

WASTE MANAGEMENT SERVICE

Report By: Head of Environmental Health and Trading Standards

Wards Affected

County-wide

Purpose

1. To report on the delivery of the Waste Management Service.

Financial Implications

2. None identified at this stage.

Background

3. At the Environment Scrutiny Committee in December 2006 a member of the public raised questions over the levels of staffing in the Waste Management Team. The member of the public queried whether there were adequate resources in the Waste Management Team to deliver the service effectively.
4. It is undoubtedly the case that the Waste Management Team has undergone a high degree of change over the last two or three years. The service has had a number of challenges to face. These include increasing pressures on the service to deliver higher levels of recycling and minimisation as well as the need to maintain the financial performance of the service. In addition it is necessary to reshape the services to meet new and increasing demands.
5. It is also undoubtedly true that the service has seen a reduction in the number of permanent staff within the Team over the last two years. The service has been preparing for the "front office" services to be moved to "Info by Phone" and has been aware that a restructure of the service will be a consequence of this piece of work. In light of this situation it has been deemed sensible not to refill vacant posts until the longer-term future of the service is determined. This has meant a number of vacant posts have been filled by temporary staff pending the introduction of "Info by Phone" and the restructure.
6. The implication from the member of the public is that the filling of posts by temporary staff has affected the performance of the service. In actual fact it is interesting to note that since 2001/02 the performance of the service has actually improved year on year.

Further information on the subject of this report is available from Andrew Tector.

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Year	Recycling Rate	Composting Rate	Total
2001/02	8.1%	4.4%	12.5%
2002/03	10.3%	5.1%	15.4%
2003/04	13.4%	5.9%	19.3%
2004/05	15%	6.7%	21.7%
2005/06	17.5%	6.6%	24.1%
2006/07 (to 31/12)	20.5%	7.9%	28.4%

7. The service has managed to achieve a year on year growth in recycling since 2001/02 varying between 1.6% and 3.3% growth each year. The recycling rate is a direct reflection of the performance of the waste management team because the growth is a reflection of their work with the Waste Collection Contractor, Focsa, rather than the work of the Waste Disposal Contractor, Severn Waste Services, and the monitoring and other work of Worcestershire County Council as the authority responsible for managing the Integrated Waste Management Contract.
8. Direct reference was also made to staff shortages in Trade Waste. The principal measure of the performance of the service is the income from Trade Waste over the period 2001/02 to date the service has consistently performed well against budget as can be seen from the table below:

Year	Trade Waste Income	Percentage Increase
2000/01	£431,856	
2001/02	£413,024	-4.36%
2002/03	£561,024	35.83%
2003/04	£585,393	4.34%
2004/05	£628,366	7.34%
2005/06	£698,202	11.11%
2006/07	£748,505 to date	7.2%

9. Until the Waste Services Manager's post was filled in the summer of 2006 an Interim Manager had covered much of this postholders work. It was clear from discussions between the Interim Manager and the Head of Service that there were some benefits to be gained from a restructure to improve Contract Monitoring (partly because

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monitoring staff spent most of their time answering phone queries), and other work practices.

10. The balance between qualified and unqualified staff also needed to be addressed and the restructure recommends that posts be created which carry Waste Management qualifications to degree level (or equivalent).
11. The proposals for a restructure were given to staff at the end of last year and are following the Council's policy and procedures for change management. In line with policy requirements the staff in the waste management team have been consulted and expressions of support have been received.

RECOMMENDATION

THAT the report be noted

BACKGROUND PAPERS

- None identified.

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