

Union/Employee Consultation Committee 28th September 2015

URGENT ITEM OF BUSINESS

WASTE SERVICES LOCAL AGREEMENT

BOLSOVER DISTRICT COUNCIL
UNION EMPLOYEE CONSULTATIVE COMMITTEE
28TH SEPTEMBER 2015

WASTE SERVICES LOCAL AGREEMENT

REPORT OF ASSISTANT DIRECTOR STREETSCENE

Purpose of the Report

- To consult recognised Trade Unions and Employees in development of the proposed Waste Service Local Agreement (WSLA) introducing a measured performance management system in Bolsover's waste collection arrangements; in particular, prior to seeking approval by way of Council.

1 Report Details

- 1.1 The proposed Waste Services Local Agreement (attached **Appendix 1**) forms part of work Streetscene Services is undertaking to progress harmonisation and joint service delivery standards across Bolsover and North East Derbyshire; in particular, reviewing the Councils' functional waste collection arrangements to stimulate increased efficiency and establish a measured performance work scheme in BDC's waste collection function and promote parity in pay arrangements between the two Councils' workforces to facilitate scope for wider joint working.
- 1.2 As part of this work stream, the role of Refuse Collection Operative at Bolsover requires reviewing to take account of evolving working arrangements; in particular, extended duties during winter green bin suspension periods, including street cleansing and/or grounds maintenance service activities; this, subject to formal review of the role's grading.

2 Conclusions and Reasons for Recommendation

- 2.1 Review of Domestic Waste Collection arrangements is concerned with establishing aligned performance levels across refuse collections teams at BDC and NEDDC. The major gain is anticipated to arise at BDC, where opportunity has been identified to reduce the number of refuse collection vehicles employed from seven to six. This secures cashable efficiency savings, summarised later in the financial implications section of this report. However, to secure these savings requires a review of refuse collector roles at BDC and the establishment of a common Local Agreement with measured performance management framework.

3 Consultation and Equality Impact

- 3.1 Review of waste collection service arrangements has been discussed with frontline staff at team meetings; further to which, the Waste Services Local Agreement (**Appendix A**) has been developed with initial consultation taking place with waste services staff and local Union representatives (UNITE) in its development stage.
- 3.2 Feedback received to date from waste service Union representatives and response, is set out as follows:

Item\Question Raised	Response
Sometimes vehicles not fuelled up leading to requirement in the morning. This may not acceptable at Riverside through planning restrictions. Also, this relates to vehicles coming out of Transport.	Fuelling at the end of the shift is as a direct result of a planning requirement and as such should be adhered to at all times. The instances you have brought to my attention will be raised with the relevant staff/section however should there be any further issue please keep management informed.
Teams concerned about amount of time spent entering data into the BDC tracker system as this wasn't part of the time study carried out at NEDDC. Management agreed to look at the quantities and if there was any measurable time spent per crew this would be picked up during observations.	NEDDC's current Local Agreement (Part B Specification) required NE Teams to complete hand written forms/reports for missed/non-presented bins which is more time consuming than BDC's button option on tracker system to the rear of vehicles. NEDDC will be adopting the BDC system when it receives its new refuse fleet later this year to make reporting more efficient. As we discussed, if this was still considered to be an issue it could easily be measured onsite and quantified through previous use on the tracker report.
It was queried why bin liners where still mentioned in the document	This is part of the overall measured scheme data. This approach is not currently in use, although some properties do receive a bagged collection (i.e. clinical). However, due to the small numbers involved, it isn't effective to use the measured scheme. Rates remain in schedule and available should they be required.
Asked to confirm whether arrangements established over two prior green bin suspension periods were going to be included working alongside Street cleansing team hours of 7pm- 3pm with a team on "standby" for waste working 6am – 2pm.	The local agreement was specific to the primary wheeled bin waste collection service. Expanding this to include grounds maintenance and/or street cleansing working hours is not necessary or appropriate. These matters are better resolved locally to meet service needs Refuse Staff may be deployed into. This approach has operated successfully over the past two suspension periods.
Clarification was sought as to whether flexibility was available in respect of requirement to work minimum number of hours per day before task & finish arrangements kicked in (i.e. 6hr @ BDC) would be relaxed for green bin collections.	Yes, flexibility is available in respect of demonstrable minimum period waste services staff would be expected to work for task & finish to kick in. The scheme was concerned primarily with high bin presentation; in particular, black bin collections. It was recognised that low green bin presentation levels may result in teams completing their task within a 6hour period. In such instances, teams will still benefit from their 'finish' where the 'task' is completed (i.e. all green bins emptied).
Some NEDDC crews state they take 45 minutes of break during their day; whereas, the measured scheme affords 10 minutes paid morning break and 30 minutes unpaid lunch break.	Some NEDDC crews take 10 minute morning breaks and some 15 minutes. A reason for this, is due alarms/buzzers on tachographs being set at 15 minutes blocks. Some drivers prefer not to incur the buzzing tacho alarm and decide to take 15 minutes; however, where this doesn't affect the overall performance and completion of the daily task, managers acknowledge the driver's position in this.
Where teams are required to work on Saturdays to recover collections affected by Bank Holidays, would they be remunerated for actual hours work (i.e. Task & Finish) or receives full daily hours had it been a normal working day.	Working arrangements\hours will be as if staff had been working on normal working day week. If, for instance, a Friday collection was undertaken on Saturday, staff would receive their normal 9.25hour payment at the appropriate overtime rate (i.e. x1.5). This is to reflect their normal full days measured work content being transferred to a Saturday collection within the expected performance (Task & Finish) requirement.

Item\Question Raised	Response
What is the position with bin collections which couldn't be undertaken due to access issues.	Teams are required to make every effort to request vehicles are moved at the time of collection; if unsuccessful, they undertake a return visit later that same day. After this, alternative arrangements would be made. Teams must demonstrate they have made reasonable effort to gain access (which may be monitored via Tracker). Where reasonable effort has been demonstrated, alternative collection arrangements will be made.
Can the breakdown rota wording be changed to reflect current arrangements at BDC, as the Local Agreement reads the rota will include both black and green week consecutively; whereas at BDC, teams operate on a weekly based rota. With there being three teams in each group they all end up doing both black & green standby.	A flexible approach is taken with regard to arrangements being put in place locally to reflect the requirement at that time. The wording in the Local Agreement has been reviewed and changed to offer this flexibility.
When a vehicle is "shuttled out" would it make more sense for the delivering driver to stay with the vehicle and loaders and the team leader\driver take the loaded vehicle to the tip.	This was not the intention as it was preferable in terms of team performance and route knowledge for the established team leader\driver to maintain his team's performance. Often, delivering drivers of shuttle vehicles may be engaged in other activities linked in to the delivering element. Although we discussed additional vehicle check requirements etc management believe the variables are such that individual occurrences need to be assessed as they arise.
Please clarify the expectation to work Saturdays immediately before and/or after Bank Holidays.	<p>This requirement is already established in waste services staff's current Local Agreement; however, the incidence of this is significantly reduced at BDC arising from a 4 day working week with any requirement predominantly arising around Christmas & New year periods. Management have reviewed pay and working arrangements to reflect Christmas closedown and any Monday/Saturday working arrangements.</p> <p>Staff will recognise that they undertake a highly public profile frontline service to all household in the District and that the Council must undertake its statutory duty with reasonableness in respecting customer care and expectation, whilst establishing reasonable arrangements for staff working arrangements.</p> <p>The undertaking of wheeled bin collections on Monday/Saturday is a primary function and therefore, not all staff will be required to work. This arrangement is as currently established. The Local Agreement rather reaffirms the current established approach.</p>

- 3.3 UECC is consulted in further developing proposal which will be subject to a further report to Council; the outcome of which, will be the establishment of a 'local conditions' set, to achieve a common measured performance management framework for waste collection arrangements across the two Council's Streetscene (Waste) Services Teams.

4 Alternative Options and Reasons for Rejection

- 4.1 The Council's Waste Collection Team need to meet future anticipated increases in demand on the service. This will help ensure the Council is able to demonstrate Value for Money in service delivery. Adopting a 'do nothing standstill' approach is not in the interest of the service, our customers or the adopted growth strategy.

5 Implications

5.1 Finance and Risk Implications

- 5.1.1 In reviewing Bolsover's Waste Collection arrangements, £117,637 financial savings are identified offset by £61,242 increased staffing costs, which are predominantly subject to the outcome of reviewing the role of Refuse Operative. An overall efficiency saving of £56,395 to Bolsover District Council may be achievable.

5.2 Risk Considerations

- 5.2.1 The Councils' Streetscene Teams have been proactive in adopting a positive approach to meeting the future needs of the service. Proposals set out in this report maintain this approach in anticipating future needs arising from housing growth.
- 5.2.2 The following table summarises risks which affect both Councils and control measures to mitigate them:

Risk	Control Measure
The two Councils operated different back office systems. This obstructs potential to administer either/or Council services from either/or operational depot.	NEDDC adopted BDC back office CRM system, establishing one common platform; further to which, BDC back office working arrangements have been reviewed to offer future scope for staff having the flexibility to administer either/or Council's services.
Collection zones in each authority require reviewing to install efficient visitation ordering and reduce non-productive time.	Each Council's collection zones will be re-ordered to reduce ineffective travel time and anticipate development hot spots to ensure collection zones are fit for purpose anticipating re-market testing of burgundy bin contract in 2016/17.
BDC and NEDDC bin lift performance differs, acting as an obstacle to closer working of frontline collection teams.	Alignment of refuse collector working arrangements, as proposed by the Waste Services Local Agreement (Appendix A) will enhance waste collection performance and realise efficiency savings set out herein.
Housing growth will outstrip collection capacity of each Council.	Review collection zones anticipate redistribution of collection capacity to meet housing growth. Also, joint working in waste collection will enable both Councils to adopt a shared cost approach, where increased resource is required in the future.
Waste Disposal Authority (DCC) change tipping directions and delivery points for the Council's waste collection vehicles	Re-establishing both Council's collections zones enables refuse round bin counts to reflect their operating proximity to delivery\ tipping points and operational depots.
Inefficient non-productive travel time reduces bin lift performance rates of collection teams.	Establish collection zones to optimise efficient visitation ordering and reduce non-productive (dead) time and ensure alternate week collections (AWC) is organised at ward\ parish level rather than village\street level.

5.3 Legal Implications including Data Protection

5.3.1 There are no legal or data protection issues arising from this report.

5.4 Human Resources Implications

5.4.1 All staffing matters will be undertaken in accordance with the Council's Human Resource policies. Given the Council's are now moving towards joint service delivery in a number of areas, alignment of working practices and parity in terms and conditions, whilst respecting each Council's established arrangements, will assist in addressing concerns of the workforce regarding difference in treatment of staff between the two authorities.

6 Recommendations

6.1 UECC supports development of a common Waste Services Local Agreement to bring about harmonised waste collection performance across the two Councils and introduction of a measured performance management framework within Bolsover's Waste Services arrangements.

6.2 UECC endorses proposals set out within this report for recommendation to Council.

7 Decision Information

Is the decision a Key Decision? (A Key Decision is one which results in income or expenditure to the Council of £50,000 or more or which has a significant impact on two or more District wards)	Yes
District Wards Affected	Streetscene Services delivered to all Council Wards
Links to Corporate Plan priorities or Policy Framework	<ul style="list-style-type: none">• Providing our Customers with Excellent Service• Supporting our Communities to be Healthier, Safer, Cleaner and Greener• Transforming our Organisation

8 Document Information

Appendix No	Title
A	Waste Services Local Agreement (DRAFT)
Background Papers (These are unpublished works which have been relied on to a material extent when preparing the report. They must be listed in the section below. If the report is going to Cabinet (NEDDC) or Executive (BDC) you must provide copies of the background papers)	
N/a	
Report Author	Contact Number
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