

Warwickshire Waste Partnership

6 March 2012

Household Waste Recycling Centre Direct Service Project

Recommendation

That the Waste Partnership notes the progress of the project to bring all but one of Warwickshire's Household Waste Recycling Centres (HWRCs) under direct operation.

1.0 Introduction

At the last meeting of the Partnership on 6 December 2011, Members requested an update on the operation of in-house Household Waste Recycling Centres (HWRCs).

2.0 Background

- 2.1 A Household Waste Recycling Centre Review was carried out in 2010 that enabled a detailed analysis of the sites to be carried out. As a result of the review, the Authority was able to assess the benefits of tendering and using a contractor, compared with running the sites in house. The latter was shown to be more cost effective and beneficial to the Authority as a whole in terms of flexibility, increasing recycling on site etc.
- 2.2 On 9 September 2010, Cabinet gave approval to commence procurement for the HWRCs and for the Strategic Director of Environment and Economy (in consultation with Strategic Directors for Customers, Workforce and Governance and Resources) to decide whether to award contracts or manage the HWRCs in house.
- 2.3 On 11 November 2010, the Strategic Director for Environment and Economy in consultation with the Portfolio Holder for Environment and Economy, the Leader of the Council and the Strategic Directors for Customers, Workforce and Governance and Resources decided to bring the management of 6 of Warwickshire's HWRCs in house.

3.0 Implementation of In-house Operations

- 3.1 On 1 December 2011, the project to bring all but one of Warwickshire's Household Waste Recycling Centres (HWRCs) under direct operation went live.

3.2 The initial implementation of the project included:

- (i) Reorganisation of the waste management group
- (ii) TUPE of staff from external contractor
- (iii) Revised contract arrangements for all staff, including new shift rotas
- (iv) Procurement of new heavy plant machinery
- (v) Initial staff training for plant, compactors and health and safety
- (vi) New haulage contract let and implemented
- (vii) Purchase of two haulage vehicles and recruitment of drivers
- (viii) Managing contracts with all existing waste companies for recycling of materials
- (ix) New site signage installation

3.3 The immediate implementation went well, with only minor issues arising.

4.0 Change of Site Opening Times

4.1 On 9 January 2012, the site opening times changed over to 9.30am to 3.15pm during the week and 8.30am to 4.15pm on weekends (except Shipston).

4.2 The new opening hours were promoted in a number of ways, including:

- (i) Banners on site
- (ii) New site sign with opening times
- (iii) Posters on site
- (iv) Leaflets on site being handed out by staff
- (v) Business cards handed out on site
- (vi) Staff at the entrances on 9 January
- (vii) Press releases

4.3 The implementation of the new opening hours went well and, to date, the waste management team has only received four official complaints.

5.0 Human Resources

5.1 In addition to the immediate implementation process and the change of opening hours, the waste management team have been working on the following areas specifically relating to human resources:

- (i) Recruitment of new members of staff including full time, part time and weekend-only positions
- (ii) Management of shift rotas
- (iii) Further training of staff in First Aid, Manual Handling and Plant, with more training to come

5.2 The HR work stream has been time-consuming, but has been effectively implemented.

6.0 Ongoing Work Streams for 2012

6.1 The waste management team will continue to work on the following work streams:

- (i) All risk assessments checked and implemented
- (ii) Effective management of haulage and recyclables contracts
- (iii) Provision of new reuse shops at four sites
- (iv) Provision of information to users relating to busy and quiet times
- (v) Development of recyclables framework and its implementation
- (vi) Continuing work with CAVA regarding Warwickshire Community Recycling running of the reuse shops and site operation of Wellesbourne and Stockton
- (vii) Payment of invoices using the new WCC finance system
- (viii) Start of Lower House Farm HWRC and Transfer Station build
- (ix) Start of Nuneaton & Bedworth HWRC build

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