the increasing emphasis on the effects of the waste stream on the environment the government introduced targets for recycling waste.</p> <p>Following a comprehensive Scrutiny review of waste and refuse collection the kerbside recycling service was brought back in house in 2004 and rolled out to every household across the borough enabling residents to recycle glass, tin, batteries and paper.</p> <p>Further Scrutiny reviews of the waste and recycling provision led to the introduction of Green Waste collections in 2005. The recycling service progressed and in 2007 a trial of plastic and cardboard recycling was delivered to 2 wards in the borough, the demand for the service was very high and residents were extremely keen to see the service offered on a permanent basis.</p> <p>Analysis of the trial was considered by the Environment Select Committee and in 2009 plastic and cardboard collections were successfully rolled out across the borough. Side waste collections were ended and the policy of one bin emptied per household was introduced. At the same time, significant</p>

		workforce configuration took place.
Challenge	What influences impact on the service? (political, social economical, technological)	<p>Due to a number of key national and local developments including the publication of the Waste Strategy for England and the development of the Tees Valley Joint Waste Management Strategy, the management of Household Waste has become more of a priority within Local Authorities. The government previously introduced targets for Council's to divert waste into recycling with strict targets imposed.</p> <p>Stockton benefits from having Energy from Waste plant on its doorstep and therefore the majority of waste is disposed of at the EFW, although with National focus upon Environmental issues our residents are becoming far more Environmentally astute, therefore the increase and demand for recycling provision continues to be a priority.</p> <p>The Council now operates a multi-material Borough wide recycling service and this has reduced the amount of waste in the domestic waste stream – refuse rounds have been reduced to reflect these lower tonnages.</p>

		As recycling technologies (e.g. food waste) advance, further reductions in the domestic waste stream are possible with a move to more recycling.
	How does the service perform?	<p>Stockton's Plastic and cardboard recycling collection service is recognised as being one of the country's top performing services. Customer Satisfaction ratings for recycling in 2010/11 is 93.08%.</p> <p>The latest MORI poll results in 2008 showed 87% satisfaction with recycling services within Stockton and 83% satisfaction for communal recycling facilities.</p>
	What does inspection tell us about this service?	Previous Best Value inspections by the Audit Commission have given the service the highest possible 3*** service awards.
	What resources are used?	<p>There are currently 15 operatives undertaking plastic and cardboard recycling duties with additional temporary staff providing cover for holidays and sickness absence.</p> <p>A detailed staffing structure is detailed within this report.</p> <p>In addition to the assets listed below, there are a range of other resources used including buildings and services used at Cowpen Depot and Yarm Road and a variety of specialist equipment.</p>

	<p>What assets are used to deliver the current service?</p>	<p>Five second hand vehicles were purchased as part of the roll out of the service in 2009. A depreciation fund exists within revenue budgets to enable the service to purchase new vehicles at the end of the lifespan of the vehicles.</p> <p>All vehicle purchases are subject to regular and rigorous procurement exercises, that ensure best value is delivered at all times.</p> <p>Every Household is issued with a white hessian weighted sack for recycling plastic and cardboard – the authority issue around 10,000 recycling bins/bags/boxes/lids etc. each year for new properties, customers joining the scheme for the first time as well as replacement and additional bags.</p>
	<p>Are there any limitations or barriers affecting the delivery of the service?</p>	<p>At the moment Stockton provides a weekly domestic refuse collection service to all households across the borough and there is no means to make recycling compulsory, this means that residents are only 'encouraged' to recycle and where households choose not to recycle their household waste is collected by means of traditional domestic refuse collections, this has a number of impacts:</p> <ul style="list-style-type: none"> • It limits the amount of waste that is recycled and where waste is collected by traditional domestic refuse collections there is a risk that the waste could at times be diverted to Landfill (Landfill sites incur additional travelling times and distances, increasing fuel consumption as well as the additional disposal costs

		<p>and environmental impact).</p> <ul style="list-style-type: none"> • There is a cost associated with disposing of traditional waste either at the EFW plant or Landfill site. • It limits increasing recycling participation and therefore income levels.
	If the service is outsourced or provided by a third party, how are service standards monitored?	Service standards could in theory be monitored by means of the Client (i.e. SBC) insisting upon certain performance standards that the Contractor must abide by. In reality and the experience of waste services that were outsourced until recently, there is little the Client can do to control performance delivered by a wholly separate organisation, other than through formal proceedings, which are time consuming, costly and don't provide the customer with the immediate service improvements required.
	Could the service be provided through a different mechanism?	<p>Some European countries only provide communal waste containers as opposed to doorstep collections, should this be adopted there are number of factors to be considered, such as increasing bring site facilities across the borough. Plastic and cardboard items can be bulky therefore, there would be a limit on how much the bring sites could hold meaning increased risk of side/combustible waste on the streets. There would need to be consideration to an increased frequency of collection.</p> <p>In reality, the current arrangements, whilst not perfect, are the most practicable means of providing the service.</p>

<p>Customer Baseline</p>	<p>Who are the customers what are their needs now?</p> <p>How are service users consulted and how do their views shape delivery?</p> <p>How satisfied are the customers?</p> <p>How do you communicate with your users?</p>	<p>There are around 82,000 properties in the Borough and this figure is growing each year, which does place pressure on the service as are no increases in base budgets to allow for property growth. There is a statutory requirement to collect waste and resident expectations have increased with the recent emphasis on Environmental Impact the expectation is for additional materials to be collected and for the expansion of recycling provision. In 2009 the plastic and cardboard recycling collection was introduced partly due to demand from residents. Demand for this service increased following a trial in 2007 for plastic and cardboard recycling with the authority receiving numerous requests as well as petitions to introduce the service.</p> <p>Residents are consulted on a regular basis using a variety of methods, such as Ipsos Mori surveys, telephone satisfaction survey's, attendance at Resident Association meetings and from Elected Members. Regular information is provided in Stockton News, press releases and the Internet on collection schedules and other important issues.</p> <p>Recent Ipsos Mori satisfaction survey results in 2008 demonstrate that the service has a customer satisfaction rating of 87%. Internal satisfaction surveys for recycling in 2010/11 show 93.08% satisfaction level.</p> <p>Communication through resident meetings, walk the wards, and using the Council's view point is all face to face. There is also an</p>
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<p>Customer Challenge</p>	<p>Are there customers who could use the service but don't?</p>	<p>The majority of residents do use the fortnightly recycling collection service provided, and recent research suggests around 56% use the service regularly and on a fortnightly basis ,although it is also known that around 30% of residents place their recycling out for collection through their own choice less frequently, such as monthly. A</p>

	<p>Are there customers using the service who shouldn't be?</p> <p>Who are the customers of the future and what are their needs?</p> <p>What is likely to impact on demand for these services in the future?</p> <p>What do complaints/ compliments tell you about these services?</p>	<p>contributing factor in this is the ease, choice and reliability of the Council's recycling services and also that residents can still place waste into their wheelie bin for weekly collection.</p> <p>No the P&C recycling service is available to all households across the borough.</p> <p>Residents of new households in the borough will require access to the recycling facilities, therefore work continues with planners and architects to enable waste and recycling collection issues to be addressed during development design stages.</p> <p>With increasing demand and environmental awareness of residents the trend over the past couple of years has been that more residents actively and regularly participate in recycling. With the increase in households and the astuteness of residents the increase in recycling participation is expected to increase.</p> <p>Feedback from our customers demonstrates this service is highly valued by residents.</p>
Aims & Objectives	Is the service required by statute?	Refuse collection is a statutory function, and although recycling is not statutory, recycling targets remain in place.
Baseline	Is there a statutory level of service?	There is no statutory level of service, i.e weekly, fortnightly, monthly etc.
Challenge	Is the service responsive or proactive or a mixture?	The service is proactive as a scheduled collection is service is carried out with all

	<p>Is the service needed?</p> <p>What would happen if the service was not provided either in whole or part?</p> <p>How would the service react to new pressures what capacity would be required to deal with additional / new demands?</p>	<p>residents being aware of their collection day. A proactive service also exists to collect any missed bags – even when residents have failed to place them out for collection.</p> <p>The service needs to be provided in some shape or form as there are government recycling targets to be met.</p> <p>Waste that was not collected through kerbside recycling would go back into the waste stream and would still need to be collected – this would mean that the current domestic refuse collection service would need to be expanded to take the additional waste. This waste would therefore go to EFW or landfill rather than being recycled. Side waste collections would need to be resumed and restrictions of 1 wheelie bin per property would need to be reviewed. The additional waste in domestic collections would incur a cost for disposal as well as the removal of income for the sale of recycling.</p> <p>The service is flexible enough to meet additional property growth and to adapt to any technological advances within the waste industry.</p>
Aims & Objectives Challenge	Who provides a similar service to this using a different delivery mechanism e.g. external partnerships, shared services etc	The service can either be delivered through an in-house provision or through an outsourced private contractor, shared services with other local authorities could also be considered.
Relevance / Context Baseline / Challenge	How does the service fit with the overall aims of the Council?	The service contributes to both the Sustainable Community Strategy and Council Plan, notably through the following policy

	<p>How does the service contribute to key policy areas?</p> <p>What policies, plans and strategies impact on the service e.g. statutory, policy, function, other services?</p> <p>Are there any political judgements / decisions involved in determining the level of service?</p>	<p>area:-</p> <ul style="list-style-type: none"> • Make the Borough a cleaner, greener and more attractive environment. <p>As refuse collection is a statutory function this has an impact on the service in line with the Waste Strategy for England and the Tees Valley Joint Waste Management Strategy.</p> <p>The service is very high profile, extremely popular and politically sensitive.</p> <p>Reconfiguration of the service has always been determined via scrutiny review/cabinet approval.</p>
<p>Financial / Resource Considerations Baseline</p>	<p>What are the costs of the service?</p> <p>Capital and revenue costs?</p> <p>What is the level of 3rd party expenditure?</p>	<p>The Plastic and Cardboard recycling collection budget for 2011/12 is £550,393 – the main costs are:</p> <ul style="list-style-type: none"> • Salaries £376,009 • Transport costs £119,145 (of which £57,750 is due to fuel) • Supplies and Services £35,000 <p>2011/12 although budgets are set with income projections of £31,000 through the sale of the separated plastic and cardboard.</p> <p>All revenue costs</p> <p>N/A</p>

	<p>What contracts or other arrangements are in place (spend analysis)?</p> <p>Do you have any charging policies?</p> <p>How have Gershon efficiency savings impacted on the service and how were the service planning to meet future Gershon efficiency targets?</p> <p>How will the current financial climate affect the service?</p>	<p>Contracts currently exists with J&B recycling for collections of communal recycling containers and bring sites, J&B recycling also purchase Stockton's recycling materials at market prices.</p> <p>There is no charge currently to households for P&C recycling collections, new and additional recycling receptacles are currently offered free of charge with a free delivery service.</p> <p>The greatest risk to the financial stability of the service are those issues that are beyond any control – particularly rising fuel costs, although the opportunity of further round configuration for efficiencies as well as continuing with generic and flexible workforce would initiate Gershon Savings.</p> <p>Reduction in recycling rates (due to customers purchasing less with current financial climate constraints/credit crunch) At the moment the income from sale of recyclables is £31,000 expected, with current rates at around £56 per tonne, although income is dependant on fluctuations in the market.</p>
<p>Financial / Resource Considerations Challenge</p>	<p>How can you demonstrate that the service is cost effective overall?</p>	<p>The current cost of recycling collections (including all recycling services) is £24.17 cost per household – the average is £22.91 with other local authorities. However this is not directly comparable as other LA's do not offer the full range of recycling services provided by Stockton. This figure was reported as at 09/10 financial year and with the increase in income the cost is expected to</p>

	Do external contracts offer value for money?	reduce. All external supplies and equipment are subject to ongoing and regular procurement exercises. A current tender exercise is also being carried out for sale of recyclables
Service Drivers	What do we need to change and why?	The service needs to ensure that collections are as efficient as possible. This means reviewing collection days, ensuring collection routes are well-organised and that the workforce continues to embrace modern working practices.
	What are the main drivers of change?	To ensure the service runs efficiently and residents get VFM