

TITLE OF REPORT: POSSIBLE JOINT WORKING ON WASTE & STREET CLEANSING CONTRACTS WITH EAST HERTS DISTRICT COUNCIL (EHDC)

REPORT OF THE HEAD OF LEISURE & ENVIRONMENTAL SERVICES
PORTFOLIO HOLDER: COUNCILLOR P.C.W. BURT

1 SUMMARY

- 1.1 For Cabinet to consider the possibility of working with East Herts District Council (EHDC) subject to their Executive's approval on producing an outline Business Case on a joint Waste Collection and Street Cleansing contract and the implications to both authorities in improving the cost effectiveness and resilience of these services to our communities.
- 1.2 To authorise an advertisement in the Official Journal of the European Union (OJEU) for an extension to our existing Waste and Street Cleansing contracts using a VEAT Notice (a Voluntary Ex-Ante Transparency Notice) to allow sufficient time to produce the outline Business Case.

2 RECOMMENDATIONS

- 2.1 For Cabinet to consider and agree to:
 - 2.1.1 Producing an outline Business Case with EHDC that will provide:
 - 2.1.1.1 Potential additional savings in joint contracts.
 - 2.1.1.2 Potential savings in client overheads.
 - 2.1.1.3 Governance and management proposals.
 - 2.1.1.4 Project and change management proposals.
 - 2.1.1.5 Jointly agreed policies that will inform the development of a joint Specification
 - 2.1.2 Extend the current Waste and Street Cleansing contract to 8th May 2018 subject to advertising in OJEU using a VEAT notice and no valid legal or procurement challenges being received.
 - 2.1.3 To report back to Cabinet in Spring 2015 with an outline Business Case with the objective of a decision being made whether to approve the joint procuring of these services and specifically on how this joint project will be controlled and managed and the governance arrangements once the joint contract has been awarded.
 - 2.1.4 To note the use of the existing budget from the Alternative Financial Model (AFM) to resource the delivery of the outline Business Case and Specification.

3 REASONS FOR RECOMMENDATIONS

- 3.1 To consider different ways of working to improve efficiencies.

4 ALTERNATIVE OPTIONS CONSIDERED

- 4.1 Worked with the Herts Waste Partnership (HWP) and East of England Local Government Association (EELGA) and considered working with up to four authorities in

total; however there is a lack of synergies to warrant pursuing this option. Officers, in consultation with the Portfolio Holder, concluded that the best option for NHDC and EHDC to work on a joint Business Case.

- 4.2 The option for NHDC to continue to operate independently, this could make savings but may not provide further opportunities for collaborative working until the end of the next contract. Although this option was discounted, it remains an option if the detailed Business Case did not prove viable.

5 CONSULTATION WITH EXTERNAL ORGANISATIONS AND WARD MEMBERS

- 5.1 Hertfordshire Waste Partnership (HWP), EELGA, EHDC, & Portfolio Holder.

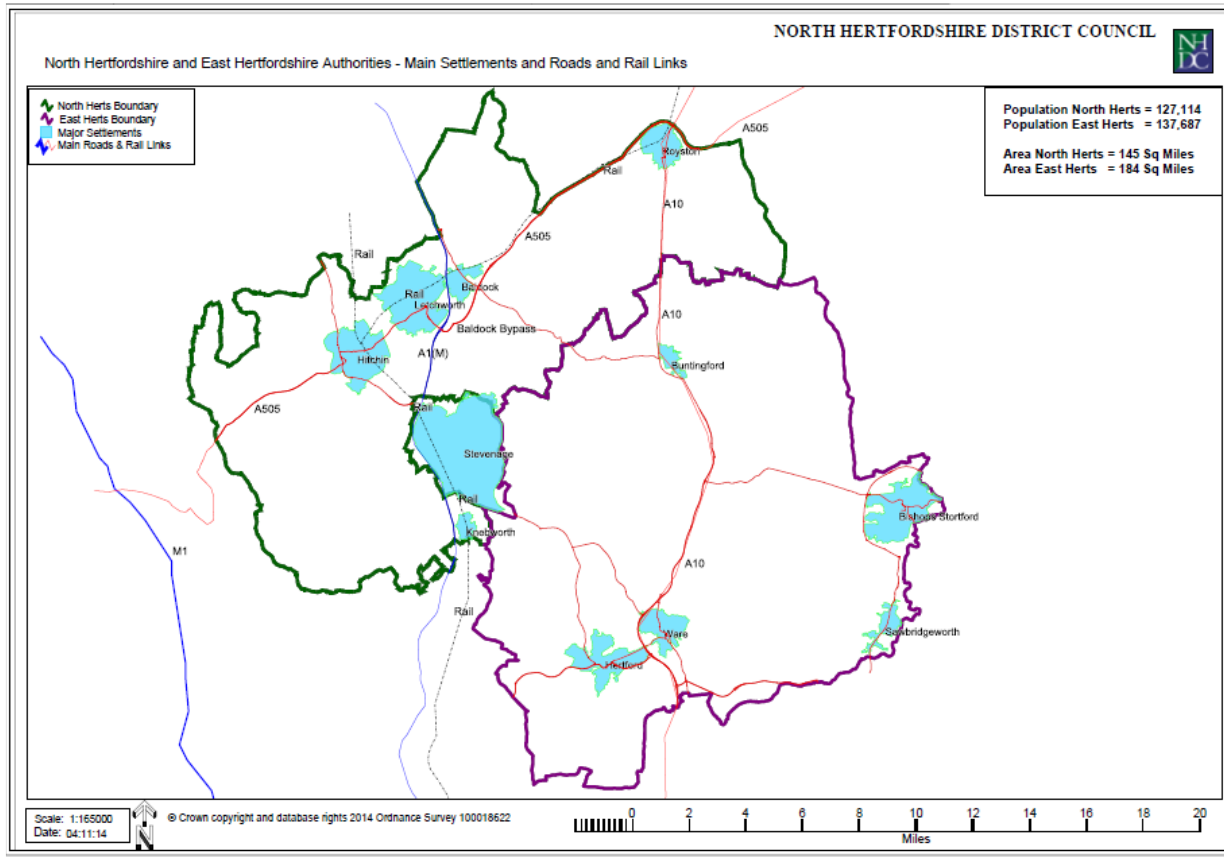
6 FORWARD PLAN

- 6.1 This report contains a recommendation on a key decision that was first notified in the Forward Plan on the 26th August 2014.

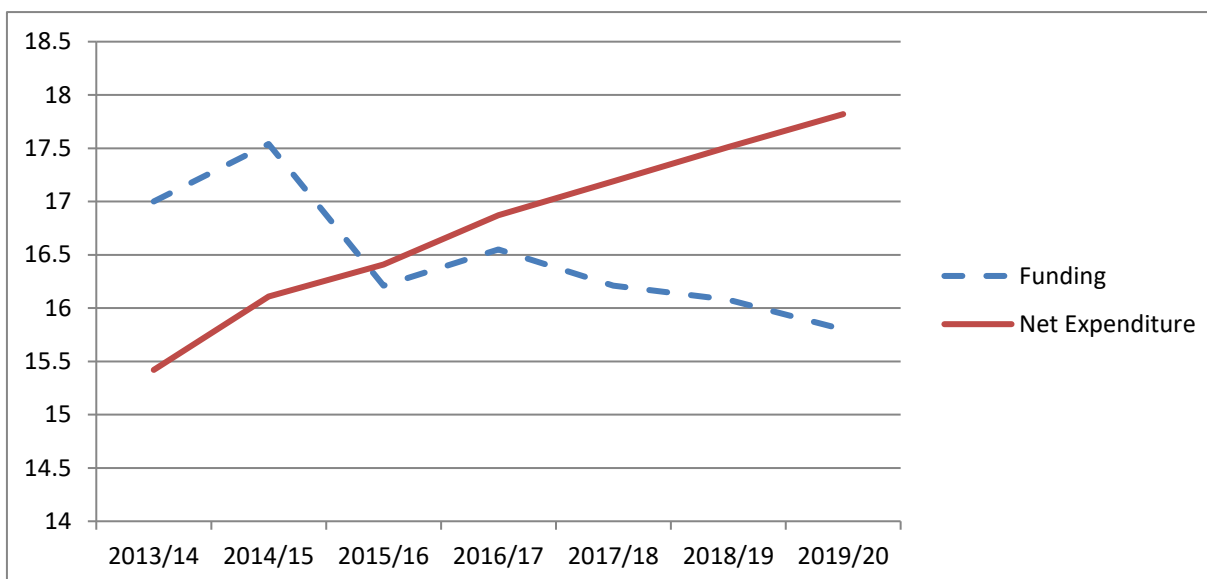
7 BACKGROUND

- 7.1 The Hertfordshire Waste Partnership, comprising the ten District/Borough Councils and the County Council, work together to co-ordinate and deliver services for the residents of Hertfordshire. Under the Hertfordshire Waste Partnership Agreement, the authorities have agreed to work together where possible to improve service performance and identify efficiencies through joint working.
- 7.2 In 2014 the Partnership commissioned a 'Peer Review', supported by the LGA, to consider whether the Partnership was meeting its objectives and how it could improve. One aspect of the review was to consider the extent of partners' interest in forming a single joint waste authority for Hertfordshire. The conclusion was that while there was no appetite from all Hertfordshire authorities for such a solution, some District / Borough Councils may wish to consider whether they wished to work together in smaller groups to investigate the potential for shared waste services.
- 7.3 Bringing services together across local authority boundaries presents many challenges due to contract lengths, vehicle life cycles, logistical challenges and preferences for how services are designed and delivered to meet local needs. However, there are now numerous examples of local authorities bringing their waste services together to improve efficiency and deliver financial savings.
- 7.4 North and East Herts Councils have contracted out services, similar geography and demography and more closely aligned services. There is also a history of these authorities working together, through a common contractor, to share resources for clinical waste services and graffiti.
- 7.5 If joint operations were to be considered, a key milestone for both authorities is the end date of current waste services contracts. East Herts' contract ends in May 2018 while North Hertfordshires' is the end of July 2017. Waste contracts require a two year procurement phase and this means a decision to proceed would be required in Spring 2015.
- 7.6 The District boundaries are shown in Appendix C and the following table & diagram, which show population and size are similar.

| District Councils | North Herts | East Herts | Total |
|-------------------|-------------|------------|---------|
| Population | 127,114 | 137,687 | 264,801 |
| Area in sq miles | 145 | 164 | 309 |



7.7 Along with all other Local Authorities across the country, North and East Herts Councils will continue to need to find ways to deliver services at less cost in order to balance budgets. The availability of funding from Central Government is expected to continue to reduce until at least 2020 and yet the upward pressure on expenditure budgets through inflation will continue. Unless action is taken the budget gap for North Hertfordshire is expected to increase over the medium term (as shown in the graph below).



Source: NHDC Medium Term Financial Strategy 2015-2020

- 7.8 The Priorities for the District 2014/15 identified scoping the new Waste & Recycling and Street Cleansing contract as a key project. This project is aligned with the Priority of Living within our Means.

8 PROPOSED JOINT WASTE & STREET CLEANSING CONTRACT

- 8.1 Waste collection and street cleansing services represent a significant proportion of a District Council's expenditure. East Herts and North Hertfordshire together spend c. £10m per annum.
- 8.2 Resident's surveys show them as being among the most important to customers. In the context of increasing financial pressures on local government and forecast shortfalls in Medium Term Financial Plans, evaluating the opportunities for shared services are an essential part of any procurement decision.
- 8.3 Both authorities will need to commence their procurement process to develop new contracts in the next 18 months and this presents an immediate opportunity to consider whether to proceed separately or in partnership. Members will need to consider whether the considerable additional resource and effort required to develop a shared service will be outweighed by the likely cost savings.
- 8.4 In order to establish whether there is a sound Business Case, the following steps are proposed:
- A mandate from both authorities to undertake the project to actively consider the scope and opportunities for a joint service.
 - Set up governance arrangements for managing a joint project. This would include a Project Board made up of Members and Senior Officers to oversee the development of the Business Case, consider policy issues and report back to their respective Councils. A draft project timeline is shown in Appendix A.

- Develop a Business Case to quantify the benefits, costs, savings and risks to establish whether a joint authority service is justified. This would need to include an assessment of the options for integration, i.e. contract design considerations, client / contract monitoring functions, customer contact arrangements, infrastructure and assets. It is likely that higher levels of integration will provide greater opportunities for efficiency.

Indicative areas for savings may include:

- Fewer collection rounds from optimising operations across local authority borders.
 - Reduction in the number of 'spare' vehicles required to maintain resilience.
 - Efficiencies in the provision of vehicle maintenance resources.
 - Shared specialist vehicles.
 - Reduced building (depot) costs.
 - Efficiencies in contractor and contract management, and administration.
 - Saving in contract procurement costs.
 - Efficiencies in shared infrastructure (e.g. IT systems; materials handling; specialist vehicles).
 - Greater interest from the market, from the greater cost base resulting in better prices.
- 8.5 Officers have carried out an initial comparative assessment of the respective waste services policies and delivery systems of the two authorities as shown in Appendix B. This shows that there is a strong alignment between approaches to service provision and many similarities from a policy perspective.
- 8.6 A key challenge is the different contract end dates. While it is theoretically possible to let a contract where one partner joins at a later date, this can present a risk of an overly complex contract which results in higher tendered prices. It is therefore recommended that contract start dates are aligned and this is best achieved by North Hertfordshire District Council seeking a contract extension of just over 9 months (1st Aug 17 to 8th May 18). This also has the advantage of a longer time period to develop a joint contract specification and determine how back office function would be performed.
- 8.7 NHDC would require a contract extension to allow sufficient time to develop and agree a Business Case with EHDC as this delays any progress on project managing a procurement exercise. As NHDC's existing contract has already been extended to the full amount under the original OJEU notice any further extension needs to be advertised. NHDC would need to publish a Voluntary Ex-Ante Transparency (VEAT) notice, which is a means of advertising the intention to let a contract without opening it up to formal competition. The VEAT notice would need to include justification for the short extension proposed, which would be based upon the ability to further explore the

joint procurement opportunity and that the extension length and value are low value and not substantial when compared to the original contract. Other grounds may also be sought to be relied upon.

- 8.8 It is proposed that a joint Project Board be set up consisting of senior officers and Members to oversee the project and give guidance to officers on service policy issues during the development of the detailed Business Case.

9 LEGAL IMPLICATIONS

- 9.1 Cabinet's terms of reference include 'to oversee the provision of all the Council's services other than those functions reserved to the Council' and 'to promote and develop external partnerships to meet strategic objectives'.

- 9.2 As the existing Contract has previously been extended, the only possibility available to NHDC is to publish a VEAT Notice in the OJEU stating that NHDC intend to extend our existing contract to enable NHDC to consider and investigate the potential of working with EHDC in order to derive a joint procurement of waste management services,

- 9.3 The main risk associated with NHDC issuing the relevant VEAT notice is primarily that this could give rise to a challenge to our decision to take this action rather than to procure a new Waste Management Contract in accordance with the usual procurement procedures to replace our existing contract. If NHDC did receive any such challenges to the VEAT notice, then we would need to be able to robustly defend our decision to use this procedure. Any challenger would be directed to the potential of a larger contract from such a joint procurement and this is felt likely to dissuade them from mounting a formal challenge to the VEAT procedure.

- 9.4 The additional risk to using a VEAT Notice with what is effectively a contract amendment is that a challenger may also challenge whether the reasons given are robust enough to warrant the use of a VEAT Notice. To date such use of a VEAT Notice has not been challenged in the English Courts, however in other EU countries there have been challenges. The grounds for a VEAT notice that have been successfully argued before the European Courts have been codified into draft Regulations which have recently been consulted on. The Regulations are expected to come into force in the Spring of 2015, but not in time for NHDC's timescales.

- 9.5 Notwithstanding the risk of challenge to the VEAT Notice, this is the only possible route by which we can seek to further extend the existing Waste Contract to enable NHDC to explore the possibilities of working with EHDC to the mutual benefit of both Authorities, and therefore is the preferred option. If we do not use the VEAT Notice procedure NHDC would need to hold a tender process to cover the additional extension period required, which would not be an efficient use of resources. The Council's approach is logical and transparent and therefore it is anticipated that any potential challenger would see and the larger potential opportunity available in 2018. If, within the VEAT notice, NHDC is able to commit to a timescale as to when it would be commencing the new procurement (regardless of whether that is joint or a sole procurement) this may help to alleviate any potential challenges.

- 9.6 The VEAT notice should be advertised as soon as possible after Cabinet's decision in order to avoid delay and minimise risk later in the procurement process.

10 FINANCIAL IMPLICATIONS

- 10.1 With a combined spend of c. £10million per annum there are potential opportunities for financial savings with greater collaboration and integration of services between authorities. However, this relies on all parties agreeing to the changes required and will require flexibility, co-operation & trust.
- 10.2 The Business Case should show areas for saving but until agreement is reached and contracts procured actual savings will not be fully quantifiable.
- 10.3 Overheads may be reduced but will rely on both authorities having more integration and collaboration to make any significant savings.
- 10.4 The joint Project Team for developing the Business Case will require open book accounting and close working between Financial and Waste officers of both authorities.
- 10.5 There may be additional funds required to produce the Business Case. For example, it may be necessary to back-fill posts to free up Officers to concentrate on this project.
- 10.6 AFM funds which have been earmarked for cushioning the impact of potential budget changes in waste services could be used for this purpose.

11 RISK IMPLICATIONS

- 11.1 Waste services are important to residents and it essential that a full appraisal of risks and opportunities are considered as part of the development of a Business Case. A key consideration will be how governance arrangements can be designed to ensure both authorities have confidence in their ability to influence the design, delivery and performance of services in the future.
- 11.2 A new Top Risk relating to the Waste & Street Cleansing Contract renewal was added in September 2014 and referred to Cabinet. Opportunities for collaborative working were identified within this. An early decision on collaboration is required in order to plan and deliver the procurement.

12 EQUALITIES IMPLICATIONS

- 12.1 The Equality Act 2010 came into force on the 1st October 2010, a major piece of legislation. The Act also created a new Public Sector Equality Duty, which came into force on the 5th April 2011. There is a General duty, described in 12.2, that public bodies must meet, underpinned by more specific duties which are designed to help meet them.
- 12.2 In line with the Public Sector Equality Duty, public bodies must, in the exercise of its functions, give **due regard** to the need to eliminate discrimination, harassment, victimisation, to advance equality of opportunity and foster good relations between those who share a protected characteristic and those who do not.
- 12.3 The proposals made here refer to services which by their very nature are already available, and would remain so after any service changes, to all residents across both North Hertfordshire and East Herts districts.

13 SOCIAL VALUE IMPLICATIONS

- 13.1 As the recommendations made in this report relate to the award of a public service contract, 'social value' must therefore be captured and reported in accordance with the Public Services (Social Value) Act 2012. In this instance, there are potentially a range of additional economic, social or environmental value evident, but it is difficult to quantify so early in the evaluation of a joint Waste and Street Cleansing contract with another authority what these may represent in detailed terms. This will be assessed as part of procuring any new contract as agreed and reported in due course.

14 HUMAN RESOURCE IMPLICATIONS

- 14.1 Until the Business Case is developed the extent on the implications to human resources is unknown. However, changes of the magnitude will in the short term (until contract change) require significant additional resources from both authorities at all levels in the organisations.

15 APPENDICES

- 15.1 Appendix A - Indicative Timetable.
15.2 Appendix B - Scoping Document for Joint Procurement of Waste & Street Cleansing.
15.3 Appendix C - Map of EHDC and NHDC, showing major settlements and road/rail networks.

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17 BACKGROUND PAPERS

- 17.1 Scoping Document, EELGA, HWP joint working

Leisure & Environmental Services

Joint Working with EHDC -
Procurement of Waste and Street Cleansing

INDICATIVE TIMETABLE

| | Action | Target Date | Lead Officer/s | Decision | Completed |
|---|---|------------------|----------------|--|-----------|
| 1 | Scope | Oct 14 | VW | Both EHDC & NHDC Officers consider scope of savings and synergies / issues | |
| 2 | Cabinet Approval | Dec 14 | VW | Proceed with joint working & set up Project Board & Team. To obtain legal & procurement advice regarding extending NHDC Waste & Street Cleansing contract from Aug 17 to May 18. | |
| 3 | Project Board – Mandate | Jan 15 | VW | Governance arrangements & overall project timetable and activities / tasks. | |
| 4 | Project Board – Stage 1 Detailed Business Case (Depending on availability of resources) 3-6mths | Mar 15 – June 15 | VW | Financial model including AFM, overheads & round optimisation to determine governance & management arrangements, rounds & infrastructure. Agree joint policies. | |
| 5 | Cabinet Approval | Apr – June 15 | VW | Approve Joint working with EHDC & produce specification on scope and agreed policies. | |
| 6 | Project Board – Stage 2 Develop Specification (9 – 12 months) | Feb – May 16 | VW | | |
| 7 | ITT (3 months) | Aug 16 | VW | | |

| | Action | Target Date | Lead Officer/s | Decision | Completed |
|-----------|--|--------------------|-----------------------|---|------------------|
| 8 | Tender Period (3 months) | Nov 16 | VW | | |
| 9 | Evaluation (2 months) | Jan 16 | VW | | |
| 10 | Approvals | Mar 16 | VW | | |
| 11 | Award Contract & Mobilisation | Apr-May 17 | VW | Time required to obtain appropriate land, buildings etc | |
| 12 | Start New Contract | May 18 | | | |

Vaughan Watson
Head of Leisure & Environmental Services

| Issue/Action | North Herts District Council | East Herts District Council | Way Forward - comments |
|---|--|--|--|
| General | | | |
| Contract(s) start and length | Seek legal opinion and seek to extend current contract from Aug 17 to May18 Current contracts are 7+7 | Contract ends 8 th May 2018. Current contract is 7+7 so able to extend for a further 7 years if required. No preference for contract length – pre tender research would include a review of how the market would react to a longer contract. | Look at longer contracts for economies of scale and also less wear on vehicles with less landfill (7+7 or 10+10?) |
| Look at Purchase Vehicles and the Client being the banker | £3.2m and included in proposed future capital programme | No preference for vehicle ownership – pre tender research would include a review of how the market would react. Possible inclusion in contract as an option. Currently all vehicles leased by Veolia with the exception of 6 twin packs purchased in Sept 2011. These would either need to be disposed of or offered to the incoming contractor depending upon the financial case. | Potential £7m + of capital used to offset revenue costs, saving in revenue, depending on ROCE |
| Depots and transfer stations | NHDC provide Burymead as a residual waste transfer station that is limited to this single provision, due to size. Radwell is used for dry recyclates and is also limited in size, this is leased by current contractor Green waste is sent to Cumberlow green, site supplied by HCC Contractor lease their depot in Icknield way for storage and maintenance of vehicles and used as the Customer service centre for call handling. All facilities provided by contractor | EHC lease Buntingford Depot – 11 years remaining. Joint site for Waste, Grounds, Parking (client and contractor), vehicle workshop and dry recyclable materials bulking. Wider (non EHC) site not fully utilised so possibility of extension subject to agreement with landlord. Organic waste deliver to Cumberlow Green Farm direct. | Geographical size limits options for one central base. Although consideration could be given to EHDC depot in Buntingford, particularly for NHDC’s dry recyclates. Depot for Vehicles? Northern and Eastern transfer stations are being considered with HCC. Consider doing a joint study on route optimisation? |

Scoping document for Joint working between NHDC & EHDC on Waste and Street Cleansing Contracts

Appendix B

| Issue/Action | North Herts District Council | East Herts District Council | Way Forward - comments |
|---|--|---|--|
| Customer Contact Centre | Currently provided by contractor with some provision and information support from in house CSC. | Currently provided in-house through a call centre / business support team (for Environmental Services only – i.e. not part of corporate customer contact arrangements). | Open to options for the future on the proviso the contact/call centre is provided by the Client |
| Data Management | Currently managed by contractor with no access for NHDC staff. Some customer contacts also mapped by CSC | All data management for customer contact and performance management in-house. Contractor provides systems for vehicle tracking and ‘in-cab’ reporting (bins not on boundary, contamination etc..). Client has web portal access to these systems. Service inspection team has mobile working (hand held devices) which integrate with in-house customer services and contract management system (Mayrise). | NHDC seeking change for better data management and performance auditing. NHDC seeking capital bid approval for next contract |
| Winter gritting | Some provision for NHDC car park and town centre gritting to assist HCC. | Very limited for waste contract (some gritting functions provided separately through parking and grounds services). | Consider aligning requirements |
| Waste Contract | | | |
| 180l bins & 240l bins for NHDC and EHDC respectively for residual waste | 180l bins for residual waste fortnightly have helped to improve performance and reduce residual waste tonnages | 240l bins fortnightly for all three collection services. Flats mainly fortnightly. No organic waste collection for communal properties. | Difference in capacities and performance, look at mechanism(s) for parity. Boundary overlap between authorities insignificant so cross boarder rounds limited. |
| AFM funding | >£400k p.a currently received | C.£300k p.a. currently received. Main differences between EHDC and NHDC is the latter’s better performance due to 180l residual bin. | Will it exist by then? If it does how will this be allocated to each Council? Data management can provide an equitable split. |

Scoping document for Joint working between NHDC & EHC on Waste and Street Cleansing Contracts

Appendix B

| Issue/Action | North Herts District Council | East Herts District Council | Way Forward - comments |
|------------------------------------|---|--|--|
| Potential charging for green waste | Charging for garden waste requires the implementation of separate food waste collections as a first stage (cannot legally charge for food waste). NHDC has no plans to provide separate food waste collections / charge for garden waste due to collection costs being prohibitive. May consider in future if business case changes. | Charging for garden waste requires the implementation of separate food waste collections as a first stage (cannot legally charge for food waste). EHC has no plans to provide separate food waste collections / charge for garden waste due to collection costs being prohibitive. May consider in future if business case changes. | Do we ask for this to be costed as an option in the new contract? What mechanism would we use if one authority chooses to go ahead and not the other – implications? Could stay as we are but charge for a second bin, potential issues with HCC |
| Trade Waste | Although making a profit as been inconsistent in recent years. Do not provide trade clinical waste. Introduced recycling, impacted on profitability | Making a small surplus on trade, plus contributes to fixed overheads (depot). Clinical Service (mainly commercial) makes a small surplus. | Economies of scale operating as one contract. Do we sell it or keep it? What will be our policies on trade recycling. What will we do with trade clinical waste? |
| Bulkies | Consider project to investigate options of working with third sector to increase reuse and recycling. Currently all bulky waste is landfilled. | Service making a small surplus. Currently advise customers of third sector options when they request service. Would consider other delivery options provided the level of service could be maintained / improved upon. | Advantages if we have a similar policy. Seeking a zero cost/minimal cost solution. |
| Policies | Currently formalised and approved by members. | Some policies formally approved by Members (generally as part of service changes). Some are officer determined service protocols. | Similar service so therefore can we standardise on policies? No major differences identified on service delivery e.g larger bins, assisted collection etc. |
| Flats weekly collection | DCLG funding provided weekly residual and weekly food waste collections. Decision required on future provision. | Communal properties mainly collected fortnightly (no organic waste collection). Different collection frequencies can be addressed through a unit rate. | No current steer from members. For NHDC, would cost approx. £200k p.a to retain current service, once funding ceases. Policy decision required |
| Disposal of hazardous waste | Electricals, tyres, asbestos all | Electricals, tyres, asbestos all | NHDC and EHC open to options for |

Scoping document for Joint working between NHDC & EHDC on Waste and Street Cleansing Contracts

Appendix B

| Issue/Action | North Herts District Council | East Herts District Council | Way Forward - comments |
|--------------------------|---|---|--|
| | processed by third party, no transfer station availability for any hazardous items. | processed by third party, no transfer station availability for any hazardous items. | change subject to operational efficiencies. |
| Textile collections | Currently kerbside in stillage under vehicles. Tonnages low. | Recycling banks only – provided though HWP consortium contract. Tonnages low – small surplus. | NHDC - Options to consider for future, including potential for return to banks but concern about additional fly-tipping/bank site clearance costs and ‘additional hassle’. EHC – remaining with banks but recognised this is a competitive market and tonnages declining. |
| Bring banks | Currently no provision | Paper banks (and textile banks at some sites) only | NHDC may find bring bank provision cost prohibitive. |
| Street Cleansing | | | |
| Leafing service | Provided | Not provided | Can we standardise? Policy required |
| Town Centres | ‘Performance Areas’ in town centres cleansed as EPA on an output based specification. | ‘Performance Areas’ in town centres cleansed as EPA on an output based specification. | Can we look at standardising monitoring and specification |
| Cleaning Schedule | Performance based mainly on a 28 day basis with ad hoc depending on demand. Client monitoring intensive | All non-Performance Areas cleansed on a frequency basis determined at the individual road (or part road) level. Frequencies set to achieve EPA standards. Some roads have no planned frequency and are cleaned ‘as required’. Extensive inspection programme. | Look at standardisation |
| Parish Council Cleansing | No additional provision because there is no funding , only 28 days | Additional provision as there is a grant provided for some parishes as an alternative to litter picking by EHC contractor. This is cost neutral. | We need to consider the way forward, standardise if possible |
| Cleansing of rural roads | Ad Hoc | Mixture of frequency and ad-hoc. Many rural roads have an infrequent | Specifying may increase costs but would provide a better quality of |

Scoping document for Joint working between NHDC & EHDC on Waste and Street Cleansing Contracts

Appendix B

| Issue/Action | North Herts District Council | East Herts District Council | Way Forward - comments |
|-------------------------------|---|---|--|
| | | mechanical channel cleanse but ad-hoc litter picking. | service. Needs consideration |
| Cleansing of High speed roads | Once per year, we do have negative customer feedback as they do not consider existing provision adequate | EHC does not grass cut A roads so cleansing of high speed roads 'piggy backs' on HCC traffic management grass cutting programme in summer. May have to provide own TM in winter subject to need. | The additional cost may be prohibitive to increase this provision. Better working with HCC and grass cutting could improve the situation |
| Weed Spraying | Not in our current contract | All roads twice per annum. Separate contract. Funding contribution (currently fully funded) by HCC. | Any difference in provision, do we want to include? |
| Graffiti | Currently provided for NHDC property in core contract with additional variations | EHC and public property only. Can recharge Herts Highways for minor structures where no TM or working from height issues. Offer graffiti removal from business property at cost. | Consider aligning. |
| Street name cleaning | Signs cleaned annually | Not currently performed by Environmental Services. | NHDC consider reduction in frequency for cost saving? |
| Client Team | | | |
| Current and future structures | Separate client teams for Waste and Grounds. | Currently separate client teams for Waste and Grounds. However, business support and inspection functions are integrated teams covering other Environmental Services functions. Do not see this as an obstacle to shared client operations. | Depends on the structure of the contract, but assuming it is a single contract then we need to consider a single team and if this extends to include green space (street Scene officers) |
| Management of contracts | The size, value and importance of this service to our residents does not support a contractor led monitoring system. Poor data management is an issue for effective contract management | Preference is for in-house contract monitoring for environmental operations contracts due to competing objectives of contractors and the difficulty of confirming compliance with on the ground | No evidence that self monitoring is effective consider financial/default mechanism. Joint working on a single contract supports the development of a single client team that can effectively monitor |

Scoping document for Joint working between NHDC & EHDC on Waste and Street Cleansing Contracts

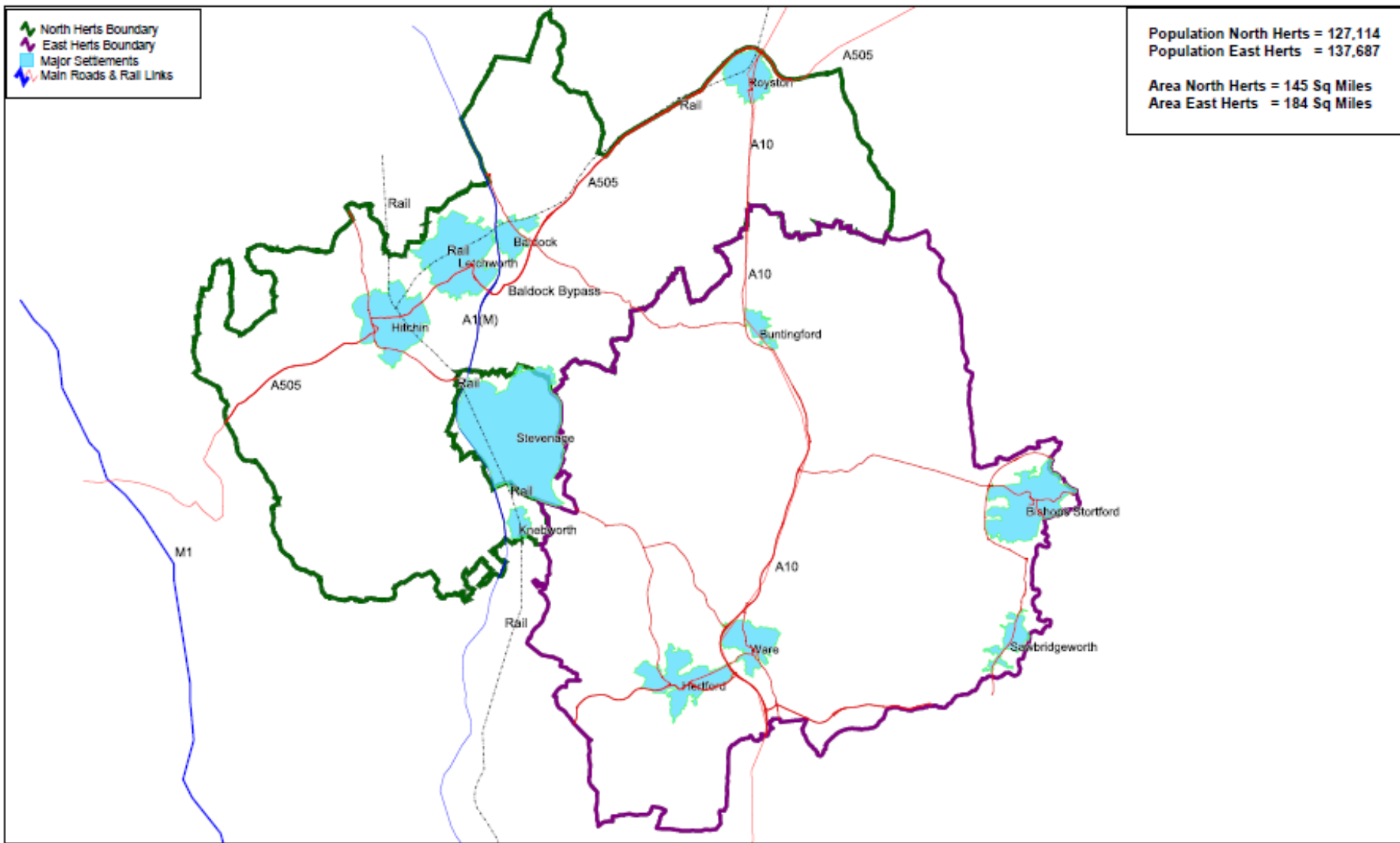
Appendix B

| Issue/Action | North Herts District Council | East Herts District Council | Way Forward - comments |
|--------------|--|--|---|
| | | visual verification of compliance. | the contract with effective data management |
| Enforcement | No enforcement provided with existing team, some carried out for flytipping within environmental service | Inspection Team includes environmental crime enforcement function but resources very limited and an education approach preferred by Members. | NHDC - There is an opportunity to develop this more. EHC – limited to available resources and therefore prioritise more serious env crime (e.g. fly tipping) |

NORTH HERTFORDSHIRE DISTRICT COUNCIL



North Hertfordshire and East Hertfordshire Authorities - Main Settlements and Roads and Rail Links



Population North Herts = 127,114
 Population East Herts = 137,687
 Area North Herts = 145 Sq Miles
 Area East Herts = 184 Sq Miles

Scale: 1:165000
 Date: 04:11:14
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 0 2 4 6 8 10 12 14 16 18 20
 Miles