

Five Case Model - Business Case Template

Full Business Case

Domestic Waste Collection Services

Options to support sustainable delivery for the future.

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1. Executive Summary

- 1.1. The Council has a legal duty as the waste collection authority to provide a service for our residents, but has authority to determine how it will provide that service to residents, as well as certain limitations based on the available infrastructure available through Worcestershire County Council as the Waste Disposal Authority.
- 1.2. In addition to this, there are currently discretionary services that can be offered for which a charge can be made – Garden Waste.
- 1.3. In 2015, Environmental Services carried out a transformational review of how it delivers services across the Borough, although the Waste Service element did not follow a full review process at that time.
- 1.4. This business case outlines the resources currently in use to deliver the service, along with a range of options to support the service in the short-medium term and carry out a full review of the service for consideration at a later date to secure the future sustainability of the service, and factor in the expected changes that the Government have set out in the “Resources and Waste Strategy” which is out to consultation during 2019 and has the potential to make significant changes to how local authorities provide waste collection services to support the environment, with headline aims set out relating to:
 - 1.4.1. Compulsory dedicated food waste collections
 - 1.4.2. Plastic bottle deposit schemes
 - 1.4.3. Removal of discretion to charge for Garden Waste Collections
 - 1.4.4. Compulsory Garden Waste Collection Service for all households
 - 1.4.5. Increased Enforcement of Duty of Care and Waste Crime regarding waste disposal arrangements.
- 1.5. This Business Case looks to support the Waste Collection service to be sustainable and cope with the increasing work load and challenges being faced by Local Authority Services as a result of new housing and changing behaviour by the public.

1.6. Having outlined and assessed options ranging from maintaining the status quo, suspension of services, and further investment at a range of levels, the recommendation put forward as the preferred option is to invest in the service in the short term to increase staffing levels to give the service security whilst a full review of the service is carried out, and return in two years with a range of options for future service delivery that reflects changes within our Borough and the National scene to ensure that the Council has a sustainable and flexible service that can meet the changing demands of our residents.

1.7. Recommendation:

1.7.1. Allocate £83,674 additional funding for Environmental Services to fund 3 members of staff to support the service and give security against service failure and unplanned Agency Costs for the next two years whilst a full service review is carried out to plan for the long term future of the service.

2. Introduction

- 2.1. As the Waste Collection Authority, Redditch Borough Council is responsible for the collection of household waste, and operates a statutory service across Redditch Borough.
- 2.2. This is administered by the Environmental Services Team and operated in house as Alternate Weekly Collections (AWC) for both residual waste and dry recycling from all its households.
- 2.3. The Council also introduced an optional "Paid for" Garden Waste service in 2018 that provides a fortnightly collection service over 40 weeks of the year, under a contract arrangement with Bromsgrove District Council to make use of spare capacity in their existing service and minimise the costs of setting up a new dedicated service.
- 2.4. Redditch Borough Council has adopted the Joint Municipal Waste Management Strategy for Herefordshire & Worcestershire, which is a joint strategy across the six Worcestershire District and Borough councils, Worcestershire County Council and Herefordshire Council, and reflects the partnership across Worcestershire and Herefordshire in relation to a shared waste disposal service.
- 2.5. All of our collection services are based on the use of a single 240 ltr grey bin for household waste¹, a green 240 ltr green bin for dry recycling², and Brown 240 ltr bins for garden waste customers³. Larger families are able to apply for an increased capacity for their residual waste (grey bin)⁴.
- 2.6. Over the past 10 years a significant number of physical and behavioural changes have occurred both nationally and locally that have changed the services we provide to our residents, and also how we deliver them.

¹ Based on a household of 6 people, or 5 with two children in nappies

² Additional bins available on request in order to support household recycling

³ Currently £45 for 20 collections (February – November)

⁴ 360 Ltr bins are currently in use, but create issues with weight and safety, so alternative mechanisms may be considered in future.

- 2.7. This has resulted in progressive changes to accommodate them and continue to provide an effective collection service to our residents.
- 2.8. In 2015, Environmental Services went through a Transformational process that made significant changes to the provision of its Street Cleansing and Grounds Maintenance functions, with the creation of the Place Teams.
- 2.9. This included the creation of a dedicated Pool of staff to support the Waste Collection Services, and Place Teams by providing additional staff to cover annual leave and sickness throughout the year to ensure that services had a greater resilience, and would not require additional expenditure on Agency Staff.
- 2.10. This was calculated based on the staffing and work levels in place at that time, with estimates on how services would develop, and where staff would be needed.
- 2.11. Since 2015, the Pool staff have been used primarily to support front line service on the Domestic waste collection service rather than cover sickness and leave as had been intended, and have not supported the Place Teams in any significant way, but due to underspend on other areas of the Environmental Services Budget the financial impact had been absorbed in the operating budgets.
- 2.12. During 2018 it was identified that new housing development across the Borough had outgrown our current resources, and the previous estimation of what would be needed to support the wider Environmental Services model had been overly conservative, resulting in higher costs on staffing outside of the planned staffing levels set out in the budget, and the savings expected from the previous changes in 2015 had not been realised.
- 2.13. In late August/early September 2018, whilst reviewing how to evidence this and trial small scale changes to review current productivity, the service experienced significant failure that affected the collection arrangements for approximately 20,000 households.

- 2.14. This was caused by a combination of sickness and annual leave across Environmental Services, and resulted in a lack of capacity within the wider service area.
- 2.15. This Business Case is presented in response to this unprecedented failure in service, to identify short term actions to secure the service over the next two years, during which a full Service Review can be carried out to explore all available options for the future delivery of the service and present a wider business case to Members that will give security to the service beyond 2021.
- 2.16. This wider Business Case will look to set out a secure business model to give future sustainability of the service and ensure that residents are receiving the highest value service possible, in a sustainable way that makes allowance for future growth of the Borough and sets out a clear process for ongoing review and evolution of the Service in a controlled way.
- 2.17. The full terms of this Service Review will be set out over the coming months, along with the creation of a review group that will bring together the necessary knowledge and experience from across the combined authority, and pull in best practice from local and national models of service to reflect the local challenges on our service and priorities for the future.

3. The Strategic Case

- 3.1. Our Domestic Waste Collection services are the most visible service the Council provides across the Borough, and benefits all our residents.
- 3.2. For many, it is the only service they “see” for their Council Tax, and so it is a very visible representation of the Council, making any disruption a significant reputational issue.
- 3.3. Our current Domestic Waste Service supports two of the Council’s key priorities identified in the Council Plan:
 - 3.3.1. Financial stability for the Council
 - 3.3.2. Quality services for residents, with affordable charges where appropriate
- 3.4. In addition to supporting these priorities, The Waste service supports the following strategic purpose:
 - 3.4.1. “Keep my place safe and looking good”

3.5. The Case for Change

- 3.6. Since 2015 we have experienced increasing pressure on our services through increasing housing stock across the Borough and changes in behaviour that have increased the workload on domestic waste collection services as well as our cleansing and grounds operations through increased litter, and changes in how residents buy goods via online markets that have significantly increased packaging waste from households.
- 3.7. This pressure, in concert with standard leave requirements and both short and long term sickness across Environmental Services, has resulted in our “Pool Staff” being fully committed supporting day to day waste operations, and not realised the wider support that was originally envisaged would be available to support operations.
- 3.8. The Council started the 2018 financial year with funding for the following resources in our structure (Unchanged from 2017/18 Financial Year):
 - 21 Staff.
 - 6 full crews 6 Domestic (18 staff)

- Leaving 3 Spare Staff every day to cover A/L & Sickness
- 3.9. With this model, we need 2.5 staff to cover holiday over the course of the year, which doesn't leave a margin for sickness, and so has resulted in increased use of Agency to cover both short and long term sickness alongside annual leave, as well as a significant pressure on other services to loan staff that has then impacted on their ability to deliver their work effectively.
- 3.10. Until 2015 there was a larger budget for Agency cover, but the restructure in 2015 reduced this with an expectation that there would be wider capacity within the service to offset the need for short term cover. Unfortunately this has not been possible to deliver as expected due to the increasing demands on all of our services.
- 3.11. As part of an ongoing review of the Environmental Services Budgets to support Council Wide savings, budgets have been refined to more accurately reflect our expenditure, which means that previous surpluses that offset this ongoing Agency usage are no longer available and this now requires further investment to support the service.
- 3.12. Service failure in August/September 2018 had a significant impact on residents and the Authority, with a review of service needs in the short term to determine how the disruption could be addressed and normal service resumed.
- 3.13. This has in the short term involved temporary movement of funds to support increased staffing within the service, but this is not sustainable beyond the end of the 2018/19 financial year, and this business case is to support a more formal action to safeguard services.
- 3.14. Business Need
- 3.15. Although services resumed fairly quickly as short term sickness ran its course, the service has recognised that the collection operations need to be prioritised to re-build trust in the service, as the nature of waste collection and proximity of Birmingham (which has experienced significant large scale failures in the last two years), means that there is significant public pressure to maintain the service, and if we are to make any future changes to the service, we will need

residents to support our efforts – especially if we are to encourage greater take up of our recycling service and reduce waste to landfill.

3.16. Staff morale has also suffered as a result of the public backlash over the failure of service, and any future changes to the service need to include the staff in the process to ensure it delivers the required security and efficiencies.

3.17. Changes to the service are needed in the short term to reflect increasing workload, and greater expectations of what the crews will achieve as part of their work, but this needs to be a sustainable model for the future, and requires considerable work to consider all of the options for delivering the service into the future.

3.18. To support the short term need for secure service delivery, there is a need to stabilise existing services in the following ways:

3.18.1. To increase staffing levels to support the Operational requirements of the existing Waste Service over the next two years, based on current Planning predictions for House building across the Borough and current workload using the existing service model.

3.18.2. To carry out housekeeping to reset existing budgets to ensure that Staff Costs are fully linked to the area of work they carry out and ensure that all salary costs are accounted for in preparation for a full Service Review.

3.18.3. To create a wider Pool of staff as originally envisaged to support the Domestic Waste Service, and wider Environmental Services across Redditch around Annual Leave and Sickness requirements.

3.19. The Long Term Business need is to ensure that the service is fully sustainable for the future and makes best use of the resources available to support our residents to increase recycling, and provide secure disposal of their residual waste as part of a wider drive to reduce waste being sent to landfill/incineration.

3.20. Benefits & Risks

- 3.21. Disruption to service in 2018 affected approximately half of the Borough directly, and although relatively short lived, generated considerable concern for residents.
- 3.22. Approval of this Business Case will support the service in the short term at relatively low cost, and will provide security over the next two years to carry out a thorough review of the service and outline practical options for the provision of the service over the next decade, and explore sustainable options to balance or even reduce the costs whilst continuing to provide the full range of services to our residents.
- 3.23. It will also provide a capacity to support other services within Environmental Services such as our Place Teams that are responsible for the wider appearance of our Borough for the benefit of our residents, visitors and local businesses.
- 3.24. The Risk of not strengthening the service for 2019 and 2020 is that the service will continue with existing resources and be unable to sustain service delivery should it experience sickness, extreme weather, or vehicle breakdowns, and that the Service will either then incur on-going significant over-spends that will affect the Council's financial security, or that residents will experience further disruption and question the ability of the Council to provide one of its most visible services.
- 3.25. As outlined in the Strategic case, current resources are insufficient to support waste collection services when annual leave and sickness levels are taken into account, and other service areas within the Council are not trained to support the

service and have limits on their capacity to be able to support the service without creating cumulative failure in other areas of the Council's service.

3.26. Staffing Calculation to cover Annual Leave & Sickness:

			Days of Annual Leave	Pool to cover A/L
Daily Staff Needed:	19		513	2.5
Annual Leave Cover	2.5	Based on 1215 Days Annual Leave to be covered each year.	66.59	0.3
Sickness Cover	1.82	Based on current Sickness Rate of Waste Service 7%		
Have	21	Current Staffing		
Need	2.2	Additional Staff Required		

3.27. Staffing & Resources Requirements

	Vehicle	ESO 3	ESO 1	Combined	Staffing Cost	Vehicle Cost
Domestic Round 1	1	1	2	3	£75,674	£180,000
Domestic Round 2	1	1	2	3	£75,674	£180,000
Domestic Round 3	1	1	2	3	£75,674	£180,000
Domestic Round 4	1	1	2	3	£75,674	£180,000
Domestic Round 5	1	1	2	3	£75,674	£180,000
Domestic Round 6	1	1	2	3	£75,674	£180,000
Total Required	6	6	12	18	£454,044	£1,080,000
Current Total	6	6	12	18	£454,044	£1,080,000
Current Shortfall	0	0	0	0	£0	£0
Additional Resources (Leave/Breakdown/Bin Deliveries)						
Total Required	1	3	3	5	£157,152	£35,000
Current Total	1	2	1	3	£81,478	£35,000
Current Shortfall	0	1	2	3	£75,674	£0
Total Variance in current model	0	1	2	3	£75,674	£0

3.28. The ESO 3 role is a combined HGV Driver/Loader role, so is qualified to do both. As such, although they are on a higher pay scale, they provide greater flexibility to cover services and ensure vehicles are able to be used at all

times, as a surplus of ESO 1's could still result in service failure if no one is available to drive a collection vehicle.

- 3.29. Bin Deliveries and recovery are currently carried out by the Place Teams, which has an impact on their efficiency to work across the Borough, and is shared across all staff as required.
- 3.30. This splits responsibility for managing the waste service between two teams, and does make ownership of this difficult, especially when there are competing priorities to deliver bins and also ensure all of the cleansing and grounds maintenance work is carried out across the Borough.
- 3.31. Creation of a dedicated role to carry out this work frees up capacity on the Place Teams, and also gives another flexible resource for the waste team to take full ownership over the delivery, collection, and repair of Wheeled Bins across the Borough in a consistent manner.
- 3.32. Increasing customer care standards for Assisted Collection Applications, Waste Management advice, and an additional body to support collection of wheeled bins during periods of disruption.

4. The Economic Case

4.1. Long List Options

Option One	Do Nothing
Option Two	Increase Agency Budget to support higher staffing levels.
Option Three	Increase Staffing Expenditure to provide 2 additional staff to cover sickness and annual leave, and cover additional services beyond current resource levels where possible.
Option Four	Increase Staffing Expenditure to provide 2 additional staff to cover sickness and annual leave, and cover additional services beyond current resource levels where possible. Also create a dedicated bin delivery/collection role to free up Place Operatives currently carrying out this work

4.2. These Options are considered the most practical options to secure the resilience of the service in response to the service disruption experienced during 2018 that highlighted the weaknesses in the current structure.

4.3. In order to support the decision making process and identify a preferred option for the Council, these options are subject to a review process to scrutinise their potential efficacy in safeguarding Redditch Borough Council and our residents against further service disruption.

4.4. This process is detailed below through a series of tables that summarise the impact each option is expected to have on the service, and how well they meet our requirements.

4.5. Evaluation Criteria for Appraisal and Analysis for Long List Options

This Table quantifies the benefits of each proposed option, in line with the key requirements that have been identified for the Service.

This gives a scoring system to support an assessment of which options are most viable and will be developed to determine which is the best solution required by the Business Case.

		Do Nothing		Increase Agency Budget to support higher staffing levels.		Increase Staffing Expenditure		Increase Staffing & consolidate bin deliveries	
Evaluation Criteria	Weighting for Scoring	Option One		Option Two		Option Three		Option Four	
Spending Objective	10	Yes	10	No	0	No	0	No	0
Strategic Fit	20	No	0	Yes	20	Yes	20	Yes	20
Meets Business Needs	20	No	0	Part	10	Part	10	Yes	20
Maintain standards	30	No	0	Yes	30	Yes	30	Yes	30
Support improved standards	5	No	0	Part	2.5	Yes	5	Yes	5
Affordability	15	Yes	15	Part	7.5	Part	7.5	Part	7.5
	95		25		70		72.5		82.5

- **Spending Objective** – This relates to the Council’s financial pressures, and whether the proposed option is factored in to the financial planning of the Local Authority.
- **Strategic Fit** – This quantifies how well the proposed option supports the Council Plan and our Strategic Purpose
- **Meets Business Needs** – This score reflects if the proposed option will support the Council in delivering the service required by residents with the lowest risk of failure.
- **Maintain Standards** – This score reflects whether the proposed option meets the minimum requirement to maintain provision of the service at a viable level, with a low risk of significant failure.
- **Support Improved Standards** – This scores the potential of each option to improve the overall standard of service.
- **Affordability** – This gives each option a score based on its variance from current funding.

4.6. Overview of how Long List Options support service delivery

Option One	Do Nothing	This leaves a high risk of future service disruption, as current staffing is insufficient to cover both annual leave and sickness at the same time.
Option Two	Increase Agency Budget to support higher staffing levels.	Agency Staff take time to source and train to a usable standard, and are effectively on zero hours contracts. This leaves a high risk of short term disruption throughout the year as a result of short-medium term sickness, and is better suited to support the service during planned or long term absences.
Option Three	Increase Staffing Expenditure	2 Staff will stabilise the service and reduce the risk of disruption due to sickness to a medium level. It will not support wider improvements to the service in the short term, and requires the Place Teams to continue supporting the Waste Service operationally.
Option Four	Increase Staffing & Vehicle Expenditure	This provides stability to the core collection service, and also provides an additional resource that can be used more flexibly to take ownership over the delivery, collection, and repair of Wheeled Bins across the Borough. Increasing customer care standards for Assisted Collection Applications, Waste Management advice, and providing an additional asset to support collection of wheeled bins during larger periods of disruption.

4.7. Short List Options

4.8. Following the initial Evaluation and Appraisal process to determine which options best meet the criteria set out by the Business Case, Options 3 and 4 present as the highest scoring options, and are summarised below for further consideration.

4.9.

Option Three	Increase Staffing Expenditure
Option Four	Increase Staffing & consolidate bin deliveries

4.10. A cost benefit analysis identifying relevant benefits and costs for each of the short listed options is shown below:

	Increase Staffing Expenditure	Increase Staffing & consolidate bin deliveries
Option No.	3	4
Change to staff levels	+2	+3
On-Going Costs		
Staffing Costs (yearly)	£52,384	£75,674
Vehicle Cost (Yearly - Running Costs)	£0	£8,000
Capital Cost	£0	£0
Total Revenue Cost	£52,384	£83,674
Total Capital Cost	£0	£0

4.11. Additional Capital Costs to support option 4 have been avoided by reviewing existing Capital Funds and varying the specifications on other Capital Purchases to reflect changes in business need and avoid incurring additional borrowing costs.

4.12. Risk Assessment

4.13. Scored on a scale of 1 – 3, the chart below identifies the level of risk to the authority arising from each option:

Individual Scores: 1 - Low. 2 - Med. 3 - High	Option Three	Option Four
Fails to deliver security of service	1	1
Financial Risk of failing to achieve aims	1	1
Resources	1	1
Decrease in Public Satisfaction	1	1
Reputational Harm	1	1
Wider Service Pressure	2	1
Total Score:	6	5
	Low	Low

(1-6 Low Risk, 7 - 12 Medium Risk, 13 - 18 High Risk)

4.14. After assessing the quantitative and qualitative costs and benefits of the two options, Option four is considered the preferred option, and is put forward as the proposal to secure the domestic waste collection service over the next two years to support our Strategic Purpose of "Keep our Place Safe and Looking Good".

4.15. Recommendation:

<p>Option Four</p>	<p>Increase Staffing Expenditure to provide 2 additional staff to cover sickness and annual leave, and cover additional services beyond current resource levels where possible. Also create a dedicated bin delivery/collection role to free up Place Operatives currently carrying out this work</p>
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5. The Commercial Case

5.1. In the Redditch Community Panel Survey (2017), the questions relating to waste management show that public involvement and understanding of our services is high, and that they are supportive of our in-house services, with Waste and Recycling identified as the joint highest priority for 90% of respondents.

Q no.	Question	Responses	#	%
Q11	To what extent do you agree or disagree with these statements about waste, recycling and the environment?			
Q11a -219	I understand what I can place in my green recycling bin	I agree strongly	74	33.80%
		I agree	116	53.00%
		I neither agree nor disagree	14	6.40%
		I disagree	13	5.90%
		I disagree strongly	2	0.90%
Q11b -219	I can recycle waste easily	I agree strongly	77	35.20%
		I agree	113	51.60%
		I neither agree nor disagree	11	5.00%
		I disagree	15	6.80%
		I disagree strongly	3	1.40%

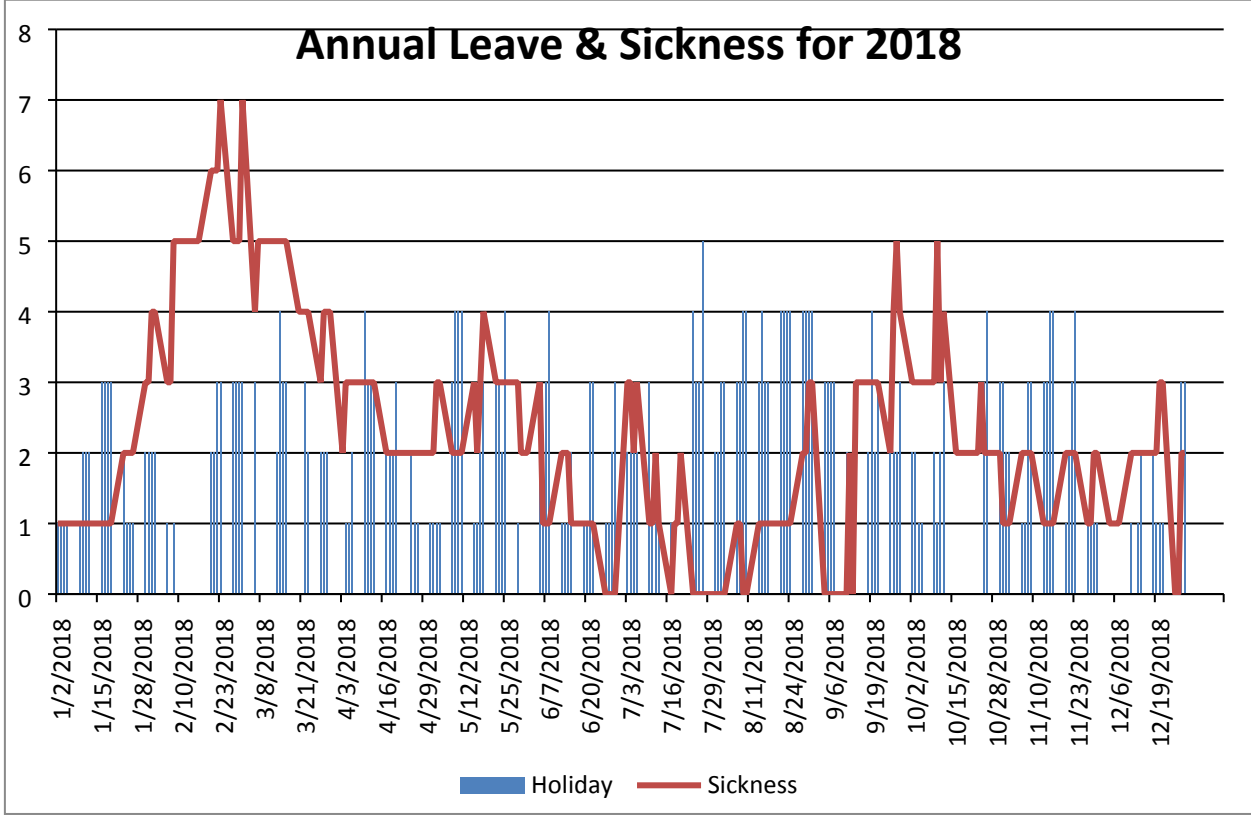
To what extent do you agree or disagree the following should be given priority by Redditch Borough Council?

Top Priorities (agree/strongly agree)

1	Waste and recycling	90%
	Community safety	90%
2	Maintenance of the landscape and environment	87%
3	Provide well maintained community parks and open spaces	84%
	Education and skills	84%
4	Local economic development and employment	82%
	Ensure housing in the Borough is of good quality and accessible	82%

5.2. This is the only qualitative data we have available aside from specific customer queries regarding individual issues, and so this provides our only view on how well we are meeting our strategic purpose to Keep our Place Safe and Looking Good.

5.3. The chart below illustrates the sickness and annual leave levels for the service in 2018 to illustrate how the two combined can have a significant impact on service delivery.



5.4. The preferred option will increase the staffing levels to an extent that will ensure the service has a consistent level of staff available to carry out their duties throughout the year.

5.5. Aside from the practical considerations of having an increased presence across the Borough, this will also support morale within the team as there will be less individual pressure on the team members throughout the year, and will support greater ownership of the service.

5.6. The Bin Delivery element is currently carried out by the Place Teams, and puts an additional pressure on their services both in direct time, as well as logistical issues around transporting waste and wheeled bins at the same time, and then separating out those that still have a value for re-use.

- 5.7. This reduces their capacity for managing their core work as well as increasing our costs in supplying wheeled bins as there is a lack of ownership when potentially 30 different staff can be responsible for collecting or delivering bins to residents.
- 5.8. By returning responsibility for this work to the Waste Team with the creation of a dedicated operative, it increases the capacity of the Place Teams to carry out their core work, and also allows greater control of wheeled bin provision across the Borough and improved customer service and coordination with our collection service where medical needs may impact on how residents use our services.
- 5.9. This will also be an additional resource to support the service when required due to sickness or other unforeseeable events that impact on the service.
- 5.10. To implement the preferred option identified in the Economic Case, the Council has a standard recruitment process for advertising the roles, and interviews will be carried out using the same model used on previous recruitment processes in the last 12 months, with a combination of Practical Exercises and a formal interview to ensure we are taking on the right staff to support the business moving forwards.
- 5.11. New staff will be subject to a 6 month probation period, and will be given training to carry out all elements of the role in stages that allow us to develop their skills to support the team, and support operations to the standard required.
- 5.12. Existing staff will also receive refresher training and mentoring alongside the new staff in order to help integrate the teams and support consistent standards.

6. The Financial Case

- 6.1. The preferred option addresses a shortfall in current capacity to carry out all of our work across the Borough, and supports improved standards by making services more robust to accommodate sickness and other pressures on Environmental Services.
- 6.2. As detailed in the Introduction, our Waste Collection Service is a Statutory Service, and so has limited capacity to generate additional income to offset their costs, although the joint arrangement with Bromsgrove District Council to provide a Garden Waste service has exceeded expectations for its first year, and is hoped to continue growing during 2019/20 which will help offset some of this additional investment.
- 6.3. When compared with the increase in properties across the Borough and the associated Council Tax income, the costs highlighted for growth of the Waste Team are proportionate to how the Borough has evolved over the last ten years, and the future housing projections for the Borough also highlight the increased volume of work likely to be generated over the next 10 years.⁵
- 6.4. Revenue & Capital Summary

Revenue Requirements

	No of Staff	Total Cost
Additional Staff	3	£75,674
Vehicle Maintenance & Operating Costs		£8,000
Total Additional Cost		£83,674

- 6.5. Current staffing levels detailed in sections 3.26, 3.27, and 5.3 show how unplanned absences can have a significant impact on achieving the work

⁵ Housing Land Supply in Redditch Borough 2011 to 2017: "Outstanding Strategic Housing Target at 1.4.2017: 6400 minus 3909 = 2491 dwelling target dwellings accounted for in this document to meet the strategic target" Page 12 (<https://www.redditchbc.gov.uk/media/2990310/Housing-Land-Supply-2017.pdf>)

required across the Borough, and currently requires Agency cover to support the teams, which in the 2018/19 financial year is expected to cost £95,000; £70,000 more than was budgeted for, even with support from the Redditch Place Teams who have provided 70 days of staff time to support collection arrangements in 2018, which impacted on their services and has an approximate value of £8,000.

- 6.6. The increased staffing detailed by the preferred option will give a greater margin to accommodate these absences within existing resources, and reduce the risk of unexpected expenditure on Agency or significant fall in standards across the Borough.

7. The Management Case

- 7.1. Should this business case be agreed for funding, a recruitment process will be followed to attract people with the balance of skills and ability to support the Council in delivering its strategic purpose to keep my place safe and looking good.
- 7.2. As these staff will be a key part to the future delivery of the service, they will receive both practical training in the use of equipment and more specific support to develop the right approach to apply the Place thinking approach to everything they do. The precise format of this training would depend on the individuals, and would be tailored by our Coordinators in a mentoring approach to develop them and continue to support this approach with our existing staff with an emphasis on proactive maintenance using the additional resources.
- 7.3. New starters will be subject to a 6 month probation period, and clear targets will be set regarding performance as part of the Place Team, alongside the mentoring approach by Coordinators that will be used to support their integration into Environmental Services.
- 7.4. This will be managed informally on a daily basis, and formally through monthly 1:1's in line with existing policies and practices – albeit on a greater frequency to ensure that the staff are able to support our work going forwards and start developing people with the right skills and mind-set to develop through the organisation as succession planning.
- 7.5. The additional resources will be used to strengthen the existing team, but is intended primarily to strengthen the existing structure over the next two years, and allow for a full service review to be carried out supporting the service moving forwards.
- 7.6. Greater stability within the service will remove the existing reliance on regular Agency staff, and will ensure that service delivery is delivered consistently across the Borough so that accurate data can be used to support consideration of different models of service.

7.7. This will be measured through both qualitative and quantitative data including the following measures and any others that may be identified once the review has started:

1	Missed Residual Collections
2	Missed Recycling Collections
3	Number of Collections
4	Missed Assisted Collections
5	Number of Wheeled Bins in use
6	Residual Waste Tonnage
7	Recycling Tonnages
8	Missed Garden Waste Collections
9	Non-Renewals on Garden Waste
10	New Renewals on Garden Waste
11	Lost Grey Wheelie Bins
12	Lost Green Wheelie Bins
13	Mileage
14	Working Time
15	Travelling Time
16	Sickness Rates
17	Staff Welfare - Physical Health
18	Staff Welfare - Mental Health
19	Succession Planning

7.8. A project brief will need to be drawn up to set the parameters of the service review, and a detailed project plan will be created to support this project using staff from across Environmental Services, unions and councillors as appropriate to ensure that the practical knowledge and experience of the crews are a key part of the process, and conclusions put forward are based on solid information in a transparent way.

7.9. This approach supports the results from the latest staff survey and will ensure that all interested parties in the future shape of the service can buy into the process and influence the final business case setting out options for a sustainable service.