

Integrated Impact Assessment (IIA)

Informing our approach to fairness

Name of proposal	Local Services and Waste Management
Date of original assessment	September 2016
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Version control

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Replaces version	1

This is our assessment of the potential equality and other impacts of this 2017-18 budget proposal, based on the available evidence. It is a 'living document'. We have reviewed this assessment following a period of consultation and will continue to review it as we implement the proposal.

Section A: Current service

1. What does the service do?

Local Services Cleansing undertakes the following services;

- Street Cleansing, this involves: litter picking, litter bin emptying, graffiti removal, mechanised sweeping, back lane clearance, dog fouling removal, fly tipping removal.
 - The hours of operation for this service are 7.30am till 3.30pm Monday to Friday across the city. Within the city centre, a specific level of resource is dedicated which operates from 6.00am till 10.00pm 7 days a week, all year round except for Christmas Day and New Year's Day.
- Refuse collection, this involves: domestic, recycling, garden and trade waste collections.
 - The hours of operation for domestic and recycling is from 6.30am until 4.15pm Tuesday to Friday.
 - Collection of garden waste containers from residential properties across the city where residents have subscribed for this paid service.
 - Trade waste undertake the servicing, collection and disposal of trade waste containers and a small number of skips from commercial premises and charities where businesses have purchased these services.
 - The collection of trade waste containers is undertaken by, the hours of operation are 6.30am till 2.30pm Monday to Friday, with servicing of containers on a weekend being undertaken on overtime.
 - The collection of skips is also undertaken by us, the hours of operation are 8am to 4pm Monday to Friday, with servicing of skips on a weekend being undertaken on overtime.
- Bulky Collection is an appointment based collection service for bulky household waste and construction type waste from households for a set fee.

The funding and management of street cleansing and refuse collection currently includes:

- The organisation and delivery of all front line street cleansing and refuse collection services across the city.
- Relationship management with key internal and external partners such as: Regulatory Services (Enforcement), Your Homes Newcastle, Byker Community Trust, Waste Disposal Contractors such as O'Briens and Suez.
- Supporting communities and partner organisations to improve the lives of our citizens, and increase active citizenship to enable communities to do more for themselves to create decent neighbourhoods.

Waste Management oversees the processing of the following waste:

Type of Waste	2015/16 Tonnages
Household Waste	110,637
Rubble, Fly Tipped Tyres, Cleansing and Street Sweeping	11,135
Trade Waste	18,571
Industrial Waste	1,800
Total Municipal Waste for 2015/16	142,143

The service oversees responsibility of:

- Household Waste Recycling Centres (HWRCs):
 - Management and operation of two Household Waste Recycling Centres (HWRC); Byker and Walbottle.
 - Contractual management of Brunswick Household Waste Recycling Centre.

- Compliance with Environment Agency Waste Management Licenses to manage the Household Waste Recycling Centres.
- Management of the Composting Facility:
 - Management and operation of the composting facility at Sandhills.
 - Compliance with the British Standards Institute publically available Specification 100 for composted material to ensure that the composting produced is of a defined quality compost standard.
- Management of Waste Disposal Contracts:
 - Waste disposal contract with Suez for the processing of waste at Byker and Benwell including organic waste, refuse derived fuel and energy from waste.
 - Landfill contract with Suez for residual waste.
 - Materials recycling facility with O'Briens for the sorting and separation of kerbside recycling.
 - Contract with Palm Recycling for the collection of recycling from Household Waste Recycling Centres and Bring Bank Sites.
 - Miscellaneous contracts for designated collection facilities at HWRC.
- Commissioning and Auditing Responsibilities for:
 - Quarterly reporting of data and statistics to ensure compliance with government agencies such as the Environment Agency and Department for Environment Food and Rural Affairs (DEFRA). This includes reporting of the following:
 - Municipal Waste
 - Household Waste
 - Recycling
 - Residual
 - Garden
 - Commercial Waste
 - Industrial Waste

Over the last three years, the service has undertaken significant transformational changes to date such as:

- Streamlined management structure by reducing 24 full time equivalent posts
- Consolidated refuse teams from 2 depots into 1
- Reduced overall depot management from 5 depots to 3
- Realigned grass cutting activities to reflect local ward priorities with consultation and engagement taking place with all 26 wards members
- Changed outdated working practices and shift patterns
- Invested in modern street sweeping fleet
- Integrated digital technology which consisted of route planning, tracking and download of data for performance management on a daily basis
- Started to roll out communal bins
- Undertaken changes in the bulky waste service, such as revised service charges involving prepayment services and calendar booking, and route planning technology.
- Improved enforcement by trialling use of re-deployable CCTV cameras in back lanes

2. Who do you deliver this service for?

Local Services are delivered to the benefit of residents, businesses and communities across the city.

- In street cleansing there are currently a number of small service level agreements activities which provide additional services to partners, such as Your Homes Newcastle.
- For refuse collection, the trade waste and garden waste service operate as traded services and are not wholly reliant on our internal funding to operate. Trade waste is delivered to

businesses and organisations across the city. Garden waste is delivered to those residents who subscribe to the service.

The Household Waste Recycling Centres are available to all residents of Newcastle upon Tyne.

The Composting Facility is available to businesses.

3. Do you have any statutory requirements?

For **street cleansing**, Section 89 of the Environmental Protection Act 1990 places a statutory duty to keep land and highways clear of litter. The Act specifies it shall also be the duty of each local authority, as respects any relevant highway or relevant road for which it is responsible, to ensure that the highway or road is, so far as is practicable, kept clean.

For **refuse collection**, Section 45 of the Environmental Protection Act 1990, the Council has duty under its status as a waste collection authority to arrange for the collection of household waste.

For waste management, the following legislation affects these services:

- Environmental Protection Act (EPA) 1990;
- Controlled Waste Regulations 2012 (as amended by the Controlled Waste Regulations (Amendment) Regulations 2012);
- Hazardous Waste Regulations 2005 (as amended by the Hazardous Waste Regulations (Amendment) Regulations 2010);
- Waste Electrical and Electronic Equipment Regulations 2006 (as amended by the Waste Electrical and Electronic Equipment (Amendment) Regulations 2010);
- HSE Operating civic amenity sites safely (version waste 01. 09/11);
- Publicly available Specification 100.

In recognition of the European target for recycling 50% of household waste by 2020 and our commitment to recycling, we have increased our target to 55%.

The EPA 1990 Section 51A imposes an obligation on us to provide places for residents in its area to deposit their household waste.

As part of providing these facilities, we have a duty to manage and audit the Environmental Permits of these premises, which consists of:

- technical competency
- site licence conditions

Government agencies requires that we provide quarterly statistics on all waste arising within the city boundaries.

4. How much do you spend on this service?

Gross expenditure	Gross income	Net budget	Capital projects
£28,242,661	£6,464,613	£21,778,048	£268,710

5. What workforce delivers this service?

Posts	FTEs	Comments
217	217.00	Budget figures & FTE's includes following services: Blue Bin Recycling

Bulky Collections
Domestic Waste Collection
Garden Waste Collection
Street Cleansing
Household Waste Recycling Centres
Waste Contracts

Section B: Change proposal

1. What is the proposal to change the service?

The proposed service changes including staff reductions together with associated fleet and fuel savings are set out in the table below. All other initiatives within this proposal are designed to improve efficiency to offset staff reduction and/or reduce future demands on the service. We continue to discuss with staff and trade unions how to implement a single job description and multi-tasking.

Budget Savings	Staff Reductions FTE	Staff Saving	Fleet Saving	Fuel Saving	Efficiency Saving	Narrative
Management	2	£ 106,000				Based on 1 Manager and 1 Specialist reduction from establishment
Reduced Staff Pool	8	£ 200,164				New ways of working and efficiencies
Introduction of Communal Bins	6	£ 154,346				Removes excessive side waste and need for back lane teams
Introduction of large Litter Bins City Wide	8	£ 188,768				Efficiencies due to reduced frequency of emptying
Introduction of large Litter Bins City Centre	2	£ 44,638				Efficiencies due to reduced frequency of emptying
Graffiti Team	2	£ 54,854				Maintain min. service but implement new ways of working and efficiencies
Total Staff Reduction	28	£748,770				
Associated Fleet and Fuel			£ 129,230	£ 22,000		Savings from 28 FTE reduction
Waste Contract Efficiency Challenge					£ 400,000	Target applied to review of refuse disposal contracts
HWRC Review					£ 358,000	Savings from the diversion of the waste collected from Household Waste Recycling Centres
Horticultural Services					£56,000	Expected savings in Horticultural Services
Total IIA Saving						£1,714,000

We propose to:

1. Develop a waste strategy to minimise the generation of waste and continue to modernise and transform the way we deliver Local Services;

2. Fundamentally change the way in which our waste systems work from collection to disposal;
3. Revise our service offer for Household Waste Recycling Centres;
4. Review the management structure and realignment; and
5. Continue to deliver Behaviour Change and Enforcement projects.

While we have undertaken a number of changes to date, the transition to a fundamentally new way of working is not yet complete as the service undergoes a journey of change. The scale and demands on the services represents one of the greatest changes faced to date as we deal with:

- A throwaway society and culture where waste/litter is generated in expectation that the 'Council' will take it away;
- Associated economic and environmental burden of one third of our waste going to landfill;
- A decline in available resources;
- Outdated working practices
- More than half the workforce being over 50 and significant health capability issues;
- Ageing refuse fleet with limited scope for additional investment;
- Long standing waste disposal contract with high volumes of waste going directly to landfill.

As a growing city if we don't change our attitudes on waste and address levels of environmental crime, then the environmental condition of our city will deteriorate. We do not have the money to send more and more waste for disposal or to constantly tidy up after those who litter our streets. Minimising waste can produce savings on resources for collections and disposal costs. We need to change attitudes and perceptions of waste collection and disposal and think of it as a resource from which as much value as possible should be recovered. Our vision for the future is to prevent waste from being generated. Where this cannot be achieved we must increase reuse, recycle and compost wherever possible.

Waste Management is restricted by its ability to deliver transformational change due to the current demands placed upon it by the collection aspects of the service, where the throwaway society and culture that exists means that there is an expectation that the council will take it away.

1. Waste Strategy

Providing local services for the businesses and residents of Newcastle and dealing with the collection, processing and disposal of all the waste is a significant challenge. This is more so given that we are growing as a city, and this will ultimately lead to more waste being produced. We need to change our focus from collecting everything and disposing of it to develop a culture whereby sustainability and the responsibility of waste management is something that everyone takes responsibility for. We need a waste strategy that sets out the framework for us to deliver sustained improvements in our recycling rates and achieve overall reductions in waste produced. To do this we must focus on:

- Minimising waste
- Minimise waste to landfill
- Maximising recycling and reuse

Over the next three years we need to work with partners to create a sustainable waste strategy for the city. To achieve this we must use our influence and expertise to work with residents, businesses and stakeholders to ensure that make the right decisions to responsibly manage their waste. A combined effort of residents, businesses and stakeholders is required to ensure tangible reductions in environmental and financial impacts of waste are achieved and sustained.

2. Waste Systems from Collection to Disposal

To change the way our waste systems work from collection to disposal we need to undertake the following:

- **Waste Reduction:** Continue our involvement in Love Food Hate Waste and promote waste reduction campaigns.
- **Reusing Materials:** Explore partnerships with other sectors to promote
- **Recycling and Composting:** Working with bio mass companies to divert oversize from composting which goes to landfill to be used for fuel, undertake a business case for expanding composting facilities.
- **Effective Engagement and Enforcement:** Expand our enforcement activity through targeted redeployable cameras in back lanes
- **Achieve for Value for Money:** Complete the ongoing review of our waste disposal contracts and implement changes to ensure that we are exploring all efficiencies and cost savings.

3. Revised Service Offer for Household Waste Recycling Centres (HWRCs)

The provision of HWRCs plays a vital role in enhancing our recycling offer to the public. The volume of tonnage processed by these sites means that the use of these facilities will play an important role in waste management and recycling now and in the future.

Site	Tonnage
Brunswick	5,196
Byker	5,683
Walbottle	8,897
Total	19,776

As part of the development of the Waste Strategy and working alongside other stakeholders and partners we will explore all long term options for ensuring that households have access to HWRCs where they can deposit their household waste and recycling free at the point of use.

In the short term, we will undertake a site user survey to understand the level of satisfactions and what residents see as advantages, disadvantages and areas for possible improvements. This will be built into an annual monitoring regime to assess ongoing performance of the remaining sites.

From this we will look at the feasibility of changing site opening times and associated reduced operational costs.

In order to recover and recycle as much as possible, we are looking to:

- Increase the range of materials that are targeted for recycling at our sites.
- Improve site and container signage so that:
 - The positioning of the containers promote safe use, easy access and efficient servicing.
 - Recycling containers are easier to access than containers for residual waste.
- Introduce a policy of segregating waste brought in by black bags which involves us no longer accepting unsorted domestic 'black bag' waste thereby requiring residents to segregate their waste prior to coming to a HWRC.
- Train staff to ensure that they adopt a proactive approach in helping and directing site users to the correct recycling containers.
- Increase public awareness of the sites as recycling facilities to move away from the 'tip' or 'dump' references.
- Re-negotiate and procure new contractors for containers to ensure there are financial incentives for higher recycling rates.
- Restrict the use of non-household waste materials for large quantities (not standard DIY home use) of the following:
 - DIY and Construction and Demolition wastes

- Doors and windows
- Fitted kitchens and Fitted wardrobes
- Inert material such as rubble and concrete
- Bricks and roof tiles
- Plasterboard
- Any other building materials (e.g. asbestos)
- Commercial Wastes
- Tyres

We will review the roll out of the above across the sites to ensure site suitability and phasing is co-ordinated effectively and efficiently.

We currently regulate the use of vans and trailers accessing HWRCs by using a permit system. In 2017, we will implement a digital permit scheme for van and trailer access to the HWRCs as more people are able to access text messaging than access a web page, and more people may feel able to use an intelligent automated telephone line than a mobile application. This will mean that the Sandhills depot will not undertake the manual processing of permits. Residents would be directed towards using the text message service in advance of accessing the sites. By encouraging customers who are able to access digital services to do so, we can spend more time assisting customers who are unable to. We will also take a common-sense approach to ensuring customers who are unable to access the digital service are supported.

4. Review the Management Structure and Realignment

We will review the management structure in this area in line with working practices as part of these budget proposals and the changing structure of the council.

5. Behaviour Change and Enforcement

We must move away from the throwaway society and culture where waste/litter is generated in expectation that the 'council' will take it away. We cannot afford to maintain this approach neither economically nor environmentally. Fundamentally, we as an organisation do not drop litter or fly tip, such actions are as result of the irresponsible behaviour of a minority of individuals and businesses.

Through our targeted environmental behavioural change projects and action plans, we will help residents and businesses to do the right things by supporting communities to produce less waste and increase recycling. We want to understand the full range of options available to the community (such as free charitable collections or freecycle) and promote/signpost alternative ways of means available to residents to dispose of their waste responsibly.

We will undertake an analysis of behaviours and barriers to changing behaviour to establish what motivates behaviour and how behaviour can be influenced. This will inform the decision making of interventions which deliver value for money for 2017/2018 implementation. We will look at what targeted behavioural change programmes can be developed in collaboration with others to minimise the impact of changes to provision in parts of the city where there are particular issues. We will encourage waste minimisation and recycling. We will continue to engage with key stakeholder such as landlords, private rented sector, Your Homes Newcastle, and the Colleges and Universities to identify issues and explore opportunities around environmental management. We will continue to explore and research which funding streams, if any, are available. We will continue to work with the third sector to explore community based interventions for behaviour change. We will continue to invest in our Enviroschools programme to deliver excellence in environmental education. Through our enforcement work will target the minority of irresponsible citizens who drop litter, fly tip or get involved in graffiti and vandalism.

Implementing Transformational Change across Local Services

We need to undertake transformational change as we are no longer in the position to deliver services in the same way we have in the past and neither can we deliver more or less the same with fewer people, we must change. It is clearly a challenging and demanding time for the department as there are no breaks in service delivery, we need to maintain the delivery of high quality services on time and on budget as well as responding to the demands of budget reductions.

The following changes represent the most suitable package of measures to help implement and sustain the transformational change required:

Internal Changes

As part of the 2016/17 budget proposals there was a proposal to implement one job description. Following consultation and engagement with Trade Unions there was a request to put this on hold as there was flexibility in the service. Given the operational challenges across street cleansing and refuse collection there is a need to re-design the current job descriptions to reflect the current and future needs and demands of the service. This will involve implementing a generic multi-functional and multi-skilled role which the street cleansing and refuse collection workforce. Resulting in the four existing roles being integrated into one role. This will involve consolidating the various teams and resources that operate city wide into one team.

Outward Facing Service Changes

To take the service forward and ensure there is a sustained improvement in decent neighbourhoods across the city, a number of outward facing service changes are required to enable the service to operate more efficiently and effectively in the delivery of its statutory duties.

Core Quality Standards

The Decent Neighbourhood Standards (DNS) framework has been the mechanism to measure environmental standards in wards. It is achieved by utilising a number of metrics, including Local Environmental Quality Indicator (LEQI) and resident perception, in order to achieve a score for an individual ward. We have recognised that this blended solution is no longer fit for purpose.

In 2017/2018, we will launch a Core Quality Standards (CQS), based on a robust performance monitoring framework. In the interim period, LEQI will be used internally as a proxy for DNS, pending the introduction of CQS.

These CQSs will form the 'backbone' in making the city a nice place to live, providing the 'building blocks' for communities to improve the living standards within their areas. Our focus is to build communities that are:

- Safe
- Strong
- Healthy
- Clean
- Active
- Attractive

These will be underpinned by a set of core service standards, which will consist of:

- Clean Streets
- Well Maintained Road and Pavements
- Recycling Rates
- Well Lit Streets

- Clean and Tidy Green Open Spaces

These CQSs will provide residents with an understanding of the services and the level of performance of each of these. They will be developed with Local Ward Members and interlinked with the ward priority setting process.

We will gear resources to appropriate levels to deliver and maintain CQSs and satisfy our statutory duties. To ensure effective and efficient use of resources, we will explore service sharing and joint procurement with neighboring councils.

Communal Bins

Back lanes present a number of challenges for the refuse collection service:

- It takes the refuse crews longer to service these when compared to other areas of the city.
- Additional resources are allocated to the back lanes to deal with the excess waste.
- As bins are not always returned into the curtilage of the property after collection has taken place, there is a demand for replacing bins and the cost is absorbed by us.

To date, we have implemented communal bins into:

- All of the relevant back lanes in Ouseburn
- A number of back lanes in:
 - Benwell and Scotswood
 - South Jesmond
 - Wingrove

When implementing communal bins we are able to provide like for like capacity on residual waste, and provide greater recycling opportunities to residents.

To date, feedback has been positive from local communities where communal bins have been in place for some time. Across the areas which we have implemented communal bins we have seen a range of efficiencies in servicing these lanes for refuse collection as well as associated street cleansing activities. For example, three months after introducing communal bins in the High Cross area of Benwell/Scotswood we have seen a reduction of:

- 21 tons of excessive waste in back lanes
- 4 tons of domestic residual waste being collected from containers

Going forward, we are undertaking further roll out of communal bins in areas with back lanes. As of January 2017, we were in the final stages of surveying for site suitability of communal bins in back lanes in Benwell and Scotswood, and letters will be issued to residents of properties informing them of the roll out arrangements in the relevant back lanes in Elswick.

Throughout 2017/2018 we will be working to have the remaining wards with back lanes, where there is site suitability, rolled out:

- North Heaton
- South Heaton
- North Jesmond
- South Jesmond
- East Gosforth
- West Gosforth
- Westgate

Due to relatively low numbers, further analysis is required on the viability of roll out in other wards with back lanes.

Following confirmation on the site suitability, the process for implementing communal bins is:

- Member engagement
- Communication to residents to:
 - Inform them of the 28 day forward notice to install bins on the highway.
 - Find out more information about communal bins.
 - Who are on assisted lifts to discuss their individual requirements.
 - Further information about the implementation arrangements.
- Implementation involves the removal of existing 240 litre individual containers and replacement with the larger volume 1100 litre communal containers.
- Monitoring and evaluation of the tonnages and servicing arrangements.

By implementing communal bins we are able to:

- Provide more opportunities to recycle.
- Reduce the amount of side waste left out beside bins.
- Enable the removal of additional resources which have been required to service these areas.
- Improve the appearance of back lanes.
- Help keep lanes clear of abandoned bins so mechanical sweepers can access them and keep them clean.
- Allow for more efficient and effective servicing of back lanes.

Our web page will contain up to date information on the communal bin roll out:

www.newcastle.gov.uk/communalbins We will continue to provide updates through a wide range of communication platforms and mediums. By encouraging customers who are able to access digital services to do so, we can spend more time assisting customers who are unable to.

Servicing of Back Lanes

The current approach of dedicated resources to service the back lanes through the collection and disposal of household waste and non-household bulk waste which is not put into containers is not sustainable operationally, environmentally or financially. For example, the back lane teams are regularly collecting the following items on a regular basis:

- Building materials
- Mattresses
- Miscellaneous furniture
- Sofas
- White goods

In line with the roll out of communal bins, this service will be removed and targeted enforcement will be undertaken to tackle irresponsible behaviour.

We will continue to encourage residents to reduce, reuse and recycle wherever possible. A number of manufacturers and retailers promote 'bring back' like for like schemes which involves taking away old for new/replacement such as electrical items (washing machines). As part of considering new purchases, we will encourage residents to review their options for disposal of unwanted electrical goods.

Alongside this, we will promote free websites such as Freecycle (<https://www.freecycle.org>) to give away furniture locally. There are also local charities who will collect your unwanted furniture or household items to help local people in need.

Revised City Wide Litter Bin Offer

Following a review of the location and size city of litterbins across the city to ensure we have the most efficient and standardised approach for litterbin provision, it has been established that the type and level of provision are no longer fit for purpose for a variety of reasons. For example, a number of bins are not enclosed and increased the amount litter in some areas and there was a variety of storage capacity, resulting a high concentration of litterbins in a relatively small area. Changes in the city centre have reduced manual handling requirements and improved the efficiency of collecting and disposing of litter from on street containers.

We will be working with ward members to have street bins replaced with fewer, larger bins. The locations proposed reflects putting provision in where it is needed and locating these in areas where they are accessible for residents (including those with restricted mobility or wheelchair use) and staff to use and service.

Reforming and Implementing Service Charges and Offer

Across Highways and Local Services, there is a need to undertake a fundamental review of the fees and charges which are in place for partners and residents for council services. Many of these services are high quality but will need to ensure that they are efficient and profitable so that they reflect current market costs and are on a level playing field with businesses across the city. With this in mind we will be reforming our charges in the following areas:

- Asbestos removal
- Treatments for vermin and rodents
- Trade waste
- Replacement bins
- Bulk waste

For bulky waste, we will undertake an exercise to identify whether or not there is scope to establish formal partnerships with private, public or third party providers who could be better placed to reuse and recycle within local communities.

Education and Enforcement

We have a key role in reducing waste due to our statutory requirements for the collection and disposal of waste. With this there is an opportunity available to us to directly engage with people and businesses at a local level. Our Environment, Engagement and Education Team through a Behaviour Change Programme undertake this work and will continue to do so.

They will continue to undertake external engagement with a wide range of stakeholders including educational establishments and communities with overall responsibility for the Behaviour Change Programme.

Through our Behaviour Change Programme we develop and deliver engagement strategies for sustainable waste management and wider environmental services to ensure the widest public awareness and maximum participation in and outputs from the services.

Enviroschools is Newcastle's own programme to deliver excellence in environmental education to support the sustainable development of our communities. The service is available to all schools across Newcastle.

We will continue our support and investment in behaviour change by stepping up enforcement using resources to build on the initial successes with re-deployable CCTV. To date, we have used

four re-deployable CCTV cameras in back lanes across the city which has resulted in a noticeable reduction in fly tipping in the areas subject to coverage. On the removal of cameras, there has been a significant increase in fly tipping.

When cameras have been in situ, there has been a reduction in the amount of resource required to clear these lanes. Previously, resource was allocated on a regular basis, with all fly tipping being disposed of via landfill. For example, it took a whole day with three full time resources and a mechanised sweeper dedicated to clear one back in lane in the city.

Evidence obtained from these cameras has been used for enforcement action. Since the beginning of this year this has resulted in successful prosecution and on the spot fines.

It is proposed to increase enforcement activity by utilising both redeployable camera and increased staffing which will be funded through additional enforcement action such as fixed penalty revenue.

These will be used on a city wide basis in areas where there is a need to provide a constant resource, such as back lanes and city centre. The priority setting of the teams will interlink with the priority setting of wards with a view to working using an area based approach. This will provide assistance in the detection and prosecution of “environmental crime” e.g. fly –tipping.

2. What evidence has informed this proposal?

Information source	What has this told you?
Local Services:	
Ward Profiles	Identifying the level of rented properties.
Tracking Data	Current routes, and service times for street cleansing and refuse activities
Routing Information	Opportunities for more effective and efficient deployment of resources
In Vehicle Technology	Need to rationalise and streamline technology systems to ensure clear and consistent information
Financial Performance	Significant staff cost based on the type and number of jobs
Envirocall Customer Based Reasoning	The ways in which customer interaction is undertaken and the series of questions that are asked to allocate the customer enquiry to the relevant area
Envirocall Service Standards	Current standards and completion against these
Decent Neighbourhood Standards	Current standards and completion against these
LEQI	Current standards and completion against these
Service Level Agreement Review	Small proportion of agreements secured into the service which need to be reviewed to ensure they are fit for purpose and provide value for money
Waste Management:	
Department for Communities and Local Government (2015)	Preventing ‘backdoor’ charging at household waste recycling centres. Government’s response to consultation.
WRAP October 2012 Household Waste Recycling Centres (HWRCs) Guidance	Scope and opportunities to implement best practice

Landfill collections and tonnages	There is an ongoing pressure to undertake the number of collection and manage the volume of tonnages. There has not been a decrease in the number of collections or tonnages. From 2013 – 2014 to 2015-2015 there has been an increase in tonnages of 5,238.71.
Garden waste collections and tonnages	
Recycling collections and tonnages	
Vehicle tracking and tonnage information	Opportunity to review routing and utilisation
Envirocall requests	Need to manage customer contact on permit requests, specifically interaction at Sandhills.
Contract management performance	Need to review the opportunities within the current contracts
Landfill and recycling tonnages managed and disposed through contract providers	Need to review the opportunities within the current contracts
Budget statements	Scope to have more of an income focus within traded areas, and ensure full cost recovery for collection and disposal
Management structure	Opportunities to develop a different approach to managing contracts and HWRCs

3. How much will you spend on this service?

	Gross expenditure	Gross income	Net budget	Capital projects
2017-18	£24,738,310	£5,818,150	£18,920,160	£0

4. What will the net savings be of this proposal?

	Gross Saving	Implementation Cost	Net Saving
2017-18	£1,714,000	£0	£1,714,000

5. What impact will this have on the workforce?

	No. FTEs	% workforce	The impact will be mitigated by: <ul style="list-style-type: none"> • Deleting vacancies • Bringing an end to fixed term contracts • Undertaking a voluntary redundancy trawl
2017-18	28.00	14%	

6. Who have you engaged with about this proposal?			
Date	Who	No. of people	Main issues raised
31/12/2016	Residents	40	Majority of residents concerns related to front line services and the concerns over the volumes of litter on street and the extent of communal bins and larger bins schemes in mitigating the risks and issues associated.
31/12/2016	Residents Petition	170	<p>Petition outlined concerns regarding the consultation process, and financial case for the roll out of communal bins.</p> <p>Subsequent communication requested further information on the risk of crime, survey responses, and evidence base for implementation. This has been incorporated where appropriate into this IIA and into the frequently access questions on the Council website www.newcastle.gov.uk/communalbins</p>
31/12/2016	Newcastle Council for Voluntary Service	1	<p>Waste management suggestions focused on:</p> <ul style="list-style-type: none"> • Reducing waste at source • Increasing the range of materials that can be recycled
31/12/2016	Green Party	4	<p>As part of the waste strategy, it was suggested that the Council should procure or establish local recycling companies for segregated waste streams, especially paper pulp and plastics recycling.</p> <p>Identified the waste disposal costs have increased from £11.7M in 2012/2013 to £12.6M in 2016/2017.</p> <p>Recommend that the Council sets ambitious recycling targets and cuts to central waste disposal costs, to re-invest into local services</p>
16/11/2016	Children and Young People	60	<ul style="list-style-type: none"> • Should consider making Newcastle a litter free city and look at the work of other cities such as Dublin. • Provide better information on waste management to promote recycling
30/09/2016	Front Line Staff	Approximately 200	<p>Ability to deliver service with reduced staff</p> <p>Specific areas of the service that may affected</p>

			Impact on service standards Job protection Need to ensure a tough approach to enforcement Encourage engagement activity
29/09/2016	Trade Unions	3	Ability to deliver service with reduced staff Specific areas of the service that may affected Impact on service standards Job protection

7. What are the potential impacts of the proposal?

Staff / service users	Specific group / subject	Impact (actual / potential disadvantage, beneficial outcome or none)	Detail of impact	How will you address or mitigate disadvantage?
People with protected characteristics				
	Younger people and / or older people (age)	Based on our research, there is no evidence to suggest the proposal will have a disproportionately negative impact on young people	N/A	N/A
	Disabled people	Based on our research, there is no evidence to suggest the proposal will have a disproportionately negative impact on disabled people.	N/A	N/A
	Carers	Based on our research, there is no evidence to suggest the proposal will have a	N/A	N/A

		disproportionately negative impact on carers		
	People who are married or in civil partnerships	Based on our research, there is no evidence to suggest the proposal will have a disproportionately negative impact on people who are married or in civil partnerships	N/A	N/A
	Sex or gender (including transgender, pregnancy and maternity)	Based on our research, there is no evidence to suggest the proposal will have a disproportionately negative impact on people because of their age	N/A	N/A
	People's sexual orientation	Based on our research, there is no evidence to suggest the proposal will have a disproportionately negative impact on people because of their sexual orientation	N/A	N/A
	People of different races	Based on our research, there is no evidence to suggest the proposal will have a disproportionately negative impact on people because of their different races	N/A	N/A

	People who have different religions or beliefs	Based on our research, there is no evidence to suggest the proposal will have a disproportionately negative impact on people because of their different religions or beliefs	N/A	N/A
People vulnerable to socio-economic disadvantage				
	People living in deprived areas	Potential disadvantage.	<p>Those on lower income may not be able to afford to pay for services.</p> <p>People will have to seek alternative arrangements which may incur costs depending on the nature, and volume of waste being disposed.</p>	<p>People have the option to seek alternative arrangements which will incur costs depending on the nature, and scale of the issues; asbestos and pest/vermin treatments.</p> <p>We will promote the use of alternative providers, and specifically the third sector providers who can who already collect a range of goods appliances and materials from households and can more effectively recycle and reuse within local communities.</p>
	People in low paid employment or in households with low incomes	Potential disadvantage.	Those on lower income may not be able to afford to pay for services.	People have the option to seek alternative arrangements which will incur costs depending on the nature, and scale of the issues; asbestos and pest/vermin treatments.

			<p>People will have to seek alternative arrangements which may incur costs depending on the nature, and volume of waste being disposed.</p>	<p>We will promote the use of alternative providers, and specifically the third sector providers who can who already collect a range of goods appliances and materials from households and can more effectively recycle and reuse within local communities.</p>
	<p>People facing barriers to gaining employment, such as low levels of educational attainment</p>	<p>Based on our research, there is no evidence to suggest the proposal will have a disproportionately negative impact on people facing barriers to gaining employment</p>	<p>Those on lower income may not be able to afford to pay for services.</p>	<p>People have the option to seek alternative arrangements which will incur costs depending on the nature, and scale of the issues; asbestos and pest/vermin treatments.</p>
	<p>Looked after children</p>	<p>Based on our research, there is no evidence to suggest the proposal will have a disproportionately negative impact on looked after children</p>	<p>N/A</p>	<p>N/A</p>
	<p>People facing multiple deprivation, through a combination of factors such as poor health or poor housing / homelessness</p>	<p>Potential disadvantage.</p>	<p>Those on lower income may not be able to afford to pay for services.</p> <p>People will have to seek alternative arrangements which may incur costs depending on the nature, and</p>	<p>We will promote the use of alternative providers, and specifically the third sector providers who can who already collect a range of goods appliances and materials from households and can more effectively recycle and reuse within local communities.</p>

			volume of waste being disposed.	
Businesses				
	Businesses providing current or future jobs in the city	Potential disadvantage	There will be changes to the way in which trade waste is provided and charged for across the city.	Businesses will have the option to seek alternative arrangements which will incur costs depending on the type and amount of waste as well as the level of frequency of service required.
Geography				
	Area, wards, neighbourhoods	Potential disadvantage	<p>We will no longer be able to provide the same level of service.</p> <p>The closure of one of the three will have an impact on wards in close proximity to the service.</p>	<p>Our mitigation will be the implementation of communal bins, and enforcement cameras to ensure that people have adequate facilities to dispose of waste and anti-social behaviour will be tackled and enforced.</p> <p>We will promote the times and access arrangements of the other HWRC sites.</p>
Community cohesion				
	Community cohesion	Based on our research, there is no evidence to suggest that there will be a negative impact on community cohesion.	N/A	N/A

Community safety				
	Community safety	Potential negative impact	We will no longer be able to provide the same level of service provided to undertake regular clearance of bulky waste from back lanes and this may have an impact on community safety in areas where there is anti-social behaviour.	Our mitigation will be the implementation of communal bins, and enforcement cameras to ensure that people have adequate facilities to dispose of waste and anti-social behaviour will be tackled and enforced.
Environment				
	Environment	Potential negative impact	We will no longer be able to provide the same level of service provided to undertake regular clearance of bulky waste from back lanes	Our mitigation will be the implementation of communal bins, and enforcement cameras to ensure that people have adequate facilities to dispose of waste and anti-social behaviour will be tackled and enforced.
	Environment	Based on research, we believe there will be a positive impact on the environment.	The more waste we put in the ground, the more our landfills release methane gas (a contributor to climate change) and causes pollution and contributes to climate change. By focusing on waste reduction and increasing recycling we can reduce the negative impact waste has on our environment.	

