

# Portfolio Holder decision record sheet

<b>Name of decision maker:</b>	Councillor Graham Barrett
<b>Portfolio:</b>	Neighbourhood Services
<b>Date of Portfolio Holder decision:</b>	11/04/2023

<b>Title of decision:</b>	<b>Waste Collection Rounds Revision</b>
<b>Part II:</b>	No

**Decision made and reasons:**

That the proposed changes to waste collection arrangements as set out in option 2 of paragraph 3 to the background to this report be agreed and that authority be given to the Assistant Director, Neighbourhood Delivery to agree any further changes considered appropriate following the staff consultation.

**Reports considered: (here reference can be made to specific documents)**

None

**Officers/Councillors/Ward Councillors/Stakeholders consulted:**

Cabinet Members  
Senior Leadership Team  
Waste collection managers and supervisors

**Monitoring Officer comments:**

The changes proposed will result in changes to employee terms and conditions and therefore appropriate consultation must be carried and considered prior to implementation.

**Chief Financial Officer comments:**

The proposed changes are expected to reduce the budgetary pressures on the current waste service and delivery efficiencies of circa £130k in 2023/24.

**Risks:**

Key risks are that the proposals are not accepted by staff; that they do not deliver the improvements and financial savings projected and that residents are not sufficiently engaged and as a result there is service disruption.

These risks are mitigated through benchmarking the proposed staff changes with other similar authorities and through the consultation process with staff; the thorough process of resource modelling and checking to arrive at the revised rounds; a comprehensive communications plan with learning from the recent Garden Waste service changes.

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**Value for Money:**

The proposal has the potential to deliver a service costing £134,458 under the current (2022/23) budget provision, a reduction of approximately £1.034m. This takes into account the need to accommodate leave / sickness and the need for some agency staff cover.

**Options considered and reasons for rejection:**

Several different options for changes to staff terms and conditions were examined and the one within the proposals was selected because it combined service improvement without detriment to staff pay and with improvement to training and development opportunities.

The changes to waste collection routes were modelled and refined extensively in discussion with the waste supervisors to arrive at the optimal proposal.

If the option not to make any changes was taken there would be a continuations of inefficient practice with significant ongoing budget overspend.

**Portfolio Holder's signature:**



**Date:** 11/04/2023

**Details of any interests declared and any dispensations given by the Standards Committee:**

**For Member Support Officer use only**

Date decision record sheet received from portfolio holder: 11/04/2023

Date decision published: 11/04/2023

Decision no: PH-008-23

Date of expiry of call-in period: 18/04/2023

Date any call-in received or decision implemented:

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## Background to report:

### Introduction/Background:

- 1 The Depot Transformation Programme is a 3 phase project, with phase 1 looking at the refuse service and in particular route planning. This is the most significant part of depot transformation in terms of financial impact. The other 2 phases will review Clean, Safe and Green and the Trade Waste collection service.

Route planning is an exercise that must be done periodically to ensure that rounds are organised so that collections are carried out in the most efficient and effective way. This is necessary because of new developments in the borough and other changes to collection requirements for example the introduction of food waste collection. The exercise will set out the number of vehicles and the staffing needed to deliver the revised routes in the most efficient and effective way and also the working arrangements that facilitate that. Since 2014 ad hoc measures to accommodate the above changes have led to a budget overspend of approximately £1m through vehicle hire and agency staff for example. The route revision will reduce costs by optimising the numbers of vehicles and staff necessary for an efficient operation taking into account past and forecast changes.

There are no service level changes as a result of the proposals however residents will have changes to their collection days and that will need to be carefully communicated.

### 2 Key Issues

Currently, Loaders work 37 hours/week and Drivers 37+6 (6 being contracted overtime) hours/ week. It is proposed to bring in a **standardised 40 hour working week**, as the service currently has a situation whereby for up to 6 hours a week drivers are available and loaders are not – though it is appreciated some of this time is used for vehicle cleaning for example. The proposal also includes a move to a **zonal / wave approach** to collection. This approach puts all resources in one area at a time to ensure all collections are carried out, that there is capacity to cover should a vehicle not be able to (e.g. if reached weight limit) and provides a better, more logical perception to residents. It will reduce the need for dedicated vehicles to return for justified missed collections.

There are no identified cases of redundancies from this transformation project and the proposals have been developed so that no member of staff would be facing any financial detriment from this process..

A driver currently on 37+6 contracted hours a week transitioning to a 40 hour week would have their pay level protected. This has the added benefit of providing a better hourly rate within the marketplace and place Dacorum amongst the higher payers of Hertfordshire Councils.

Loaders on 37 hours transitioning to 40 hours would retain the same pay rate, but for an additional 36 minutes a day work, ending up with an extra 12 hours of pay each month.

There would be no detrimental impact on the service, as the harmonisation of hours across drivers and loaders would lead to full capacity of staff to carry out work for all hours set. The transition to a 40 hour week will enable planned training and development plans for Loaders and Drivers who at present have limited access to these facilities and opportunities.

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## 3 Options and alternatives considered

A number of options were considered in planning the revision to working hours and as a result to routes:

5 options were created:

1. 37 hours (7.4-hour operational day – mirrors current loader hours)
2. 40 hours (8-hour operational day)
3. 42 hours (8.4-hour operational day – mirrors current driver hours)
4. 45 hours (9-hour operational day)
5. 3-weekly residual waste @ 37 hours (street-level only)

It should be noted that these hours do not cover necessary breaks the crews would take. Therefore a 45 hour week would equate to 52 hours at work, or a 10hr24m day.

Option 2 has been selected as the optimal revision for staff wellbeing as well as efficiency and economy of the service.

## 4 Consultation

As previously stated there are no anticipated redundancies. The implementation date is planned to be 5th June 2023, post approval and consultation.

The formal consultation period will last for 30 days. This will provide an opportunity for individual members of staff directly affected by the proposed changes, to feedback, suggest alternative ways of achieving the same outcomes for Dacorum and also to ask questions about their own individual circumstances. Each member of staff will be offered one to one consultation meetings. This process will be supported by HR throughout to ensure staff are fully supported and engaged.

## 5 Financial and value for money implications:

Option 2 has the potential to deliver a service cost £134,458 under the current budget provision, a reduction of approximately £1.034m. This takes into account the need to accommodate leave / sickness and the need for some agency staff cover.

## 6 Legal Implications

This change requires consultation and agreement with staff as outlined.

## 7 Risk implications:

Principal risks include:

- Failure to reach agreement with staff through the consultation process without significant changes that impact on the financial savings. *It is thought that the offer to staff is a beneficial one that can be negotiated.*
- Disruption to customers through changes to days of collection. *This will be addressed through a comprehensive communications plan.*

## 8 Equalities, Community Impact and Human Rights:

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Community Impact Assessment carried out and annexed - no negative impacts.

There are no human rights implications arising from this proposal.

**9 Sustainability implications (including climate change, health and wellbeing, community safety)**

The anticipated reduction in waste collection routes will have a beneficial environmental impact through less fuel use and emissions and less traffic on local roads.

**10 Council infrastructure (including Health and Safety, HR/OD, assets and other resources)**

Human Resources will support the staff consultation process

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# Dacorum BC Community Impact Assessment (CIA) Template

<b>Policy / service / decision</b>	<b>Waste Collection Route Revision</b>
<b>Description of what is being impact assessed</b>	
<p><i>What are the aims of the service, proposal, project? What outcomes do you want to achieve? What are the reasons for the proposal or change? Do you need to reference/consider any related projects?</i></p> <p><i>Stakeholders; Who will be affected? Which protected characteristics is it most relevant to? Consider the public, service users, partners, staff, Members, etc</i></p> <p><i>It is advisable to involve at least one colleague in the preparation of the assessment, dependent on likely level of impact</i></p>	
<p>Route planning and revision is an exercise that must be done periodically to ensure that waste collection rounds are organised so that collections are carried out in the most efficient and effective way. This is necessary because of new developments in the borough and other changes to collection requirements for example the introduction of food waste collection. The exercise sets out the number of vehicles and staffing needed to address the revised routes in the most efficient and effective way and also the working arrangements that facilitate that. Revised routeing will change the collection days for residents but otherwise there will be no change to the level or nature of the services.</p>	
<b>Evidence</b>	
<p><b>What data/information have you used to assess how this policy/service/decision might impact on protected groups?</b> <i>(include relevant national/local data, research, monitoring information, service user feedback, complaints, audits, consultations, CIAs from other projects or other local authorities, etc.). You should include such information in a proportionate manner to reflect the level of impact of the policy/service/decision.</i></p>	
<p>Current routeing schedules</p> <p>Consultation being carried out with staff</p> <p>Feedback from communications programme to be carried out with residents</p>	
<p><b>Who have you consulted with to assess possible impact on protected groups?</b> <i>If you have not consulted other people, please explain why? You should include such information in a proportionate manner to reflect the level of impact of the policy/service/decision.</i></p>	

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Graham Barrett- Portfolio Holder Neighbourhood Services  
 Aidan Wilkie- Strategic Director  
 Richard Le Brun - AD Neighbourhood Delivery  
 Trevor Pugh – Interim Assistant Director, Neighbourhood Delivery.  
 Robert Williams- Interim Head of Environmental Services

### Analysis of impact on protected groups (and others)

The Public Sector Equality Duty requires Dacorum BC to eliminate discrimination, advance equality of opportunity and foster good relations with protected groups. Consider how this policy/service/decision will achieve these aims. Using the table below, detail what considerations and potential impacts against each of these using the evidence that you have collated and your own understanding. Based on this information, make an assessment of the likely outcome, **before** you have implemented any mitigation.

- *The PCs of Marriage and Civil Partnership and Pregnancy and Maternity should be added if their inclusion is relevant for impact assessment.*
- *Use “insert below” menu layout option to insert extra rows where relevant (e.g. extra rows for different impairments within Disability).*

Protected group	Summary of impact <i>What do you know? What do people tell you? Summary of data and feedback about service users and the wider community/ public. Who uses / will use the service? Who doesn't / can't and why? Feedback/complaints?</i>	Negative impact / outcome	Neutral impact / outcome	Positive impact / outcome
<b>Age</b>	<p>No change to service level ie includes special provision for assisted collections where necessary.</p> <p>Comprehensive communication will be necessary to ensure all residents are aware of the changes to collection days.</p>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<b>Disability (physical, intellectual, mental)</b> <i>Refer to CIA Guidance Notes and Mental Illness &amp; Learning Disability Guide</i>	<p>No change to service level ie includes special provision for assisted collections where necessary.</p> <p>Comprehensive communication will be necessary to ensure all residents are aware of the changes to collection days.</p>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

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<b>Gender reassignment</b>	Comprehensive communication will be necessary to ensure all residents are aware of the changes to collection days.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Race and ethnicity</b>	Comprehensive communication will be necessary to ensure all residents are aware of the changes to collection days.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Religion or belief</b>	Comprehensive communication will be necessary to ensure all residents are aware of the changes to collection days.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Sex</b>	Comprehensive communication will be necessary to ensure all residents are aware of the changes to collection days.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Sexual orientation</b>	Comprehensive communication will be necessary to ensure all residents are aware of the changes to collection days.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Not protected characteristics but consider other factors, e.g. carers, veterans, homeless, low income, loneliness, rurality etc.</b>	Comprehensive communication will be necessary to ensure all residents are aware of the changes to collection days.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

### Negative impacts / outcomes action plan

Where you have ascertained that there will potentially be negative impacts / outcomes, you are required to mitigate the impact of these. Please detail below the actions that you intend to take.

<b>Action taken/to be taken</b> <i>(copy &amp; paste the negative impact / outcome then detail action)</i>	<b>Date</b>	<b>Person responsible</b>	<b>Action complete</b>
			<input type="checkbox"/>
	Select date		<input type="checkbox"/>
	Select		<input type="checkbox"/>



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	date		
<b>If negative impacts / outcomes remain, please provide an explanation below.</b>			
<b>Completed by (all involved in CIA)</b>	<b>Trevor Pugh</b>		
<b>Date</b>	<b>31/1/23</b>		
<b>Signed off by</b>	<b>Aidan Wilkie</b>		
<b>Date</b>	<b>31/1/23</b>		
<b>Entered onto CIA database - date</b>			
<b>To be reviewed by (officer name)</b>	<b>tbd</b>		
<b>Review date</b>	<b>Jan 2024</b>		