

Report to: **Executive**  
Date: **10<sup>th</sup> January 2006**  
Report of: **Executive Member for Environment & Transport**  
Subject: **Proposed New Working Arrangements for Environmental Operations**  
Ward: **All**

## **1. Purpose of Report**

1.1 To seek approval to introduce from April 2006:

- i) A four day week for domestic refuse collection services throughout the District.
- ii) Zonal working arrangements for street cleansing, horticulture and refuse collection services.

## **2. Consultation**

2.1 The Director of Community Services, Environmental Operations Manager, the Council's Monitoring Officer and the Head of Personnel Services have been closely involved in the preparation of this report.

2.2 Extensive consultation has been undertaken with Council employees and Trade Unions involving presentations and feedback on 20<sup>th</sup> September, 26<sup>th</sup> September and 12<sup>th</sup> October 2005.

2.3 A steering group comprising representatives from horticulture, street cleansing and refuse, together with Trade Unions has been involved in devising and debating the details of these proposals. The group has also visited Stockton Borough Council to learn from their experience of four day week and zonal working operations.

2.4 These proposals involve, for refuse collectors, a departure from current terms and conditions of employment. Accordingly a ballot was held of the 32 affected refuse collectors. The result of this was 25 (81%) in favour of these changes, 6 against and one attempted proxy vote which was discounted.

2.5 It is proposed that the new working arrangements be communicated to residents through Area Forums and Residents Associations. This will also provide an opportunity, through the use of audience response equipment, to establish a baseline of current views of environmental quality and the Council's performance.

## 3. Background

3.1 Street cleansing, horticulture and refuse collection are high on residents' priorities and the Council spends approximately £4.7 Million each year on these services. Headline indicators for performance in these areas are not good however:

- In 2003/4 the Council recorded 40% of land with unacceptable levels of litter or detritus (BV199), which in relative terms is in the worst quartile nationally. Whilst this position is felt to have improved (32% recorded in 2004/5) these results have been qualified, and even if they were an accurate reflection, the performance is unlikely to have changed the overall quartile position.
- The poor performance on the ground is reflected in relatively low satisfaction levels. In 2003/4 50% of residents were satisfied with levels of street cleanliness, bottom quartile nationally. If a deprivation adjustment is applied this does however improve the position to 2<sup>nd</sup> quartile. Relative costs for street cleaning are high, Audit Commission statistics for 2003/4 reveal £10.51 spend per household for Easington, in the most expensive quartile compared to other District Councils.
- Refuse collection does fair better with relatively high satisfaction rates of 89% (2<sup>nd</sup> quartile nationally), although the overall costs per household of waste collection (£41.17 in 2003/4) are high (2<sup>nd</sup> quartile on expense) and the overall cost today (£48.01 half yearly performance 2005/6) a cause for concern.

3.2 A fundamental cause for the differences in performance are the "win:lose" arrangements that have traditionally operated between refuse collection and street cleansing. This involves street cleaning crews regularly providing sickness and relief support to guarantee refuse collection. Whilst this approach has maintained a good refuse collection, at cost, it also has the consequence that depleted cleansing crews are not the exception but the norm.

3.3 A further driver for change is the need to be more responsive to local community needs. Current environmental operations are based on a "command and control" approach which are not suited to responding to circumstances as they arise on the ground, nor prioritising according to residents' wishes. Whilst services are currently very good at reacting to complaints relating to local environmental quality, the challenge is to develop a pro-active approach, which will remedy more problems before they become public concerns.

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3.4 The proposals contained in this report build on the findings from a joint Best Value Review of Environmental Services, undertaken in conjunction with Durham City Council and Sedgefield District Council in 2002. This work did identify some significant improvements to services through consideration of the introduction of four day week and zonal working.

These are already in place in Durham and Sedgefield, as they are in a number of other local authorities, and it is appropriate that Members have an opportunity to consider potential introduction in Easington.

## 4. Position Statement and Option Appraisal

4.1 These proposals involve changes to working practices in the following areas:

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4.1.1 These proposals are detailed in the Local Collective Agreement attached in Appendix 1.

4.1.2 The changes are proposed in order to reduce costs of the service (for example avoiding the need for weekend work on vehicle maintenance), provide flexibility in operations (for example Mondays could be utilised as an extra “catch up” day in the event of disrupted services) and as Monday is not worked, the inconvenience to residents arising from the knock on effects of bank holiday Mondays, will largely be avoided. Services to residents this Christmas are not fully back to normal until 23<sup>rd</sup> January 2006, subject to these proposals being approved, normal services in most future years will commence from as early as 2<sup>nd</sup> January.

4.1.3 Current arrangements have each crew acting independently, and finishing when their work is done. Whilst rounds are distributed as equitably as possible, distances to the transfer station, number of bins, narrowness of streets do vary, meaning that some crews can finish ahead of others. Under the proposed arrangements, whilst each crew will be allocated a particular round, collective working will also be required supporting crews that get delayed, this mutual support will also assist in reducing the number of visits to the transfer station.

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- 4.1.4 Crucially, as part of this agreement, there will be no regular reliance on street cleansing crews to provide relief sickness and holiday cover. Under the arrangements detailed in Appendix 1 there will be a pool of six relief staff, beyond which crews would cover (up to 2 further persons down), and beyond this it is proposed to employ agency relief support, the costs of which would be borne from some of the savings arising from the four day week operations.
- 4.2 ~~färeççi Arıçâ-çl-wçâ-î-t çâââ0-Açê-îUE-â-îçâîr0-çl-bâîrêçââÉâr-î-pÉârîMEê-~~
- 4.2.1 Under these proposals the District will be divided into four zones, an illustrative example of which is shown in Appendix 2.
- 4.2.2 The refuse crews would work collectively in one zone on a given day, moving to the next the day after. This has the benefit of simplifying the messages to residents in the event of service disruption due, for example down to bad weather. With a number of crews operating in one area at a given time, it also speeds response to missed bins.
- 4.2.3 The introduction of zonal working for special collections, will allow one of the two vehicles/crews involved to specialise in green waste collection for these services, which would supplement the green waste collection service, and add further to the Councils recycling/composting performance.
- 4.2.4 A key proposal under these arrangements will be to integrate street cleansing and horticulture and establish “clean and green” teams linked to each zone (i.e. four teams in total). This will have the benefit of each team being dedicated to a particular area, and team leaders will have a role of not only supervising the works within a given area, but monitoring environmental quality and working with residents groups to both respond to issues and report performance. Operations will still be programmed to ensure minimum standards are applied, but in addition the teams will have the flexibility and responsiveness which is currently lacking.
- 4.2.5 Integration of street cleansing with horticulture will also bring improved coordination, for example linking litter picking to grass cutting where appropriate, and clearing shrub beds of accumulated litter after they have been pruned.

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- 4.2.6 There is also an opportunity to add a “mean” element to the “clean and green” through increased linkages to the Councils enforcement teams. Team leaders will link with environmental wardens, anti-social behaviour team, street wardens and where appropriate the police in order to pool intelligence and respond to litter hot spots and other environmental problems.
- 4.2.7 Subject to Members approval of this principle, it is proposed to bring a further report detailing the staff restructure and operational implications early in the New Year. Trades Unions and staff will be closely consulted regarding these measures.
- 4.2.8 Zonal working will not apply to all environmental operations. services such as gully sweeping, graffiti removal and the large mechanical road sweeper will continue to be provided on a District wide basis due to the limited amount of equipment and staff involved.

## 5. Implications

### 5.1 *çáâ-âÁâ-â*

Estimated annual savings from these arrangements are as follows:

Cost saving of overtime payments for refuse collection	£16,577
Cost saving of overtime weekend working vehicle maintenance	£19,150
Maintaining one (rather than 2) spare refuse collection vehicle	£22,254
<b>Total</b>	<b>£57,981</b>

Refuse crews currently subject to contractual overtime, which will cease under the new arrangement. In order to compensate refuse workers for loss of earnings, a one off contractual buy out is proposed which has been costed at £27,598. It is proposed that this cost is met from savings in 2005/6.

### 5.2 *iÉÖ-â*

The legal implications have been discussed with the Council’s Monitoring Officer. He is satisfied with the approach proposed in the report and that matters have been risk assessed.

### 5.3 *mçääÁó=*

The proposals are consistent with Council policy, but they do involve changes to long-standing working practices.

## 5.4 *oîéâ=*

A risk assessment has been carried out for the introduction of this scheme and all significant risks assessed.

It is important to recognise that these arrangements involve new rounds for the refuse collectors. Some teething problems are likely to arise as drivers become more familiar with their routes. This will be minimised however through training/awareness on the build up to introduction and on-the-ground support over the first few weeks.

## 5.5 *`çããîâá-íáçâé=*

These proposals will mean that for many residents their refuse collection day will change. This will be communicated well in advance of proposed introduction on 4<sup>th</sup> April together with explanation for the benefits of the service operating in this way.

It will also be important to appraise residents of the changes arising from the establishment of clean and green teams linked to each zone. This is proposed to be undertaken through presentations at area forums, residents associations and through *Infopoint*. An opportunity will be taken at these meetings to gauge current views on local environmental quality, and satisfaction with Council services in this regard.

## 5.6 *`çééçê-íé=*

The action taken within this report supports several the Councils Corporate Objectives:

'Quality Service for our People'

"Clean and Tidy Communities"

'Better Transport'

'Making the District Safe'

The measures are intended to improve Council performance in the following areas:

BV199a Percentage of land having combined deposits of litter/detritus that fall below an acceptable level.

The draft Environmental Operations Service Plan (2006-9) includes stretched targets which reflect the new arrangements bringing, in the first year (2006/7) to 19% (the national benchmark) and within three years to ODPM (top quartile) targets of 10%.

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BV199 b-d which refer to levels of graffiti, fly posting and fly-tipping.

BV86 Cost of Waste collection per household.

The draft service plan for environmental operations contains ambitious targets for reduction in costs, from the current cost per household of £48.01 dropping to £43.95 target for 2006/7.

BV89 Percentage satisfaction with standards of cleanliness.

Performance in 2003/4 was 50%, the draft service plan contains ambitious targets to raise this to 70% in 2006/7.

5.7 *bèi -ááíó=C-aáíÉéáíó*

No implications. Assisted bin pull-outs will continue for those in need, drivers will be aware of the households involved on their new rounds.

5.8 *bldçîÉéáãÉáí*

No direct implications. The vehicle tracker system recently fitted to all refuse vehicles through Liveability Grant, will be of considerable use in programming new rounds and monitoring performance of the team approach to refuse collection.

5.9 *mêçÁì éÉáÉáí-*

There are no procurement issues arising from this report.

5.10 *pi éí-áá-Áááíó=*

Under the proposed arrangements, transport costs (and associated green house gas emissions) would be reduced through the more local delivery of services, and reducing the numbers of trips to the skip.

5.11 *`éáÉ=C-aáççÉÉé*

The proposals are intended to improve the cleanliness and appearance of the local environment. There are clear linkages between environmental quality and crime and it is widely recognised (eg Wilson, Broken Windows Theory) that improvements in environmental quality can assist crime reduction.

5.12 *eì á-á-oáÓÚíé*

No implications.

5.13 *pçÁá-á-fáÁáì éáçá*

No implications.

## **6. Recommendations**

- 6.1 That Executive approves the introduction of a four day week for refuse collection commencing in April 2006 and the one-off compensation arrangements involved, met from savings in the current year.
- 6.2 That Executive approves the principle of zonal working and the introduction of clean and green teams, with further details on the operational implications submitted for consideration by Members early in the New Year.

### **Background documents referred to:**

- i) Consultation Report on Proposed New Way of Working for Environmental Operations (September 2005, Members Library)
- ii) Concordat Files (Environmental Operations Manager's Office)
- iii) Service delivery Plan for Environmental Operations 2004/5 and draft plan for 2006-9.
- iv) Best Value Performance statistics 2003/4, 2004/5 (Q1 and Q2 unaudited), 2005/6
- v) Association of Public Service Excellence – case examples of four day week and zonal working (Directors Office)
- v) Case example : Care for Your Area, Stockton Borough Council (Directors Office)



*Draft*

### District of Easington

#### Directorate of Community Services

#### Refuse Collection Service – Local Collective Agreement

### **1. Introduction**

- 1.1 This is a Joint Agreement which forms the basis for service delivery improvements within the Refuse Collection Service as identified in the Service Improvement Plan.
- 1.2 The agreed improvements within this document are borne out of a wider review of Refuse Collection, Street Cleansing and Grounds Maintenance Services across the District, taking on board the views of stakeholders, operatives and Trade Unions and are designed to allow this Authority to progress significantly in relation to its performance efficiency in service delivery.
- 1.3 The main issues addressed as part of the service delivery improvements are:
- Zonal Working – improved team working to ensure all domestic refuse is collected from that zone on the scheduled day.
  - Four-Day Refuse Collection Service – reduced disruption/costs as a result of bank holiday catch up.
  - Improved productivity and reduced cost of cover and support services.
  - Provision for ‘cover’ during absences (holidays and sickness) on Refuse Collection.
  - Arrangements to take effect should Refuse Collection service be suspended e.g. severe weather conditions.
- 1.4 For clarity, the following matrix illustrates the effect of the agreed changes to working arrangements on each of the refuse operations.

Description of Operation	4 Day Working	5 Day Working	Zonal Working	Buy out Bank Holidays
Domestic & Farm Rounds	Yes	No	Yes	Yes
Green Waste Round	Yes	No	No	Yes
Special Collections Round	Yes	No	Yes	Yes
Trade Waste	No	Yes	No	No
White Goods	Yes	No	Yes	Yes

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## **2. Zonal Working**

- 2.1 The District will be divided into four zones (see Appendix A as a guide), with all crews working in one zone on each of the appropriate days - Tuesday, Wednesday, Thursday and Friday.
- 2.2 The service will operate 6 domestic collection crews carrying out sub-rounds within the zone area on a 'task and finish' basis. Alongside the domestic crews, the farm crew will operate on a zonal basis, supplementing the service to awkward access areas etc.
- 2.3 It is the collective responsibility of all crews to ensure the daily work is cleared each day within the zone. All crews will work together to clear the daily work in the event of sickness absence, annual leave, breakdown, re-visiting reported missed bins etc. All of the days work must be completed on the day for which it is scheduled. Individual crews will not return to base until the collective work of the zone is completed.

The Special Collections, White Goods and Green Waste Collection crews will also operate on a zonal basis. The Refuse Team Leader will deploy, where necessary, any manpower and/or vehicles in order to complete daily zonal workloads.

See section 6 for cover arrangements.

## **3. Four-Day Week**

- 3.1 For the four day week collection operations, the normal working week will be Tuesday – Friday, 7.15 a.m. until 5.00 p.m. ( $9\frac{1}{4}$  hours per day) with  $\frac{1}{2}$  hour lunch break, equating to 37 hours per week. Notwithstanding, 'task and finish' will apply, based on the requirements outlined in section 2.
- 3.2 Any agreed overtime hours worked in addition to 37 per week will be paid at the appropriate local premium rate i.e. time and a third – Monday to Saturday, and time and two thirds – Sunday. (See section 4, Bank Holidays).

Annual leave entitlements will be pro-rata to reflect the four-day working week:

i.e. less than 5 years service	= 19 days
5 years service, or more	= 23 days

## **4. Bank Holidays**

- 4.1 The following arrangement will take effect to ensure minimal disruption to the Refuse Collection Service during these periods.

All domestic, white goods and special collections rounds will be required to work flexibly at Easter and over the Christmas period in order to provide 'catch up' and maintain service provision. The appropriate premium rates will apply for any 'catch up' days worked.

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For the week incorporating Good Friday, all zones will be collected 1 day early ie. the working week will be Monday to Thursday, and this will accommodate collections within the same week. The appropriate premium rate will be payable for this 'catch up' Monday.

Over the Christmas period there may be a requirement to utilize the spare Mondays, as appropriate, and/or work an additional Saturday. This requirement for 'catch up' will be dependent upon the days that Christmas Day, Boxing Day and New Years Day fall, and will therefore be different each year. For clarification, Appendix B, shows the arrangements that will apply, depending upon this annual variation. The appropriate premium rates will be payable for 'catch up' days worked.

For all other Bank Holiday Monday's, excluding Christmas period, no catch-up is required as there is no collection service on a 'normal' Monday. See Section 5 in relation to compensation payable for the loss of potential earnings for 5 'catch up' days.

## 5. Compensation

- 5.1 In order to compensate those existing operatives for the loss of potential earnings in relation to overtime worked following Bank Holidays, the Council's existing Policy for 'buying out' contractual arrangements will apply.
- 5.2 Current policy values all 'buy-outs' at 18 months worth of the loss, 'grossed up'.

Therefore:

For all domestic, white goods and special collections crews (still required for 'catch up' at Easter and Christmas)

Buy out = 5 Bank Holidays X 18 Months = 7<sup>1</sup>/<sub>2</sub> no. Bank Holidays

## 6. Cover Arrangements

- 6.1 Existing arrangements allow for 5 operatives cover as part of the contract costs. In effect, there will be an additional 5 refuse operatives permanently allocated to floating cover within the Service.
- 6.2 Whilst the Authority is continuing to implement policies and procedures designed to minimise levels of sickness absence across its service areas, these arrangements will provide an cover for 23 days annual leave per employee per year, plus an element of sickness absence cover.
- 6.3 For **white goods** and **special collections** crews, maximum cover is always required in order to maintain the service, because they are '2 men' operations. This will still be a requirement under the proposed zonal working agreement.

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However, should the extra floating capacity be fully exhausted on cover across the collection service, the following arrangements will apply.

For the zonal **domestic rounds** (7 no. X 3 man crews):

**Further 1 no. operative down**

*(6 no. down in total)*

- *There will be a facility to utilize 1 no. operative from Street Cleansing only, to provide cover in these circumstances*

**Further 2 no. operatives down**

*(7 no. down in total)*

- *One vehicle to be taken off the road*
- *6 remaining full crews (plus one operative) to share zone*

(see Appendix C for stats)

All operatives including the Team Leader (Refuse) in emergency situations, will be expected to undertake other tasks as appropriate, such as loading or driving, should the need arise. The appropriate rate for the job will be payable in such cases. There will, however, be no detriment to those who normally receive a higher rate of pay.

Should all of the agreed in-house cover arrangements be exhausted, the Environmental Services Operations Manager will engage appropriate temporary 'Agency' operatives to ensure the service is maintained.

## **7. Suspension of service due to severe weather conditions**

- 7.1 The decision to suspend the collection service as a consequence of severe weather conditions will be the responsibility of the Vehicle and Fleet Manager, in consultation with the Environmental Services Operations Manager.
- 7.2 Should the decision be made to suspend the service, those operatives affected will be deployed onto alternative duties e.g. snow clearing, gritting etc. In accordance with existing policy, annual leave will only be approved if the service requirements allow this.
- 7.3 The Environmental Services Operations Manager will use discretion in the deployment of operatives onto alternative duties depending upon the environmental factors at the time and consideration will be given in relation to hours worked/duties undertaken during adverse weather conditions.

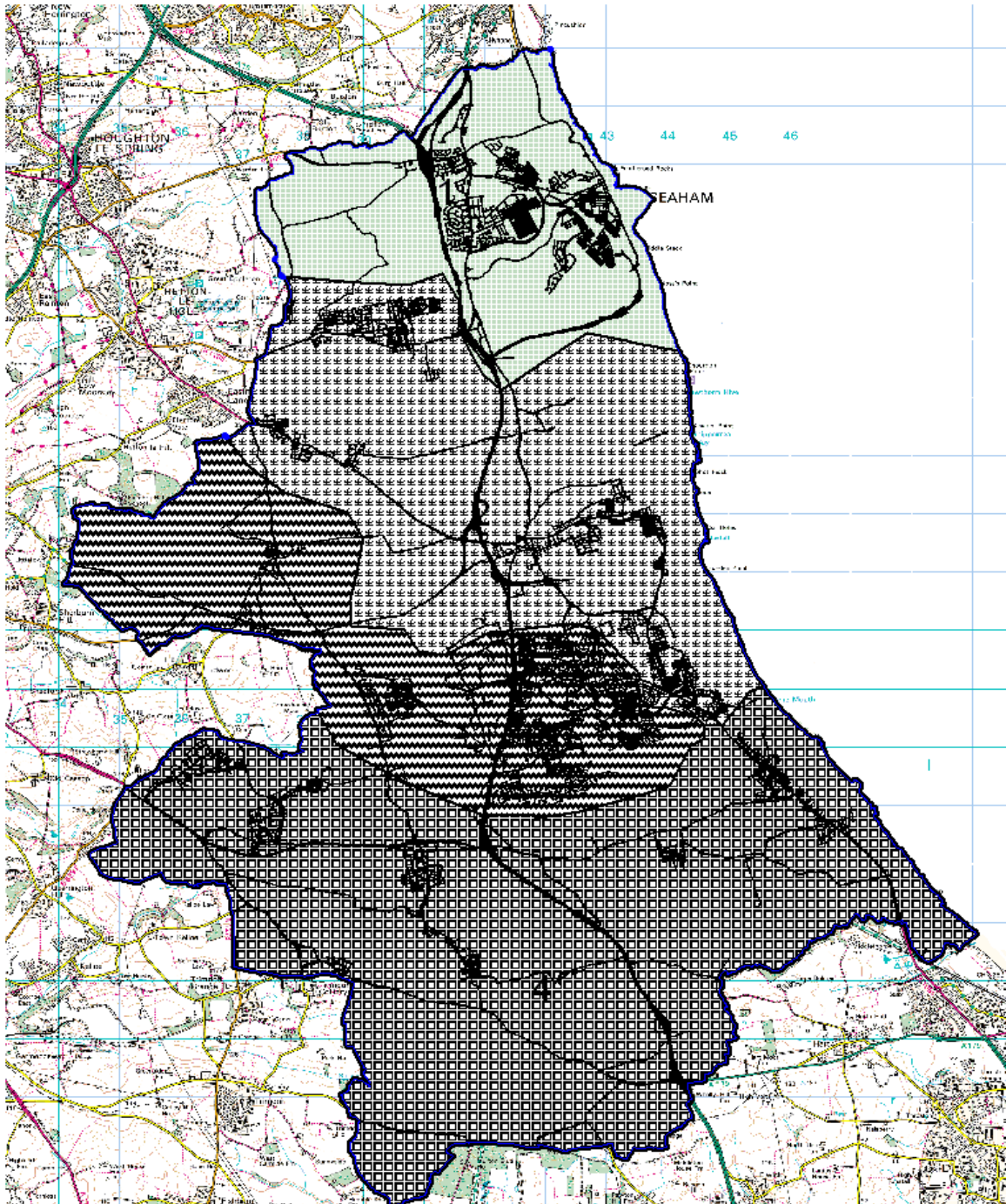
In order to 'catch up' on work as a result of the above, crews will work on the next available day, either Saturday or Monday, and will be paid the appropriate premium rates. If more than 2 days 'catch up' is required, collections will roll over to the next normal collection day.

Note: Refer to the emergency plan should suspension exceed 3 days.

## **8. Implementation of the Agreement**

- 8.1 This document represents a collective agreement between GMB and the District of Easington Council, and sets out new working conditions following a joint review of existing arrangements for Environmental Services Operations. The document incorporates some locally negotiated modifications for the provision of an effective and efficient Refuse Collection Service across the District.
- 8.2 It is intended by the parties involved that this Collective Agreement constitutes a legally enforceable contract incorporated by reference to each individual employee's contract of employment and will become effective on 1<sup>st</sup> April 2006.

The first working week under these new arrangements will, therefore, commence Tuesday 4<sup>th</sup> April 2006.



Draft Proposed Zones

### Flexible Service Provision

#### Christmas

#### New Year

#### Easter

e.g. 1 2006	Mon <b>CD</b> Tue <b>BD</b> Wed Work Thu Work Fri Work <b>Sat</b> Sun	Mon <b>NYD</b> Tue Work Wed Work Thu Work Fri Work Sat Sun	<b>Mon</b> Tue Wed Thu Fri <b>GF</b> Sat Sun	Work Work Work Work Work Work
e.g. 2 2007	<b>Mon</b> Tue <b>CD</b> Wed <b>BD</b> Thu Work Fri Work <b>Sat</b> Sun	<b>Mon</b> Tue <b>NYD</b> Wed Work Thu Work Fri Work Sat Sun		
e.g. 3 2013	<b>Mon</b> Tue Work Wed <b>CD</b> Thu <b>BD</b> Fri Work <b>Sat</b> Sun	<b>Mon</b> Tue Work Wed <b>NYD</b> Thu Work Fri Work Sat Sun		
e.g. 4 2008	<b>Mon</b> Tue Work Wed Work Thu <b>CD</b> Fri <b>BD</b> <b>Sat</b> Sun	<b>Mon</b> Tue Work Wed Work Thu <b>NYD</b> Fri Work Sat Sun		
e.g. 5 2009	<b>Mon</b> Tue Work Wed Work Thu Work Fri <b>CD</b> Sat <b>BD</b> Sun	Mon <b>BH</b> Tue Work Wed Work Thu Work Fri <b>NYD</b> <b>Sat</b> Sun		
e.g. 6 2010	Mon Tue Work Wed Work Thu Work Fri Work Sat <b>CD</b> Sun <b>BD</b>	Mon <b>BH</b> Tue <b>BH</b> Wed Work Thu Work Fri Work Sat <b>NYD</b> Sun	<b>Mon</b> Tue Wed Thu Fri Sat Sun	Work Work Work Work Work Work
e.g. 7 2011	Mon Tue Work Wed Work Thu Work Fri Work Sat Sun <b>CD</b>	Mon <b>BD</b> Tue <b>BH</b> Wed Work Thu Work Fri Work <b>Sat</b> Sun <b>NYD</b>	Mon <b>BH</b> Tue Wed Thu Fri Sat Sun	Work Work Work Work Work Work

#### KEY

- CD Christmas Day
- BD Boxing Day
- NYD New Years Day
- GF Good Friday
- Sat** Catch up Day (premium rate)

### Cover Arrangements for Refuse Collection

Minimum resource for zoned areas will be 6 Domestic – anything in excess may require the procurement of temporary Agency Services in order to maintain collections, however, the Team Leader (Refuse) will also provide emergency driving cover if required.

#### Illustration:

**7 no. operatives down in total** (assumes 5 operatives floating cover already utilized) only 6 no crews on road.

Approx 1733 bins X 7 crews = 12131 bins in total

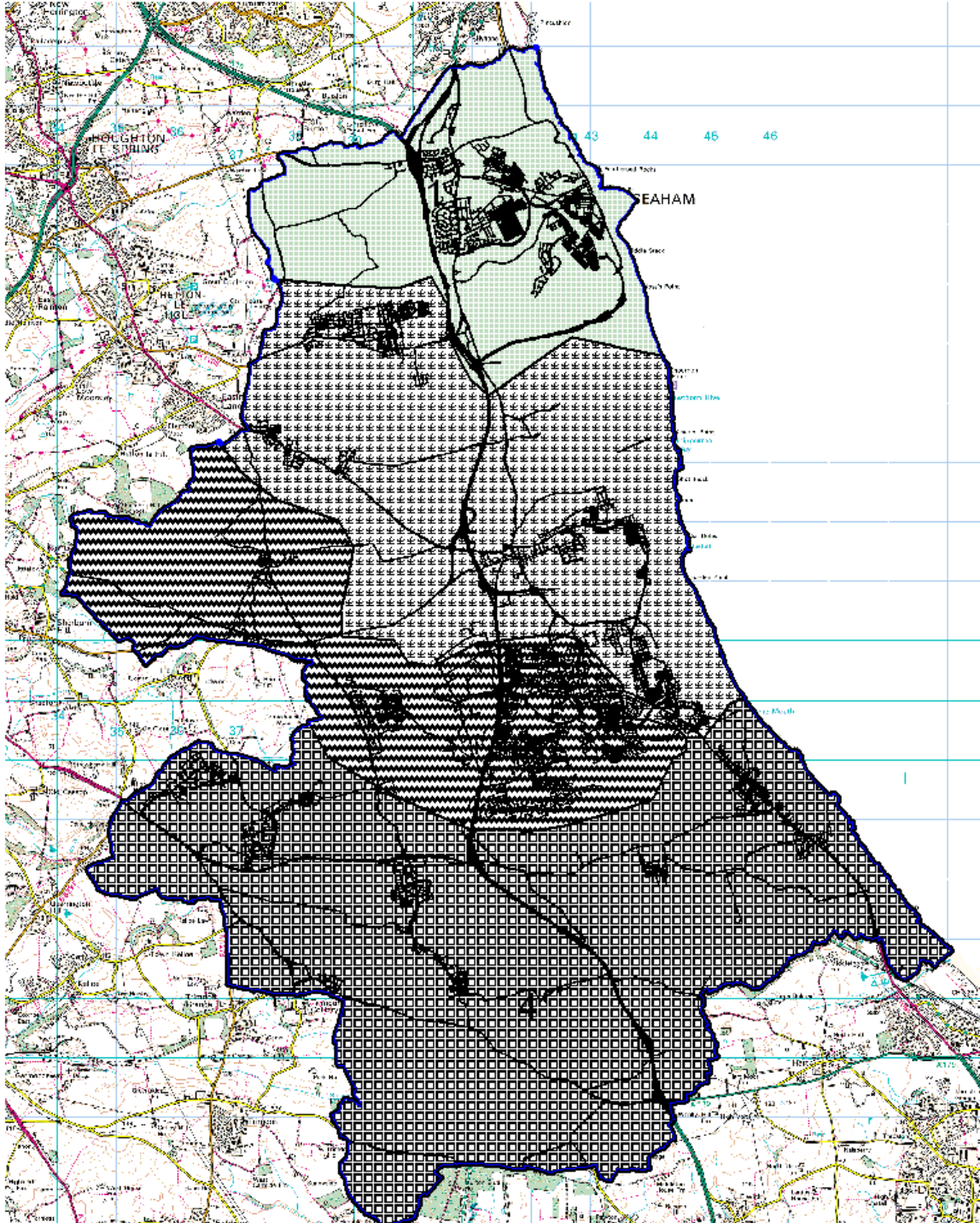
12131 bins / 6 crews = **approx 2022 bins per crew**

Note: During winter break/suspension of green waste service, there will also be spare capacity on that vehicle to be included on domestic refuse collection. The Team Leader (Refuse) will allocate the available resources as required.

(See emergency plan for emergency situations).



**POTENTIAL ZONES - INDICATIVE ONLY**



Draft Proposed Zones

## APPENDIX 3

### 1. Risk Management

1.1 There are a series of risks that are identified with the introduction of the new working practices. Consultation will assist in identifying additional areas, so that prior to any decision on implementation a full and detailed risk assessment can be carried out.

1.2 Significant risks include the following areas:

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The consultation is genuine, as issues raised by the Trades Unions and workforce will need to be carefully considered which will influence the details of these proposals.

*i ÉÓaëã~íáîÉ=çÁëí~ÁâÉë:* It is not considered that the proposals for four day week conflict with the European Working Time Directive, and this is additionally supported by the fact that a large number of other authorities are already operating this system.

*eÉ-ãíÛ=-ãÇ-p-ÁÉíó:* The longer working day for refuse collection could result in working during periods of poor light conditions. A health and safety risk assessment will need to be carried out to assess the impact when further details of likely duration of rounds occur.

1.3 The numbers of bins collected per day will of course increase to an estimated 1700 per day. This is comparable with collection rates from other authorities with four day week operations. For example:

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Typical Bin Collections Per Day - Operating 4 Day Week	
Durham City - 4 Day Week	1600 – 1700 per day
Derwentside - 4 Day Week	1500 – 2000 per day
Sedgefield - 4 Day Week	1450 – 1550 per day
Rochdale - 4 Day Week	1700 per day

- 1.4 *Residents will of course need to be advised of the revised refuse collection days and inevitably there will be some who may forget. Additionally there may also be disruption as crews get used to their new rounds. Much of this can be avoided through development and implementation of a communication plan, and detailed planning for the roll out of this scheme.*
- 1.5 *Staff sickness will inevitably still occur, although that it is hoped that the new arrangements will bring improved job satisfaction and further improvements to morale. At periods when sickness levels are high, it is proposed to retain the flexible approach to continue, with for example relief support being available between service areas. The first resort will however be to examine if the impact of sickness can be first addressed within a service team.*
- 1.6 *To minimise inconvenience to residents, the fortnightly collection of kerb-it boxes by Premier Waste currently coincide with collection days of domestic refuse. Council changes to operations through four day week and zonal working could potentially compromise this, but initial discussions with Premier reveal their interest in following the Council's programme. It should be noted that part of their workforce is already on four day week as Durham and Sedgefield Councils already operate this.*
- 1.7 *The longer working day will inevitably mean that final deliveries to the waste transfer station and landfill will be later. Early discussion with Premier Waste has not highlighted any problems here, but close liaison with Premier will be required as the details of the new collection operations emerge.*

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- 1.8 *mçëääÄääíó=çİ=cì îî êÉ= ` Ú-âÖÉë=íç=pÉêîáÁÉë:* The best performing authorities for recycling now undertake fortnightly rather than weekly collection of domestic waste. There is little appetite for this in Easington, with nearly half of residents (46.9%) regarding this as unacceptable (NWA, 2003). If however in future it were to be considered, the four day week operation would need to be reviewed if the quantities of waste on collection day were to significantly increase.