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Tuesday, 23 January 2018

Dear Councillor

INDIVIDUAL CABINET MEMBER DECISIONS

Notice is hereby given that the following decisions made by a member of the cabinet will be made on Wednesday, 31 January 2018.

1. **STAFFING STRUCTURE - POLICY AND GOVERNANCE** 1 - 4

Division/Wards Affected: All Wards

CABINET MEMBER: County Councillor P Jordan

AUTHOR: Matthew Gatehouse, Head of Policy and Governance

CONTACT DETAILS:

Tel: 01633 644397

E-mail: matthewgatehouse@monmouthshire.gov.uk

2. **SEASONAL GARDEN WASTE COLLECTIONS** 5 - 16

Division/Wards Affected: All Wards

CABINET MEMBER: County Councillor B Jones

AUTHOR: Carl Touhig

CONTACT DETAILS: Carl Touhig, Head of Waste and Street Services

Tel: 01633644135

E-mail: carltouhig@monmouthshire.gov.uk

Yours sincerely,

Paul Matthews
Chief Executive

CABINET PORTFOLIOS

County Councillor	Area of Responsibility	Partnership and External Working	Ward
P.A. Fox (Leader)	Whole Authority Strategy & Direction CCR Joint Cabinet & Regional Development; Organisation review; Regional working; Government relations; Public Service Board; WLGA.	WLGA Council WLGA Coordinating Board Public Service Board	Portskewett
R.J.W. Greenland (Deputy Leader)	Enterprise Land use planning; Economic development; Tourism; Development control; Building control; Housing & homeless; Leisure; Youth; Adult education; Outdoor education; Community Hubs; Cultural services.	WLGA Council Capital Region Tourism	Devauden
R.P. Jordan	Governance Council & Executive decision support; Scrutiny; Regulatory Committee standards; Member support; Community governance; Elections; Democracy promotion & engagement; Law; Ethics & standards; Whole authority performance; Whole authority service planning & evaluation		Cantref
R. John	Children & Young People School standards; School improvement; School governance; EAS overview; Early Years; Additional Learning Needs; Inclusion; Extended curriculum; Admissions; Catchment areas; Post 16 offer; Coleg Gwent liaison	Joint Education Group (EAS) WJEC	Mitchel Troy
P. Jones	Social Care, Safeguarding & Health Children; Adult; Fostering & Adoption; Youth offending service; Supporting people; Whole authority safeguarding; Disabilities; Mental health; Health liaison		Raglan
P. Murphy	Resources Finance; Information technology (SRS); Human Resources; Training; Health & Safety; Emergency planning; Procurement; Audit; Land & buildings (inc. Estate, Cemeteries, Allotments, Farms); Property maintenance; Digital office; Commercial office.	Prosiect Gwrydd Wales Purchasing Consortium	Caerwent
S.B. Jones	County Operations Highways maintenance, Transport, Traffic & Network Management; Fleet management; Waste including recycling; Public conveniences; Car parks; Parks & open spaces; Cleansing; Countryside; Landscapes &	SEWTA Prosiect Gwrydd	Goytre Fawr

	biodiversity; Flood Risk.		
S. L. Jones	Social Justice & Community Development Community engagement; Deprivation & Isolation; Community safety; Social cohesion; Poverty; Equalities; Diversity; Welsh language; Public relations; Trading standards; Environmental Health; Licensing; Communications		Llanover



Sustainable and Resilient Communities

Outcomes we are working towards

Nobody Is Left Behind

- Older people are able to live their good life
- People have access to appropriate and affordable housing
- People have good access and mobility

People Are Confident, Capable and Involved

- People's lives are not affected by alcohol and drug misuse
- Families are supported
- People feel safe

Our County Thrives

- Business and enterprise
- People have access to practical and flexible learning
- People protect and enhance the environment

Our priorities

- Schools
- Protection of vulnerable people
- Supporting Business and Job Creation
- Maintaining locally accessible services

Our Values

- **Openness:** we aspire to be open and honest to develop trusting relationships.
- **Fairness:** we aspire to provide fair choice, opportunities and experiences and become an organisation built on mutual respect.
- **Flexibility:** we aspire to be flexible in our thinking and action to become an effective and efficient organisation.
- **Teamwork:** we aspire to work together to share our successes and failures by building on our strengths and supporting one another to achieve our goals.

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SUBJECT: STAFFING STRUCTURE – POLICY AND GOVERNANCE

MEETING: INDIVIDUAL CABINET MEMBER DECISION

CABINET MEMBER: COUNCILLOR PAUL JORDAN

DATE: 31 JANUARY 2018

DIVISION/WARDS AFFECTED: ALL

1. PURPOSE:

Proposal to agree staffing changes within the Policy and Governance section.

2. RECOMMENDATIONS:

- 2.1 That the positions of Data Analyst (Schools) and Data and Information Systems Officer be deleted and replaced by a single position of Data and Systems Analyst.
- 2.2 That the FTE rate of the Data Analyst be reduced from 1.0 to 0.75 FTE with no amendment to pay band
- 2.3 That the 0.4 FTE and 1.0 FTE Policy and Performance Officer posts be deleted and new role of Performance Officer be created
- 2.4 That a new role of Performance Manager be created
- 2.5 That a new role of Modern Apprentice be created on a fixed-term basis
- 2.5 That the hours of the Sustainability Policy Officer be increased from 0.4 to 0.6 FTE.

3. KEY ISSUES:

- 3.1 During 2017-18 two posts have been deleted from the Policy and Performance Team while one post has been held vacant following the departure of a member of staff. This has resulted in the team operating with 5 members of staff compared to 8 at the beginning of 2017-18. It is necessary to re-align staffing arrangements within to ensure that key activity can be delivered and individual team

members can be held to account for their performance. These proposals will be delivered within the current budget and consolidate a number of changes that have been made over the course of 2017-18.

3.2 These changes will allow the team to refocus on making more use of data to inform the transformation of services, ensure appropriate governance arrangements are in place and ensure effective performance management systems. The changes effectively:

- Merge two posts, the Data and Systems Officer and Data Analyst (Schools) into a single role
- Reduce the FTE rate of the Data Analyst from 1.0 to 0.75 FTE and redesignate as Senior Data Analyst.
- Delete the 0.4 FTE and 1.0 FTE Policy and Performance Officer posts
- Create a new role of Performance Officer on a lower pay band than the previous Policy and Performance Officer positions
- Create a new role of Performance Lead
- Increase the hours of the Sustainability Policy Officer from 0.4 to 0.6 FTE.
- Create a fixed term position of Modern Apprentice

3.2 The changes to the team since April 2017 are shown below with the changes proposed as part of this paper highlighted in bold:

As at 1 April 2017

Post	Band	FTE	Cost	Decision
Policy and Performance Manager	K	1.0		Already deleted
Policy and Performance Officer	I	1.0		Delete
Policy and Performance Officer (x2)	I	0.6 0.4		Delete Already deleted
Data Analyst	H	1.0		Reduce Hours
Data Analyst (schools)	H	1.0		Delete
Data and Systems Officer	E	1.0		Delete

Proposed

Post	Band	FTE	Cost
Performance Manager (New Post)	J (Subject to Job Evaluation)	1.0	
Performance Officer (New post)	H (Subject to Job Evaluation)	1.0	
Data Analyst	H	0.75	
Data Analyst (New Post)	F (Subject to Job Evaluation)	1.0	

Sustainability Policy Officer	G	0.4		Increase Hours
FTE / Cost (£)		6.4 FTE	£274,651	

Sustainability Policy Officer (Increased Hours)	G	0.6		
Modern Apprentice (New Post)	C	1.0		
		4.35 FTE	£197,301	

3.4 The post of Equalities and Welsh Language Officer is part of the team but is funded from a separate budget and is unaffected by this proposal and so is not shown in this table.

4. REASONS:

To deliver ensure appropriate staffing levels can be maintained while re-focusing of the team's work in line with the priorities of the administration and the Well-being of Future Generations Act.

5. RESOURCE IMPLICATIONS:

The budget for the service has already been reduced to achieve previously agreed savings targets and as a result of the senior management restructure agreed in August 2017. The above proposals will cost £846 more than the present staffing budget and this will be found through efficiencies in non-staffing expenditure.

6. WELLBEING OF FUTURE GENERATIONS IMPLICATIONS (INCORPORATING EQUALITIES, SUSTAINABILITY, SAFEGUARDING AND CORPORATE PARENTING)

The report has no direct impact upon front-line services and as a result a full assessment has not been deemed necessary

7. CONSULTEES:

Cabinet Members, Senior Leadership Team, Policy and Performance Team.

8. BACKGROUND PAPERS:

None

9. AUTHOR:

Matthew Gatehouse, Head of Policy and Governance

10. CONTACT DETAILS:

Tel: 01633 644397

E-mail: matthewgatehouse@monmouthshire.gov.uk

SUBJECT: SEASONAL GARDEN WASTE COLLECTIONS

MEETING: Single Member Decision

DATE:

DIVISION/WARDS AFFECTED: Countywide (approximately 12,000 customers)

1. PURPOSE:

This report seeks approval to alter the garden waste collection service to a seasonal collection service to run from March 1st to November 30th. This will take into account the seasonal nature of garden waste and align the costs of collection to income generated.

2. RECOMMENDATIONS:

- 2.1 To approve the move to seasonal garden waste collections March 1st to November 30th.
- 2.2 To agree the £40,000 budget saving in 2018/19 and £25,000 per annum thereafter.
- 2.3 To agree to maintain the current price of £18 per permit.

3. KEY ISSUES:

The collection of garden waste is non-statutory duty and the Council have made a charge for this service since 2013. The Council is able to recover the full costs of collection and administration of the service but not treatment and disposal.

Garden waste is co-collected with food waste at present but changes in contractual arrangements for treatment for food and garden waste mean that this can no longer continue. From April 2018 the garden waste trucks will only pass customers houses and will no longer need to drive door to door. This standalone service allows us to accurately predict costs of delivering the service based on the existing customers and will also allow us to offer a seasonal service.

The charges for the provision of the service have risen from £8 to £18 over the last five years. The proposed charge for 2018/19 agreed through Fees and Charges Report is £18.45.

The increased cost for 2017/18 saw the largest number of complaints and biggest reduction in service uptake since the scheme began. Many customers suggested a seasonal service would

be better than the 28% increase in costs and that any future increases should be in line with standard council indexation.

There is a substantial drop in usage of the service during the winter months and anecdotal evidence suggests this could be as low as 10% weekly set out rate from December to March. Torfaen and Newport operate a seasonal collection service for garden waste and report no additional issues of flytipping or increased usage of household waste recycling centres during this period.

A programme of work was designed with systems, contact centre, hub staff and customers in mind so that we can alleviate the pressure of trying to renew or register circa 12000 customers. Last year the contact centre had restricted leave during the renewal period, average handling times of 8 minutes, (maximum was 58 minutes) and approximately 200 calls per day to try and manage. Two additional agency staff were paid for from Waste and Street Services budget over the busiest period.

This year our aim is to contact existing customers in batches from the end of January which allows us 2 weeks per batch, ahead of April new permit period. We have reduced the agency staff requirement based on the plans to batch renew customers and are only looking for one additional agency staff and are working closely with contact centre and hubs to try and manage the demand. We have both listened to customer feedback, and made changes to try and alleviate the pressures that sending 12,000 renewals out at one time have caused in previous years.

4. OPTIONS APPRAISAL

Due to the short timescale of producing alternative budget proposals the options appraisal and evaluation process was limited to 4 options.

Do nothing –

Increasing the costs for permits to £18.45 does not provide any budget savings or offer the opportunity to recover full costs for provision of service.

Recover full costs for 12 month service –

Tables 1 and 2 show that to recover full service costs and maintain a 12 month service (allowing for the same drop in customer numbers as 2017/18) the cost per permit would need to be £22.35. This shows that there would need to be an increase of 24% in permit price. Given the number of customers that did not renew after the 2017/18 increase in costs of 28% this option was not taken forward.

Reduce service further and reduce permit cost to £17–

A reduction of service of March to October with a slight reduction in permit cost would recover full costs of service but does not reflect the longer growing season and leaf fall that occurs in November. As such this option was not progressed.

Wheeled bins –

Fortnightly collections using wheeled bins could offer the greatest number of benefits in service efficiency both in costs and Health and Safety but needs careful planning and consultation with

residents, Members and staff. This option will be modelled during 2018/19 and brought back through Strong Communities if it shows substantial savings and stakeholder buy-in

5. EVALUATION CRITERIA

An evaluation assessment has been included at Appendix A for future evaluation of whether the decision has been successfully implemented.

6. REASONS:

A seasonal garden waste collection service not only offers budget savings but allows for full cost recovery of the service without substantially increasing the costs to customers.

Usage of the service drops in winter and is less likely to affect the customer base than increasing costs.

The environmental and carbon benefits from composting would be negatively offset by operating a collection service when there is little or no garden waste being collected.

7. RESOURCE IMPLICATIONS:

Table 1 shows difference in costs between 12 months and seasonal service. Table 2 shows the projected income difference between a 12 month and seasonal service.

Table 1

Full Year 2018/19	26t	van	Seasonal 18/19	26t	van
Vehicle hire	£93,600	£5,200	Vehicle hire	£70,200	£5,200
Agency driver	£52,172	£22,798	Agency driver	£39,129	£17,099
Agency loaders (driver+2 9mths- driver+1 3mths)	£79,793		Agency loaders (driver+2)	£68,394	
Fuel	£60,902	£7,020	Fuel	£45,676	£5,265
Permits	£30,000		Permits	£30,000	
Bags	£20,000		Bags	£20,000	
Administration	£42,000		Administration	£42,000	
total	£413,485			£342,963	
Difference	£70,522				

Table 2.

Full Year Income 18/19			Seasonal Income 18/19	
19,700 permits @ £18.45	£363,465		18,500 permits @ £18	£333,000

As can be seen from the tables above there is a potential saving of £70,522 in delivering a seasonal garden waste service but this is partly offset by £30,465 reduction in income, giving a cashable saving of £40,057.

To recover full service costs and maintain a 12 month service (allowing for the same drop in customer numbers) the cost per permit would need to be £22.35.

This shows that there would need to be an increase of 24% in permit price (or a perceived reduction of 25% in service provision) to obtain full cost recovery.

There is still a small subsidy to provide the service of £9,963 but this may be reduced slightly if the drop in customer base is less than anticipated.

The new service will operate from March 1st to November 30th and not a financial year. This ensures the seasonal garden waste service is operationally efficient and renewals can be organised in a timely manner.

For customers renewing permits in 2018 the service will run from April 1st to November 30th during and will then run March 1st to November 30th 2019 and subsequent years.

As within the existing Terms and Conditions there is no reduction for pro-rata service commencement

8. WELLBEING OF FUTURE GENERATIONS IMPLICATIONS (INCORPORATING EQUALITIES, SUSTAINABILITY, SAFEGUARDING AND CORPORATE PARENTING):

Impacts identified in the assessment (Appendix 1) are summarised below for members' consideration:

The actual impacts from this report's recommendations will be reviewed every year and criteria for monitoring and review will include:

Customer retention

Income received

Service satisfaction survey (bi-annual survey)

9. CONSULTEES:

This report was taken to Strong Communities Select on 11th January 2018 and a recommendation to fix the price for 2018/19 and 2019/20 was tabled. It was agreed that any cost increase in 2019 will be brought back through the budget process for approval.

10. BACKGROUND PAPERS: N/A

11. AUTHOR: Carl Touhig

12. CONTACT DETAILS: Carl Touhig, Head of Waste and Street Services

Tel: 01633644135

E-mail: carltouhig@monmouthshire.gov.uk

Evaluation Criteria – Cabinet, Individual Cabinet Member Decisions & Council

Title of Report:	
Date decision was made:	
Report Author:	

What will happen as a result of this decision being approved by Cabinet or Council?

What is the desired outcome of the decision?
What effect will the decision have on the public/officers?

12 month appraisal

Was the desired outcome achieved? What has changed as a result of the decision? Have things improved overall as a result of the decision being taken?

What benchmarks and/or criteria will you use to determine whether the decision has been successfully implemented?

Think about what you will use to assess whether the decision has had a positive or negative effect:
Has there been an increase/decrease in the number of users
Has the level of service to the customer changed and how will you know
If decision is to restructure departments, has there been any effect on the team (e.g increase in sick leave)

2 month appraisal

Paint a picture of what has happened since the decision was implemented. Give an overview of how you fared against the criteria. What worked well, what didn't work well. The reasons why you might not have achieved the desired level of outcome. Detail the positive outcomes as a direct result of the decision. If something didn't work, why didn't it work and how has that effected implementation.

What is the estimate cost of implementing this decision or, if the decision is designed to save money, what is the proposed saving that the decision will achieve?

Give an overview of the planned costs associated with the project, which should already be included in the report, so that once the evaluation is completed there is a quick overview of whether it was delivered on budget or if the desired level of savings was achieved.

12 month appraisal

Give an overview of whether the decision was implemented within the budget set out in the report or whether the desired amount of savings was realised. If not, give a brief overview of the reasons why and what the actual costs/savings were.

Any other comments

Appendix 1

FUTURE GENERATIONS and EQUALITY ASSESSMENT:

Well-being and Future Generations Assessment


Name of the Officer Carl Touhig, (Interim) Head of Waste & Street Services Phone no: 07580362121/ 01633 644135 E-mail: carltouhig@monmouthshire.gov.uk	Please give a brief description of the aims of the proposal Seasonal garden waste collections
Name of Service Waste & Street Services	Date Future Generations Evaluation November 2018





1. Does your proposal deliver any of the well-being goals below? Please explain the impact (positive and negative) you expect, together with suggestions of how to mitigate negative impacts or better contribute to the goal.

Well Being Goal	How does the proposal contribute to this goal? (positive and negative)	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
A prosperous Wales Efficient use of resources, skilled, educated people, generates wealth, provides jobs	Provides jobs, generates income for the Council and reduces costs for the public purse	Continue to review service delivery to ensure it meets the needs of the customers. Budget savings of £40,000 are likely to be achievable in 1 st year but this will reduce in subsequent years as opportunity to offload hire vehicles may not be available.
A resilient Wales Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (e.g. climate change)	Large scale composting through collections services provide high quality compost and reduces individual journeys to Household waste recycling centres	Ensure future seasonal variations reflect the changing growing season
A healthier Wales People's physical and mental wellbeing is maximized and health impacts are understood	n/a	

Well Being Goal	How does the proposal contribute to this goal? (positive and negative)	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
A Wales of cohesive communities Communities are attractive, viable, safe and well connected	Collecting garden waste and providing a low cost helps reduce flytipping of garden waste	Continue to monitor communities for flytipping
A globally responsible Wales Taking account of impact on global well-being when considering local social, economic and environmental wellbeing	The proposal is strongly linked to Wales global goals of becoming a circular economy nation where resources are maximized and our global footprint is reduced	Continue to look for opportunities to reduce our global footprint
A Wales of vibrant culture and thriving Welsh language Culture, heritage and Welsh language are promoted and protected. People are encouraged to do sport, art and recreation	n/a	
A more equal Wales People can fulfil their potential no matter what their background or circumstances	Provides jobs and allows residents the opportunity to dispose of waste more responsibly. Only makes charges for people who use the service and reduces pressure on public purse for education and social care	Continue to provide a service for those that require it and charge accordingly to recover direct costs only.

2. How has your proposal embedded and prioritised the sustainable governance principles in its development?

Sustainable Development Principle	How does your proposal demonstrate you have met this principle?	What has been done to better to meet this principle?
 <p>Balancing short term need with long term and planning for the future</p>	Collection of garden waste provides jobs, delivers high quality soil improver, reduces carbon from individual journeys.	The collections vehicles will no longer pass every property and will only travel between customers in a more direct route.

Sustainable Development Principle	How does your proposal demonstrate you have met this principle?	What has been done to better to meet this principle?
 <p>Collaboration</p> <p>Working together with other partners to deliver objectives</p>	Continue working with local farmer for processing material.	
 <p>Involvement</p> <p>Involving those with an interest and seeking their views</p>	Discussions with stakeholders going forward to ensure the service meets customer needs and reflects the changes in growing season	
 <p>Prevention</p> <p>Putting resources into preventing problems occurring or getting worse</p>	This whole change is about making things better and creating a fairer and more equitable world where resources are maximized	
 <p>Integration</p> <p>Positively impacting on people, economy and environment and trying to benefit all three</p>	<p>Providing sustainable jobs in the service.</p> <p>Treating waste to reducing the environmental impact and produce high quality soil improver</p> <p>Generation of income from waste on a fair and equitable basis – only making a charge for residents that require the service.</p>	Reduces carbon impact of operating service all year when there is little or no waste to be collected

3. Are your proposals going to affect any people or groups of people with protected characteristics? Please explain the impact, the evidence you have used and any action you are taking below.

Protected Characteristics	Describe any positive impacts your proposal has on the protected characteristic	Describe any negative impacts your proposal has on the protected characteristic	What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?
Age	There are no protected characteristic impacts with this proposal.		
Disability			
Gender reassignment			
Marriage or civil partnership			
Race			
Religion or Belief			
Sex			
Sexual Orientation			
Welsh Language			

4. Council has agreed the need to consider the impact its decisions has on important responsibilities of Corporate Parenting and safeguarding. Are your proposals going to affect either of these responsibilities? For more information please see the guidance note <http://hub/corporatedocs/Democratic%20Services/Equality%20impact%20assessment%20and%20safeguarding.docx> and for more on Monmouthshire's Corporate Parenting Strategy see <http://hub/corporatedocs/SitePages/Corporate%20Parenting%20Strategy.aspx>

	Describe any positive impacts your proposal has on safeguarding and corporate parenting	Describe any negative impacts your proposal has on safeguarding and corporate parenting	What will you do/ have you done to mitigate any negative impacts or better contribute to positive impacts?
Safeguarding	The proposals do not affect individuals and thereby do not affect or impact on the Council's corporate parenting and safeguarding duties.		
Corporate Parenting			

5. What evidence and data has informed the development of your proposal?

Review of costings of service provision. Benchmarking with neighbour authorities that provide seasonal services

6. SUMMARY: As a result of completing this form, what are the main positive and negative impacts of your proposal, how have they informed/changed the development of the proposal so far and what will you be doing in future?

Options were reviewed as part of this process, a review by Strong Communities will inform future development of this proposal. There was a recommendation to fix the cost for 2 years from implementation.

7. Actions. As a result of completing this form are there any further actions you will be undertaking? Please detail them below, if applicable.

What are you going to do	When are you going to do it?	Who is responsible	Progress
If proposal is accepted we will engage with customer base and fully explain decisions and process	February 2018	WSS	Retained customer base is reported through SIP

8. Monitoring: The impacts of this proposal will need to be monitored and reviewed. Please specify the date at which you will evaluate the impact, and where you will report the results of the review.

The impacts of this proposal will be evaluated on:	Continue to monitor customer retention and flytipping of garden waste if applicable
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SAFEGUARDING ASSESSMENT:

There are no safeguarding implications associated with the recommendations within this report.