



Waste Management & Cleansing Division

Team Plan 2015/16

Team Manager: **Clifford Parish**

Service Plan: Visible Services

Date signed off: 31/07/2015

Signed off by: **Miles Punter**

Contents

Team Overview.....	3
Our Contribution to Service Plan priorities 2014/15	4
Our Team Plan 2015/16.....	6

Team Overview – Waste Management & Cleansing

The Waste Management & Cleansing team undertakes a number of key roles within Visible Services including delivering the Council's statutory functions of Waste Collection, Disposal and Principle Litter Authorities. It is a front line service that interfaces with all the Council's customers whether resident or visitors and its work impacts on the whole of the Vale's population whether it be by cleaning the Vale's streets, collecting their household waste or providing coastal resorts for their leisure and enjoyment.

The Team's broad functions are:

- responsible for arranging for the collection, treatment and disposal of household and commercial waste collected across the Vale.
- responsible for keeping highways and relevant land clear of litter and refuse in accordance with the Welsh Government's Code of Practice on Litter and Refuse and Associated Guidance 2007;
- providing Household Waste Recycling Centres (HWRCs) where householders can deliver waste for recycling or disposal.
- applying the principles of Welsh Government and EU Waste and Environmental legislation and Strategy and the waste hierarchy (reduce, reuse, recycle) by first trying to ensure waste is not produced in the first place and where waste is unavoidable it maximises the waste recycling and composted. From November 2014, the majority of waste that can't be recycled or composted was be sent to Trident Park ERC _which will divert at least 90% of non-recyclable waste from landfill and generate electricity.
- arranging and holding contracts with private waste companies who provide waste treatment services on the Council's behalf including an energy from waste facility, In-Vessel composting facility and a dry recycling Facility;
- organising Waste Awareness and Educational initiatives to help schools, educational establishment, households, businesses and communities reduce, reuse and recycle of their wastes as much as possible by raising awareness and environmental stewardship.
- investigation and enforcement of environmental crime and the issue of fixed penalty notices for litter, dog fouling offences.
- management of coastal areas and their assets;
- provision and cleansing of public conveniences.

Our Contribution to Service Plan priorities 2014/15

Our contribution to the Service Plan priorities last year:

- We obtained efficiencies from collaborative working with neighbouring local authorities for service deliveries including partnership approach to AD Treatment with Cardiff CC and EFW Treatment via Prosiect Gwyrdd. This delivered better value for money for the tax payer through economies of scale by combining the waste of 5 local authorities and infrastructure. (CP/E1) (OA5) (VS/A058) (VS/A067)
- Arranged for an early pre-Prosiect Gwyrdd contract to use the Viridor ERC at Trident Park in November 2015 made a significant contribution to reducing the amount of municipal waste sent to landfill and move the waste treatment of residual waste higher up the waste hierarchy to a more sustainable level of performance. The Viridor plant was delivered approximately 18 months ahead of schedule resulting in a predicted saving of £1.6 million. (VS/A058)
- Implemented recycling performance related clauses within the contract for the management of the Council Household Waste Recycling Centres (HWRCs) to increase recycling capture. Our approach of specifically targeting residual black bags delivered to our HWRCs by householders and the secondary sorting of those black bags for recycling has resulted in an increase in recycling capture rates. (VS/A001) (VS/A068)
- We have reviewed our waste, recycling, composting and kitchen food waste collection services. This work also involved the development of new policies for missed refuse and recycling collections and new collection arrangements for green waste utilising the existing recycling waste collection vehicle fleet. (Service Objective 1)
- Implement and monitor real time tracking and communication with waste collection fleet to achieve improved working efficiencies and service delivery (VS/A063, VS/A059, VS/A060, VS/A061, VS/A064, VS/A065, VS/A066, VS/A085);
- Developed and implement an investment plan for the refurbishment of public conveniences and improve the standard of cleanliness including the Eastern Shelter Barry Island PC development under the Barry Regeneration Programme. Refurbishments have contributed toward improved facilities and achieved more accessible and public conveniences for the benefit of residents and visitors. (VS/A025);

- Improved cleanliness standards in the worst performing areas in the Vale as identified in the cleanliness index 2013/14 Keep Wales Tidy LEAMS survey. This included densely populated areas of older terrace housing with rear lanes and multiple occupancy areas with communal open spaces. Involvement of the respective communities in the work has increase community engagement and support, demonstrating pride in their respective local areas. (CP/E2) (VS/A204) (VS/A081) (VS/A082) (VS/A083) (VS/A084).
- Made a major contribution in keeping the Vale is a clean, safe, well maintained and sustainable place to live or visit using its compliance and enforcement powers to meet litter laws as set out (principally) in the Environmental Protection Act 1990 and new powers and enforcement measures to tackle a range of environmental crimes affecting local environmental quality such as fly-tipping, graffiti and littering, by way of amendments to the 1990 Act by the Clean Neighbourhoods and Environment Act 2005 (VS/099 VS/A024, VS/A081, VS/A082, VS/A083, VS/A084);
- We ensured that dog owners must remove their pets' waste from public places and dispose of it in a proper manner in the following places: (VSA099 VS/A024, VS/A081, VS/A082, VS/A083, VS/A084)
 - public roads and footpaths
 - areas around shopping centres
 - school/sports grounds and beaches
 - immediate area surrounding another person's house.

Our Team Plan 2015/16

Service Outcome 1:		Our customers have access to sustainable waste and recycling services						
Objective 1:		To reduce municipal waste by increasing re-use, recycling, regulation and enforcement.						
Ref. Service Objective	During 2015-16 we plan to:	Success Criteria/ Outcomes we'll achieve from this action are:	High, Medium or Low priority	Officer responsible for achieving this action	Start date	Finish date	How will the work be resourced?	Progress
(VS/A086)	Commence a treatment programme for road sweepings to separate composing and other elements. Monitoring composting tonnage achieved from initiative. Enter all data onto Waste data flow.	Increase in recyclables arising from road sweepings. 3-5% increase in recycling levels realised.	High	John Davies Colin Smith	01/04/2015	31/03/2015	Existing in-house Highways and WM&C staff and external contractors	Extension of Highways Treatment Plant completed Haulage and composting procedures in place with Neil's Soils
(VS/A087) (CP/E1)	Work with various charitable and community groups across the Vale in order to encourage new waste reuse schemes. Attended Community and	Increase in number of waste reuse schemes. Increase in recycling levels.	Medium	Sam Harrison Michelle Fitzpatrick	01/04/2015	31/03/2015	Existing staff time and budget resources and WAW support	On-going

	<p>other voluntary Group meetings.</p> <p>Provide all requested customer information needed.</p>							
(VS/A088, VS/A062) (CP/E1)	<p>Implement the WG preferred method for recycling collection.</p> <p>Carry out a 'Necessary Test' for TEEP within WRAP service review.</p> <p>Consult/visit Welsh source separate collection authorities to establish best practice</p> <p>Report outcomes to cabinet.</p>	<p>Less contamination of recyclables resulting in a higher proportion of waste being recycled by re-processors.</p> <p>Increased levels of participation leading to overall increase in recycling levels.</p>	High	Clifford Parish Colin Smith John Davies	April 2015	September 2015	Existing staff time and budget resources WRAP support within WG's CCP	<p>Obtain WG approval for WRAP to work with VOG within the CCP granted</p> <p>Initial meeting with WRAP completed</p> <p>Full service review including TEEP analysis agreed</p>
(VS/A089) (CP/E1)	Explore options with Bridgend Council for the procurement of recycling and	Shared HWRC site contract with economies of scale savings or savings through site	High	Clifford Parish Colin Smith John Davies	April 2015	September 2015	Existing staffing and budget resources	Regular meetings between equivalent Authority staff

	<p>collection and other waste management services.</p> <p>Attend joint meetings with Bridgend Council.</p> <p>Review areas of synergy between Councils where services can be provided by the Vale of Glamorgan Council</p>	<p>rationalisation.</p> <p>Further economies of scale savings from delivering shared cleansing services, public convenience provision and coastal resort management.</p>						scheduled
(VS/A058)	<p>Work with key partners to commence the residual waste and recycling collection treatment and disposal services.</p> <p>Attend PG, Viridor Contract Meeting, neighbouring local authority and other WG, WLGA, WRAP, WESA CIWM meetings to network and establish possible</p>	<p>Achievement of 2015/16 - 58% national recycling target.</p> <p>Achievement of savings resulting from economies of scale and shared services.</p> <p>Risk of landfill penalties is eliminated.</p>	High	Clifford Parish Colin Smith John Davies	April 2015	March 2016	Existing staff time and budget resources and WG SWMG monies	<p>Early commencement of residual treatment with IBA recycling planned for August 2015</p> <p>Initial meetings held of the SE Wales Recycling Infrastructure Officer Group seeking options for a regional MRF</p>

	joint working arrangements. Hold regular contract meetings with Council service providers.							Early commencement of residual treatment as eliminated the risk of landfill tax penalties
(VS/063)	Review collection arrangements for commercial residual waste and recycling. Benchmark with other Welsh local authorities to establish peer review best practice. Attend all Wales Groups.	Agreed level of service delivered. Reduced costs for this service. Increased customer satisfaction with services. Increased participation in recycling	High	Colin Smith John Davies	April 2015	September 2015	Existing staffing and budget resources	53% of commercial duty of care and satisfaction survey visits completed in 2014/15
(VS/A067) (OA5) (E1)	Progress the Cardiff organic waste treatment project Attend and influence Dialogue and Board Meetings Arrange for Inter Authority Agreement (IAA2)	Preferred Bidder selected. Contract awarded. Financial Close and Contract Signature achieved Commissioning phase completed.	High	Clifford Parish John Davies	April 2015	March 2016	Existing staffing and budget resources and WG Procurement Grant	Selection of Preferred Bidder completed Financial Close 19th May 2015 Commissioning scheduled for December 2016 with Contract commencement

	to be entered into. Provide all data and information required to complete the project.							1 April 2017
VS/A065	Continue the work with recognised trade unions to move away from task and finish arrangements for staff for the collection of residual waste.	Consistent terms and conditions within the Waste Management and Cleansing service.	Medium	Colin Smith	1/4/15	31/3/16	Officer time	Initial WM&C operational staff meetings completed. Formal consultation period with staff and Trade Unions completed August 2015. Affected staff's T&C revised to eliminate T&F within WM&C by Oct 2015
VS/A066a	Implement the new policy for missed refuse and recycling collections from domestic properties.	Vehicle and staff savings resulting from the removal of this service in future.	High	Clifford Parish	1/4/15	31/3/16	Officer time	Initially meeting with C1V staff held July 2015. Amendments to existing 'Tracku' monitoring system planned.

								Report to Executive for revised collection policy decision Autumn 2015
VS/A059	Complete the restructure of refuse collection and recycling rounds using the available electronic data.	Service cost savings realised and reductions in the numbers of vehicles used for collections.	High	Clifford Parish Colin Smith	1/4/15	31/3/16	Work resources from current budget	Route rationalisation analysis Completed by September 2015 implement October 2015 Optimisation modelling of collection service delivery with WRAP (June/March 2015/16)

Service Outcome 2:		The Vale is a clean, safe, well maintained and sustainable place to live or visit.						
Objective 4:		To maintain the standard of cleanliness and visual appearance of the local environment.						
Ref. Service Objective	During 2015-16 we plan to:	Success Criteria/ Outcomes we'll achieve from this action are:	High, Medium or Low priority	Officer responsible for achieving this action	Start date	Finish date	How will the work be resourced?	Progress
(CP/E2) (VS/A099)	<p>Continue to work towards reducing fly tipping, litter, dog fouling and graffiti through zero tolerance high profile enforcement arrangements and education and awareness raising campaigns.</p> <p>Procure additional private sector enforcement support for implementing no tolerance high profile enforcement.</p> <p>Patrol known 'hot spot' areas and those reported to be problematic via Oracle.</p> <p>Work with other enforcement and</p>	<p>Reduction in recorded incidents (including reported incidents) through high profile enforcement.</p> <p>Increased</p> <p>Cleanliness of the Vale's streets and open areas as measured by Welsh Government's Local Environmental Audit and Management System (LEAMS).</p> <p>Increased satisfaction with cleanliness standards.</p>	Medium	John Davies Denny White Michelle Fitzpatrick Sam Harrison	01/04/2015	31/03/2016	<p>Internal staffing and cost neutral external private enforcement resources.</p> <p>LEAMS survey resourced by Keep Wales Tidy staff</p>	<p>Expressions of Interest sought on Sell2Wales Portal</p> <p>Service specification draft for external support</p>

	<p>environmental bodies to carry out high profile clean up and awareness rising.</p> <p>Undertake local media and community roadshows campaigns to education and awareness raising campaigns</p>							
(CP/E13) (VS/A025)	<p>Implement the investment programme to refurbish public conveniences.</p> <p>Identify and draft priority list for refurbishment within budget.</p> <p>Work with Building Services to programme and complete high priority public conveniences to planned programme.</p>	<p>Improved facilities and standards of cleanliness in public conveniences.</p> <p>Increased satisfaction with public conveniences.</p>	High	John Davies	01/04/2015	31/03/2016	Internal staffing and Building Service resources and/or external private building sector resources.	Priority list of public conveniences drafted to identify 2015/16 work programme

Part 2 Team Specific Actions 2015/16

Team Specific Outcomes		Our customers have access to sustainable waste and recycling services						
Objective :		To increase recycling performance						
Ref.	During 2015-16 we plan to:	Success Criteria/ Outcomes we'll achieve from this action are:	High, Medium or Low priority	Officer responsible for achieving this action	Start date	Finish date	How will the work be resourced?	Progress
WM&C 1 VS/A058)	<p>Work with a range of partners to provide appropriate recycling collection treatment services for Welsh/Regional MRFs and achieve the national recycling target of 58% (2015/16)</p> <p>Attend officer meetings and provide all details required to inform possible partnership group.</p> <p>Investigate a WTS to bulk waste at the Atlantic Trading Estate.</p> <p>Report outcomes to cabinet.</p>	Achieve National recycling targets and reduce Land fill to a minimum	Medium	Clifford Parish John Davies Colin Smith	01/04/2015	31/10/2015	Existing staffing and budget resources Possible WG CCP Capital Grant support	Officer meetings scheduled to discuss options and possible PG type joint procurement of Regional MRF
	Increased	Council meets and	High	Michelle	01/04/2015	31/10/2015	Existing staffing	

	<p>promotion and participation within recycling and composting of municipal waste initiatives working with Waste Awareness Wales in order to achieve recycling and landfill diversion targets.</p> <p>Continue partnership working with schools and community groups such as Eco-schools etc.</p>	<p>exceeds all WG recycling/composting targets (2016/17 64% recycling/composting.</p> <p>Increased awareness of recycling and waste minimisation in children and adults. High levels of publicity from competition winners.</p>		<p>Fitzpatrick Sam Harrison</p>			<p>and budget resources and WAW support</p>	
<p>WM&C 2 VS/A058)</p>	<p>Explore opportunities to work with Third section groups and charities to establish waste reuse opportunities.</p>	<p>Council meets and exceeds all WG reuse target (2015/16 of 0.8 %)</p>	<p>High</p>	<p>Sam Harrison Michelle Fitzpatrick Clifford Parish Colin Smith John Davies</p>	<p>01/04/2015</p>	<p>31/10/2015</p>	<p>officer time and HWRC Contractor support</p>	<p>Initial emails with Coastlands Family Church 'ReStore' initiative Penarth</p>
<p>WM&C 3 VS/A058)</p>	<p>Increased awareness of recycling and waste minimisation in children and adults. High levels of publicity from competition</p>	<p>Council meets and exceeds all WG recycling/composting targets (2016/17 64%) recycling/composting</p>	<p>High</p>	<p>Sam Harrison Michelle Fitzpatrick</p>	<p>01/04/2015</p>	<p>31/10/2015</p>	<p>Existing staffing and budget resources</p>	<p>On-going</p>

winners.								
Campaign winning reported in local press on Council Website etc.								

Team Specific Outcomes:		The Vale is a clean, safe, well maintained and sustainable place to live or visit.						
Objective:		To reduce waste crime and improve cleanliness						
Ref.	During 2015-16 we plan to:	Success Criteria/ Outcomes we'll achieve from this action are:	High, Medium or Low priority	Officer responsible for achieving this action	Start date	Finish date	How will the work be resourced?	Progress
WM&C 4	<p>Work with Probation and Youth Offending and Keep Wales Tidy to carry out graffiti removal, private land cleanance.</p> <p>Within the Tidy Towns initiative work with community Groups to clean up land</p> <p>Attended meetings with partnering bodies.</p>	<p>All graffiti , littering and fly tipping on private land removed as requested</p> <p>Community Groups receive equipment and support given to clean up local areas</p>	Medium	Denny White Tony Spear	01/04/2015	31/03/2016	Existing staffing and budget resources WG Tidy Towns Grant allocation.	On-going

	<p>Investigate and enforce reported fly-tipping incidents.</p> <p>Remove all reported fly-tipping on relevant land within 5 working days.</p>							
WM&C 5 (VS/A083, VS/A084)	<p>Review options for the introduction of 'Dog Control Orders' within the Vale of Glamorgan informed by a statutory consultation exercise.</p> <p>Dog order maps completed.</p> <p>Public Consultation exercise carried out.</p> <p>Report to Cabinet</p>	<p>Public Consultation Carried out proposal taken to Cabinet for implementation.</p>	Medium	Clifford Parish Denny White	01/04/2015	31/03/2016	Existing staffing and budget resources	<p>Dog Order maps drafted.</p> <p>Change in legislation needs to be incorporated into action</p>
WM&C 6 (VS/A083, VS/A084)	<p>Complete the 'Duty of Care' and customer satisfaction survey of all commercial premises within the Vale of Glamorgan</p>	<p>Targeted commercial waste producers surveyed and have high satisfaction level of commercial services offered.</p>	High	Denny White	01/04/2015	30/09/2015	Existing staffing and budget resources	<p>Over half of the survey completed in 2014/15</p>

	to establish whether commercial waste in the Vale is being managed appropriately.							
WM&C 7 (VS/A083, VS/A084)	Reduce fly tipping, litter, dog fouling and graffiti through high profile enforcement arrangements and education and awareness raising campaigns. Maintain relationship with Cardiff City Council to access DVLA vehicle database for environment crimes	The Vale of Glamorgan is a clean and safe place to live or visit and residents are fully aware of the Council's zero tolerance approach towards environment crime. Reduction in incidence of environmental crime across the Vale.	Medium	Denny White	01/04/2015	31/03/2016	Existing staffing and budget resources plus possible cost neutral external private sector environment support	On-going
WM&C 8 WM&C 9 (VS/A083, VS/A084)	Utilise WG Tidy Towns Grant support to further target worst cleanliness areas to achieve improved Cleanliness Index of -67.2 as achieved in 2014/15 Keep Wales Tidy LEAMS survey.	The WM&C Division takes full advantage of the WG grant and achieves an improved Cleanliness Index score in the 2014/15 survey	High	Colin Smith	01/04/2015	31/03/2016	Existing staffing and budget resources plus Tidy Town Grant allocation	On-going

Team Specific Outcomes:		Effective Management of the Team and its works.						
Objective		All processes and Procedures in Place and efficiently working						
Ref.	During 2015-16 we plan to:	Success Criteria/ Outcomes we'll achieve from this action are:	High, Medium or Low priority	Officer responsible for achieving this action	Start date	Finish date	How will the work be resourced?	Progress
WM&C 10	Review Cleansing resources to increase efficiency and performance. Following trackers being fitted. Monitor tracker data and implement revisions.	The Cleansing service makes best use of its resources and customers benefit from a service that provides value alongside excellent results.	High	Colin Smith	01/04/2015	01/09/2015	Existing staffing and budget resources	On-going
WM&C 11	All waste treatment and recycling/ Composting contract payments made within required timescales. Liaise with contractors to ensure appropriate payments. Carry out all data checks and raise payment certificate.	All claims for payment made as per contract conditions.	High	John Davies	01/04/2015	31/03/2016	Existing staffing and budget resources	On-going
WM&C 12	Carry out staff PDRS/TRDS	Staff fully informed and have	High	Clifford Parish Colin Smith	November 2015	December 2015	Existing staffing and budget	On-going

	<p>interviews and draft Staff Training Plan from completed PDRS/TDRS.</p> <p>Meeting with staff to determine training needs and actions in their PDRS/TDRS.</p> <p>Submit PDRS/TDRS within specified timescales.</p>	ownership of the issues in Division and that feedback is obtained from staff		John Davies Denny White			resources	
WM&C 13	<p>Carry out all return to work interviews as soon as possible following staff returning to work.</p> <p>Staff interviewed on day of return.</p> <p>Paperwork submitted to required timescale.</p>	All return to work forms completed and passed to WM&C Admin staff for entry within staff records/Oracle databas	High	Clifford Parish Colin Smith John Davies Denny White Simon Chilcott Tony Spear	01/04/2015	31/03/2016	Existing staffing and budget resources	On-going
WM&C 14	<p>Reduce complaints received in relation to Waste Management and Cleansing services</p> <p>Review Complaints to establish root cause.</p> <p>Review staff training and working practices</p>	Complaints reduced over 2014/15 level	Medium	Clifford Parish	01/04/2015	31/03/2016	Existing staffing and budget resources and C1V support	Complaint summary report available from C1V

	to reduce complaints made.							
--	----------------------------	--	--	--	--	--	--	--