

ANGUS COUNCIL

NEIGHBOURHOOD SERVICES COMMITTEE – 18 NOVEMBER 2010

BEST VALUE REVIEW OF WASTE MANAGEMENT - PHASE 2 - ACTION PLAN UPDATE

REPORT BY THE DIRECTOR OF NEIGHBOURHOOD SERVICES

<p>ABSTRACT: This report outlines the various actions and recommendations that are being taken forward following on from the Best Value Phase 2 Review of Waste Management Services.</p>

1. RECOMMENDATION

- 1.1 It is recommended that Committee note the actions as detailed in the Appendix to this report.

2 BACKGROUND

- 2.1 Members will recall Report 932/09 to Angus Council on 17 December 2009. This report outlined the outcome of the Best Value Review of Waste Management Services and Action Plan.
- 2.2 This report gives an update of progress on the Action Plan.

3. FINANCIAL IMPLICATIONS

- 3.1 There are no direct financial implications arising from the recommendations in this report.
- 3.2 Members are asked to note, however, that in respect of the development of the overall Waste Management Strategy to incorporate the Zero Waste Strategy, there will be significant financial implications for the Council in respect of both revenue and capital budgets. Implementation of the strategy can, therefore, only take place once more detailed work is undertaken to establish the full operational implications and the precise cost and funding arrangements which would apply. These will be subject of future reports incorporating any financial implications to appropriate Committees of the Council.

4. HUMAN RIGHTS IMPLICATIONS

- 4.1 There are no human rights implications arising from the recommendations made in this report.

5. EQUALITIES IMPLICATIONS

- 5.1 The issues dealt within this report have been the subject of consideration from an equalities perspective (as required by legislation). An equalities impact assessment is not required.

6. SINGLE OUTCOME AGREEMENT

- 6.1 This report contributes to the single outcome agreement in the following areas: -
- The importance and benefits to society of the environment is recognised.
 - A good quality of life is enjoyed by all in Angus.
 - Reduction in waste through sustained increase in recycling and re-use of waste resources are used effectively.

7. CONSULTATION

- 7.1 The Chief Executive, Director of Corporate Services, Head of Finance and Head of Law and Administration have been consulted on the preparation of this report.

8. CONCLUSION

- 8.1 The Phase 2 report marks the culmination of many months of work, and covers a huge range of issues affecting waste and related services. The Phase 2 Action Plan is set out to deliver, in a sustainable manner, the development of Waste Management Services which will seek to achieve the Scottish Government's waste targets.

**RON ASHTON
DIRECTOR OF NEIGHBOURHOOD SERVICES**

NOTE: The background papers, as defined by Section 50D of the Local Government (Scotland) Act 1973 (other than any containing confidential or exempt information) were relied on to a material extent in preparing the above report.

- Report 932/09

Env.Management/NS/RA/JZ

Appendix 1

Best Value Report References			Action Plan Item	Time scale		Comments
Section	Page	Para		Start by	Finish by	
A	15	4.1	Undertake a benchmarking exercise with Moray Council to understand the high levels of performance achieved by that council.	Jan 2010	April 2011	Finish date amended to April 2011 – work in progress.
G	56	3.28	Undertake a review of the existing legal agreements governing the use of Restenneth to ensure these remain adequate and fit for purpose	Dec 2009	April 2010	Awaiting final signing of documents.
G	56	3.28	Undertake a review of procedures at Restenneth Landfill Site in relation to legislative responsibilities (including landfill tax) under the new management structure to ensure that no gaps exist.	Dec 2009	Mar 2010	Complete.
G	56	3.28	Ensure that staff at Restenneth Landfill Site are adequately trained (including periodic refresher training) on landfill tax and PPC licence requirements	Dec 2009	Ongoing	Complete.
G	56	3.28	Ensure steps are taken to facilitate the councils PPC licence holder being based permanently on the site (Pending appointment to Landfill Manager post)	Dec 2009	May 2010	Departmental structure approved. Expect Landfill Manager post to be advertised January 2011.
G	56	3.28	Undertake an annual review of landfill tax compliance	Annual		Complete.
G	56	3.28	Undertake a full option appraisal on how best to secure future landfill capacity including the option of seeking to purchase the capacity from a third party	Jan 2010	Jan 2011	Strategic plans revised and approved. Option on future provision post 2020 commenced.
G	60	4.27	Defer decision on whether to move to a co-mingle collection until publication of the Zero Waste Plan, clarity of future funding and maturation of recycling markets and technological advances	Await ZWP		Strategic overview commenced. Report to Council April 2011.
G	60	4.27	Investigate implications of making direct deliveries of waste paper to Stirling Fibre plant in Tealing taking into account:- <ul style="list-style-type: none"> • financial cost/benefits • environmental cost benefits • the implications for the ACROP facility 	Jan 2010	Interim report Summer 2010	Pilot project underway.

G	60	4.27	Undertake a review of the council's existing contracts and legal agreements in relation to recycling to ensure that these are comprehensive complete and up to date	Dec 2009	Jan 2010	Complete.
G J	62 107	5.15 10.2. 2	Clarify with SEPA whether current practice of the collection of green food waste with material intended for composting requires to be amended to comply with environmental legislation	Dec 2009	April 2010	Revised Collection process implimented
G J	67 108	6.25 12.2. 1	Continue current arrangements for the disposal of residual waste at the DERL WtE plant For period of existing contract or such other period as may be determined through renegotiation of those arrangements.	Jan 2010	Interim report summer 2010	Current arrangements suitable at present.
G	67	6.27	Enter into a dialogue with Dundee City Council on the options to secure greater certainty for throughput of Angus waste especially when the plant operates on reduced capacity.	Dec 2009	Interim report summer 2010	Current arrangements suitable at present.
G J	6 109	7.8 12.4. 1	Initiate discussions with neighbouring authorities with a view to exploring the potential for forming a joint waste disposal group having a remit to investigate longer term options for waste disposal aimed at securing sustainable disposal at the most economic cost for a period of not less than 20 years	Jan 2010	Interim report summer 2011	Sustay Group established with partners from Angus Council, Dundee City Council, Perth and Kinross council, Fife Council and Zero Waste Scotland.
H	80	5.13	Undertake a survey of site users at the Recycling Centres in both winter and summer periods to determine the opinion of users on the optimum times for opening of the sites.	Dec 2010	May 2011	Work in progress.
H	85	10.9	Undertake a specific data collection exercise on how crews and vehicles normally employed on collections of green waste are deployed during the winter period	Dec 2010	Apr 2011	Work in progress to re-route winter routes and re-deploy crews. Pilot project planned for Dec 2010

I	88	1.13	<p>Continue to lobby national government to take more action to;</p> <ul style="list-style-type: none"> • encourage/require manufacturers to reduce packaging waste • encourage/require manufacturers to use materials which are easily recycled • follow through the polluter pays principle and ensure that the cost burden of waste collection and disposal is more evenly distributed between manufacturers and consumers] <p>all to promote waste minimisation</p>	Ongoing		Work undertaken as opportunities arise.
I	88	1.13	Incorporate into the council's waste strategy specific provision for promoting waste minimisation and recycling by council staff as part of their work activity through promotion and education and expansion of the opportunity to recycle at the council's various facilities.	Ongoing (specific projects to be identified)		Draft Poilcy prepared. Pilot project underway at Orchardbank Campus.
I	92	2.22	Review the charge for commercial glass collection with a view to moving towards full cost recovery within a 2-3 year period taking into consideration income received by the council for the sale of glass		Report for 2011/12 budget	Report to 18 November 2010 committee.
I	92	2.22	Undertake a full review of charging for commercial recycle collections during 2010/11 following publication of the Zero Waste Plan so that a firm timetable for the phased introduction of a cost recovery system of charging can be determined. (including exploring the merits of offering discounts for users taking all available services)		Report for 2011/12 budget	Report to 18 November 2010 committee.
I	95	2.38	Introduce a new policy whereby the council will supply replacement containers for waste collection requested by householders free of charge regardless of the circumstances subject to the policy being monitored to detect persistent problems with specific householders in which instances a charge may be levied		Report for 2011/12 budget	Report to 13 January 2011 committee

I	96	2.46	Undertake within the next review of charges a review of the basis for charging for disposal at the Restenneth Landfill Site to ensure that the charge is calculated so as to fully recover the costs of providing the service.		Report for 2011/12 budget	Report to 13 January 2011 committee.
I	99	4.9	Undertake a comprehensive review of the councils existing contracts and less formal arrangements (appendix 32 of the report) to ensure that these are comprehensive complete and up to date and develop a timetable for reviewing the more significant contracts so that these can be re-tendered as existing arrangements come to an end.	Dec 2009	Mar 2010	Completed.
I	99	4.9	Implement the test procedure developed by the Review team for any new contract or other less formal arrangements proposed in relation to waste management.	Dec 2009	Mar 2010	Completed.
J	102	5.2.1	Introduce on a phased basis the "third" blue bin system for the collection of cardboard to those households already using the AWC following consultation with householders.	Summer 2010	Summer 2012	Report to Council, April 2011.
J	102	5.2.2	In implementing the requirement above regarding the introduction of the third bin system, carry out an assessment of the suitability of existing arrangements for certain properties with limited space and in communal properties, with a view to implementing alternative arrangements where necessary including the introduction of the third bin.	Summer 2010	Summer 2012	Report to Council, April 2011.
J	102	5.2.3	Expand the work previously undertaken by the Recycling Adviser to improve recycling capture rates and address specific problems being experienced by householders.	Ongoing		Work in progress.
J	102	5.3.1	Expand the range of materials which can be recycled via the kerbside collection system as markets for different types of material grow and mature.	Ongoing		Work in progress. Additional collections introduced at Recycling centres
J	102	5.3.2	Work with the Scottish government and the recycling processing industry to encourage the development of new markets for materials not currently recycled especially plastics	Ongoing		As opportunities arise.

J	102	5.3.3	Identify opportunities to work in partnership with other bodies to improve the efficiency and effectiveness of existing collection and related disposal arrangements.	Ongoing		As opportunities arise.
J	102	5.3.4	Decide whether future recyclate collection in Angus should be on the basis of a co-mingle approach in place of the current kerbside sorting system.		Summer 2010	Report to Council, April 2011.
J	103	6.2.1	Extend the AWC system in terms of grey bin, green bin and separate collection of recyclate to those areas of Angus not currently provided with these services starting with the larger villages and hamlets where quick implementation should be feasible, all following consultation with householders.	Apr 2010	Summer 2011	Report to Council, April 2011.
J	103	6.3.2	Extend the AWC system in terms of grey bin, green bin and separate collection of recyclate to the more rural and sparsely populated areas of Angus (considering the use of a road end co-mingle collection system), all following consultation with householders.	Apr 2010	Summer 2011	Report to Council, April 2011
J	104	7.2.1	Promote and support (including where appropriate funding support) re-use schemes in Angus as a means of avoiding materials entering the waste stream in keeping with the waste hierarchy.	Ongoing		As opportunities arise.
J	104	7.2.2	Continue to develop Neighbourhood Recycling Points (NRPs) on a demand led basis where there is a strong case for provision relative to other proposals in this strategy.	Ongoing		As opportunities arise.
J	104	7.2.3	Take measures to advise the public, of what can be recycled at NRPS, through promotional activities, to avoid unnecessary dumping of materials in general waste skips.	Ongoing		As opportunities arise.
J	104	7.2.4	Investigate options for contractor separation and recovery of material currently deposited as general waste at recycling centres	Jan 2010	June 2010	Report to Council, April 2011.
J	104	7.2.5	Develop a strategy for recycling provision at litter bins which provides more segregated disposal facilities instead of the current general litter bins	April 2010	Dec 2011	Work in progress.

J	105	7.3.1	Expand the range of materials which can be recycled at recycling centres in order to reduce the levels of general waste collected through a programme of investment (which may include the provision of additional staff on site to assist customers in recycling materials brought to the site).	Apr 2010	Apr 2012	Additional collections introduced at Recycling centres. Additional recycling will be incorporated as opportunities arise.
J	105	7.3.2	Identify an alternative to the current recycling centre in Monifieth which provides better access for council refuse collection vehicles while meeting the needs of public and commercial customers	Ongoing (dependant on land acquisition)		Work in progress.
J	105	7.3.3	Undertake a review of existing NRPs in areas served by the full kerbside collection system to determine if such NRPs remain viable based on usage	Apr 2010	Apr 2012	Work in progress.
J	105	8.2.1	Undertake a specific review across all council departments to identify opportunities to minimise the amount of food, paper and other waste created by the council and its staff in the course of their employment	Apr 2010	Apr 2012	Work in progress.
J	105	8.2.2	Roll out /expand the schools recycling programme across all Angus schools	Apr 2010	Apr 2012	Work in progress.
J	105	8.2.3	Undertake a specific review across all council facilities to identify options for increasing the opportunities for recycling by staff and customers in terms of both the number of collection points and materials collected	Apr 2010	Apr 2012	Work in progress. Draft Policy prepared.
J	106	8.2.4	Undertake a promotional campaign on waste minimisation and increased recycling by council staff as a facet of their work activity and including customers visiting council facilities	Apr 2010	Apr 2011	As opportunities arise.
J	106	8.2.5	Introduce a means of assessing the success of waste minimisation and recycling activities undertaken by staff and customers at council facilities, where practical	Apr 2010	Apr 2011	Pilot project underway at Orchardbank Campus.
J	106	9.2.1	Develop a locally based education and promotion campaign to encourage waste minimisation and maximum recycling/composting among householders using the Key Components in Appendix 33 of the report	Apr 2010	Apr 2012	As opportunities arise.
J	106	9.2.2	Develop a similar education and promotion campaign to that described above aimed at council staff and customers calling at council facilities	Apr 2010	Apr 2012	As opportuniéis arise.

J	106	9.2.3	Employ an additional recycling advisor on a spend to save basis with the postholder carrying out similar duties to the existing Recycling Advisor (promoting recycling assisting householders with issues concerning collection systems and implementing other aspects of the council's strategy) with this appointment being made as a matter of urgency	Dec 2009	Apr 2010	Report to Council, April 2011.
J	106	9.2.4	Improve signage and information concerning what materials can be recycled and alternatives to recycling which are available (e.g. re-use schemes)	Jan 2010	Summer 2010	Review of signage etc completed. Montrose recycling centre upgraded as trial.
J	106	9.2.5	Establish through the 2010/11 budget process a specific budget for promotions activity in line with the recommendations made by Enviros		Report for 2011/12 budget	Complete.
J	106	9.3.1	Undertake ongoing promotional and educational campaigns to reduce the likelihood of a deterioration in interest and therefore recycling levels	Ongoing		As opportunities arise.
J	107	10.2.1	Promote home composting and the use of home digestion units among those households which are not served by a green waste collections service	Ongoing		As opportunities arise.
J	107	10.2.3	Purchase the required shredding and screening equipment to complete the council's investment in the composting capability at Restenneth	Dec 2009	Apr 2010	Complete.
J	107	10.3.1	Develop full in bay composting facilities at Restenneth as part of introducing a collection service for all food waste from domestic households	Await ZWP publication		Work in progress.
J	107	10.3.2	Secure PAS 100 standard for compost produced by the council's process and use that material for the council's ground maintenance purposes and if viable offer the product for sale to the public	Ongoing	Apr 2011	Work in progress.
J	108	12.2.2	Continue the development of Restenneth Landfill Site to create required void space for disposal but at a pace which reflects the expected reduction in landfill requirements brought about by other elements of this strategy.	Ongoing	Progress report April 2010	Strategic plan reviewed and ammended to maximise potential of site.
K	114	5.5	Undertake a full re-appraisal of street cleaning in Angus so that members can make informed decisions about the levels of service that can be provided at a cost the council can afford	Jan 2010	Oct 2011	Revised date of October 2011.

K	114	5.6	Implement a suitable system to accurately record future movements of staffing between street cleaning and waste collection	Jan 2010	Ongoing	Complete.
L	120	4.17	Undertake a further Best Value Review of the council's vehicle maintenance arrangements towards the end of the financial year 2010/11		Dec 2010	Work in progress as Best Value Review of Fleet Services.
L	123	6.2	Abolish the current split between the VHC and VMW and the internal charging and invoicing which this entails and create a single budget for Fleet Services to bring the financial arrangements in line with the new structure which has already been implemented		Dec 2010	Work in progress as Best Value Review of Fleet Services.
L	123	6.3	Introduce a fresh approach to preparing the Fleet Services revenue and associated recharges to council departments with effect from the 2010/11 budget cycle to involve a degree of zero based budgeting to identify accurate requirements each year and a specific budget review exercise on the fleet budget including the proposed vehicle replacement strategy		Dec 2010	Work in progress as Best Value Review of Fleet Services.
L	123	6.3	In parallel with the 2010/11 budget exercise look at the sufficiency/accuracy of the 2009/10 Fleet Services budget and the recharges to departments (including waste management) which arise with a view to identifying any necessary corrective action required in 2009/10		Dec 2010	Work in progress as Best Value Review of Fleet Services.
L	123	6.3	Ensure a cash limited budget discipline is applied for Fleet Services following the establishment of a new robust Fleet Services revenue budget and hold the Fleet Services manager accountable for any overspends	Ongoing	Quarterly Review	Work in progress as Best Value Review of Fleet Services.
L	123	6.3	Undertake an annual comparison of Fleet Services recharges to departments with the actual costs incurred for particular vehicles and if significant variances arise review the basis of charging, with this comparison being carried out by Fleet Services and Finance Division staff	Ongoing	Annual Review	Work in progress as Best Value Review of Fleet Services.

L	123	6.3	Investigate the merits of introducing a specific budget carry forward arrangement or a self funded R and R fund (such as that for the Print Design unit) for Fleet Services so as to provide a flexibility to deal with peaks and troughs in costs from year to year	Ongoing	Annual Review	Work in progress as Best Value Review of Fleet Services.
L	123	6.3	Utilise the management information held by Fleet Services staff to investigate low use, user damage, unusual spend patterns etc on particular vehicles so that departmental managers can hold employees to account for any problems they are creating	Ongoing	Annual Review	Work in progress as Best Value Review of Fleet Services.
L	123	6.3	Review the use of spare vehicles versus spot purchases/outside garage work (mainly specialist vehicles) to determine the most cost effective approach with the review being carried out by Fleet Services and Finance Division staff		Dec 2010	Work in progress as Best Value Review of Fleet Services.
L	123	6.3	Reinforce to all departmental managers/supervisors that abuse of council vehicles is unacceptable and that such abuse may result in disciplinary action being taken	Post BVR	Annual Review	Work in progress as Best Value Review of Fleet Services.
L	123	6.4	Continue to record such information as is necessary to enable the Fleet Services manager to report to senior managers on the productivity, costs and overall performance of the Vehicle Maintenance Workshop as a specific service within Fleet Services	Dec 2010	Quarterly Review	Work in progress as Best Value Review of Fleet Services.
L	124	6.4	Provide a summary report for senior managers each month on the use of outside garages for the previous month along with an assessment of the appropriateness of that use of outside garages	Ongoing	Monthly	Work in progress as Best Value Review of Fleet Services.
L	124	6.4	Undertake a review of the performance and productivity of the Vehicle Maintenance Workshop at the end of the financial year 2009/10 so that progress with the new management structure and other arrangements can be assessed	April 2010	Annual Review	Work in progress as Best Value Review of Fleet Services.

L	124	6.4	Undertake a Best Value Review of the Vehicle Maintenance Workshop activities towards the end of the financial year 2010/11 to confirm that the management structure and other changes recommended through this Best Value Review have had the desired effect	April 2010	August 2010	Work in progress as Best Value Review of Fleet Services.
L	124	6.5	Develop a vehicle utilisation policy for the council to which all council departments will be required to sign up through the Fleet Vehicle Management Review identified through the Efficiency Diagnostic project	April 2010	Oct 2010	Work in progress as Best Value Review of Fleet Services.
L	124	6.5	Introduce a revised vehicle acquisition process for both replacement vehicles and new provision to include <ul style="list-style-type: none"> • development of a new application form for vehicle acquisitions • provision of additional information by requesting departments to justify the acquisition • full expert input from the FSM and his staff which enables them to recommend a solution to departmental needs • agreement to the means of procurement (i.e. purchase or lease) by the head of Finance • a final sign off on all vehicle acquisitions by an appropriate corporate officer 	April 2010	Oct 2010	Work in progress as Best Value Review of Fleet Services.
M	126	4.1	Continue discussions with Tayside Contracts on possible changes to buildings cleaning arrangements and report separately to members on this issue as soon as possible	Nov 2009	Apr 2011	Complete, Building Cleaning transferred to Tayside Contracts, October 2010.