

**BUSINESS PLAN FOR  
Cambridge City and South Cambridgeshire Single Shared Waste Service (SSWS)  
2016/17**

Service Leads			
SSWS Head of Waste Resources	Paul Vanston		
	<b>Cambridge City Council</b>	<b>Huntingdonshire District Council</b>	<b>South Cambridgeshire District Council</b>
<b>Director</b>	Simon Payne	n/a	Mike Hill
<b>Lead Councillor</b>	Cllr Peter Roberts	n/a	Cllr Mick Martin

APPROVED BY	Status	Date
<b>Management Board</b>	Draft	8/2
<b>Shared Services Partnership Board</b>	Draft	11/2
<b>Joint Advisory Committee</b>	Final draft	29/2
<b>Cambridge City Council [Executive Councillor and Scrutiny Committee]</b>	Final	
<b>Huntingdonshire District Council Cabinet</b>	Final	
<b>South Cambridgeshire District Council Cabinet</b>	Final	

3C Reporting timetable	
<p>Progress reports on Business Plan implementation and progress against key measures will be monitored at the monthly 3C Management Board meetings and then submitted every six weeks to the 3C Chief Executives' Board. Quarterly performance reports will be submitted to the Joint Shared Service Group (Leaders) prior to consideration by each partner at executive and scrutiny level.</p> <p>Progress updates in quarterly reports will inform the preparation of annual reports, to be submitted to the partners' decision-making bodies in <i>March 2017</i> as part of the strategic review process set out in Schedule 2 to the Partnership Agreement.</p>	
<b>Version 0.1</b>	<b>Date 3Feb16</b>

## SECTION 1 – CONTEXT AND OVERVIEW *(approx. 4 sides in total)*

### A. PURPOSE OF THIS DOCUMENT

This is the Business Plan for the Cambridge City and South Cambridgeshire Single Shared Waste Service, part of 3C Shared Services, for 2016/17. It describes how the shared service arrangement outlined in the approved Business Case will be delivered to ensure objectives are achieved and business benefits are realised within a robust governance framework and in the context of the partner councils' corporate plans.

The following objectives have been agreed:

- Protection of services which support the delivery of the wider policy objectives of each Council
- Creation of services that are genuinely shared between the relevant councils with those councils sharing the risks and benefits whilst having in place a robust model to control the operation and direction of the service
- Savings through reduced managements costs and economies of scale
- Increased resilience and retention of staff
- Minimise the bureaucracy involved in operating the shared service
- Opportunities to generate additional income, where appropriate
- Procurement and purchasing efficiencies
- Sharing of specialist roles which individually, are not viable in the long-term

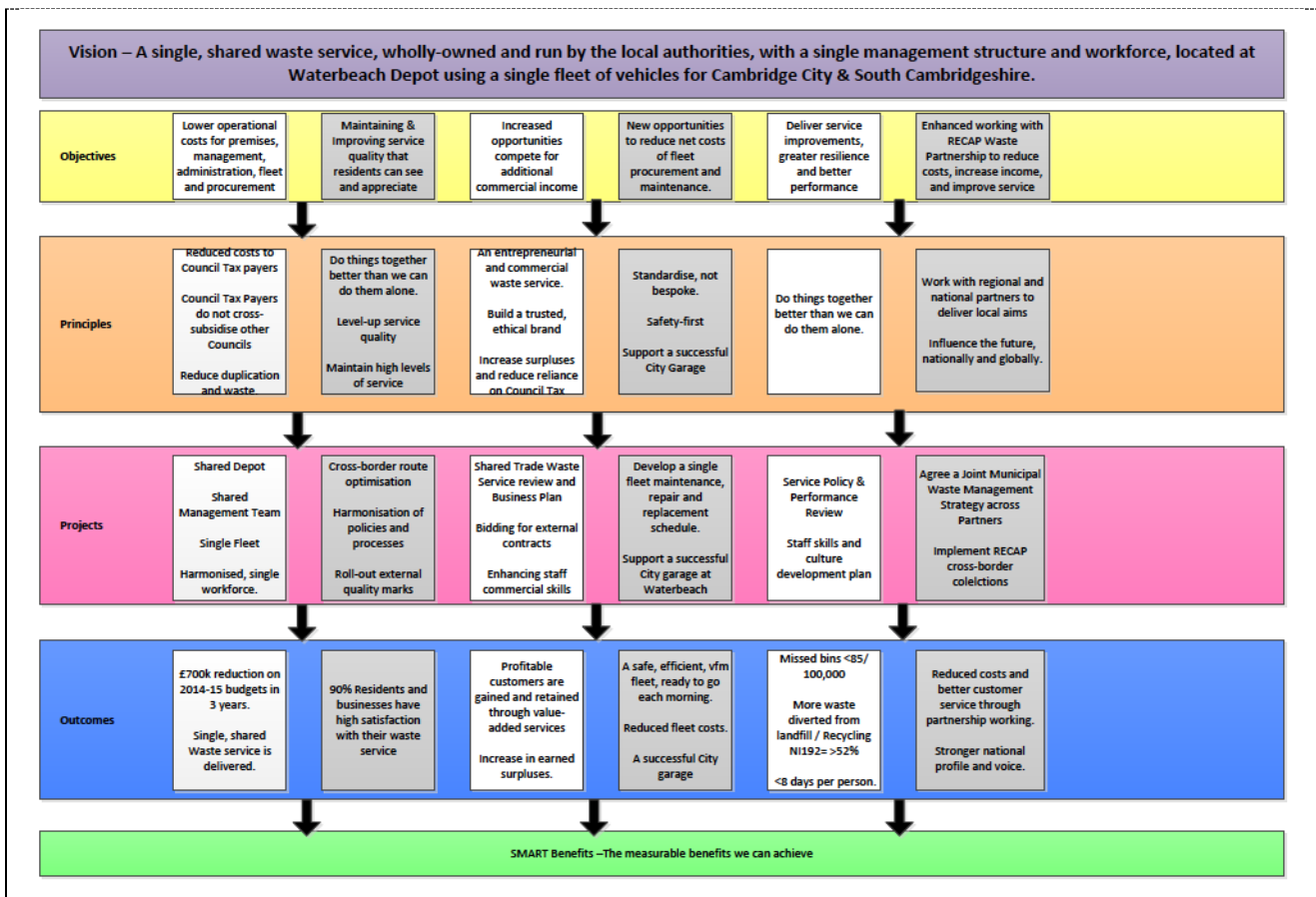
The Plan is divided into the following sections:

- Section 1: Context and Overview
- Section 2: Operational Plan (business as usual activities)
- Section 3: Development Plan (service improvement & project based activities)
- Section 4: Summary of Performance Indicators

### B. DESCRIPTION OF THE SERVICE

#### Vision

A single shared waste service, wholly-owned and run by the local authorities, with a single management structure and workforce, located at Waterbeach Depot using a single fleet of vehicles for Cambridge City and South Cambridgeshire.



### Description of the service

The Cambridge City and South Cambridgeshire Single Shared Waste Service includes:

- Domestic refuse operations, policy and management activities
- Initially, only the two Councils’ Trade waste operations
- South Cambridgeshire DC Street Cleansing service.

The Service collects recycling and waste from 125,950 households and 2,220 commercial customers across both council areas. The Service uses socio-demographic profiling information to gain insight into its customers. Appendix 2 outlines the ACORN household profile for Shared Waste Service area. This intelligence is used to shape services and develop targeted communications.

### Staffing

A Shared Management Team has been created comprising of a Head of Waste, Waste Operations Manager and Waste Policy, Change and Innovation Manager. A re-organisation of waste operational and policy staff will be concluded in Spring 2016 to reflect the business needs of the Shared Waste Service. The current Organisational structure of the Service is shown in Appendix 1

A Shared Waste Board has been created to:

- oversee delivery of the Single Shared Waste Service;
- oversee performance within the budget and policy framework set by both Councils
- provide advice and recommendations on waste policy matters to both Councils; and
- deliver the Councils’ objectives.

### **Aims & Priorities**

The key objectives of the Single Shared Waste Service are:

- lower operational costs, particularly in the areas of premises, management, administration, fleet and equipment costs;
- maintaining and improving service quality that residents can see and appreciate;
- increased opportunities to market and compete for additional business, for instance in relation to trade waste;
- new opportunities to reduce net costs in relation to fleet procurement and maintenance;
- achievement of service improvements, greater resilience and better performance, through shared knowledge and experience;
- enhanced opportunities to work with other Cambridgeshire local authorities via the RECAP Waste Partnership to reduce waste collection and disposal costs, improve income and secure service improvements.

On 9 November 2015 Cambridge City's Waste Operation co-located to the Shared Service Waterbeach Depot, joining South Cambridgeshire Waste Operations.

Collection crews and fleet for each council continue to work for their respective Councils and within their respective Council areas. It is the intention that full integration of both waste operation and policy for both Councils, where practicable, will be delivered by October 2017. Appendix presents the Draft Shared Waste Service Programme Plan, outlining timescales for implementing cross-border optimisation, joint service design/implementation, waste policy harmonisation, team re-organisation and harmonisation of staff terms and conditions.

For the Single Shared Service Team success will be delivered through the implementation of an agreed and realistic Programme Plan. The success of the Shared Service Programme will be observed (and measured) by:

- Delivery of £250k savings "in year" (Single Shared Service Outturn 2016/17)
- Growing the Single Shared Commercial Waste Service surplus by 10% over current £550K baseline (Commercial Waste Service monthly management accounts and profit and loss reports)
- Implementation of cross-border working
- Harmonisation of collection crew employment terms and conditions
- Creation of new Single Shared Waste Service Team roles
- Creation of the Single Shared Waste Service Identity
- Harmonise 'back-office' collection data systems (i.e. Webaspx, Whitespace, Contender)
- Increase in the percentage of waste diverted from landfill (% of waste diverted from landfill 2015/16)
- High level of resident satisfaction with waste and recycling collections (Annual Environmental Quality Satisfaction Survey 2016/17)
- Creation of a Shared Service Team that is proud of the Service and take pride in their work (Number of Missed Bins per 100,000, Sickness Absence Levels and Staff Survey)
- High level of satisfaction with street cleanliness – South Cambridgeshire (Annual Environmental Quality Satisfaction Survey 2016/17)

Key external stakeholders are:

- Cambridge City and South Cambridgeshire Councils residents and businesses

- RECAP Partnership (Cambridgeshire County Council, East Cambridgeshire District Council, Fenland District Council, Huntingdonshire District Council and Peterborough City Council)
- Elected Members
- Area Committees and Parish Councils
- Commercial supply-chain contractors – Amey, Pal Paper, Valpak
- Community Groups and Volunteers – Recycling Champions, Cambridge Sustainable Food, Cambridge Carbon Footprint.
- ICT System Providers – Webaspx, Contender, Whitespace
- Local Media

A stakeholder analysis and engagement strategy will be developed within the Communication Strategy for the SSWS Programme.

## C. FINANCIAL OVERVIEW

	2016- 17 TOTAL £000	2016- 17 SCDC £000	2016- 17 CITY £000
<b><u>SINGLE SHARED WASTE MANAGEMENT SERVICE</u></b>			
<b><u>EXPENDITURE</u></b>			
Employee Related Expenses	5,310	2,903	2,407
Premises Related Expenses	9	2	7
Transport Related Expenses	2,244	1,579	665
Supplies and Services	608	212	396
Communications	33	33	0
Contracted Services - Waste Disposal	1,656	501	1,155
Miscellaneous	22	10	12
Capital Financing Costs	310	310	0
<b><u>INTERNAL CONTRACTOR COSTS</u></b>	<b>10,192</b>	<b>5,550</b>	<b>4,642</b>
Capital Financing Charges	773	336	437

<b><u>TOTAL GROSS EXPENDITURE</u></b>	<b>10,965</b>	<b>5,886</b>	<b>5,079</b>
<b><u>INCOME</u></b>	<b>(5,214)</b>	<b>(1,835)</b>	<b>(3,379)</b>
<b><u>TOTAL NET EXPENDITURE (exc Support Services)</u></b>	<b>5,751</b>	<b>4,051</b>	<b>1,700</b>
<b><u>Central, Departmental and Support Services</u></b>	<b>1,276</b>	<b>586</b>	<b>690</b>
Waterbeach Depot Recharged to Cambridge City Council (50%)		<b>(120)</b>	<b>120</b>
<b>NET EXPENDITURE carried to</b>	<b>7,027</b>	<b>4,517</b>	<b>2,510</b>
Portfolio Summary			

#### D. STAFFING OVERVIEW

Whilst there is a shared management team employed by South Cambridgeshire District Council, the crews continue to be employed by the individual councils.

Appendix 1 outlines the current organisational structure.

Workshops have taken place with waste policy and operational staff to identify areas of work that should ‘stop/start/carry-on’ within the Shared Service. Session feedback has informed how and what the service will need to deliver i.e. activities and projects, and the skills/capacity required to deliver business benefits. The re-organisation seeks to address skills and capacity issues within the Shared Waste Service (including specific issues below).

##### Skills and capacity issues

- Recruitment of HGV Bin Truck drivers – a national shortage has led to on-going vacancies. A new “grow-our-own” recruitment approach is being developed to take on new trainees.
- Commercial skills – growing our sales, marketing, business development, and cost management skills are key to growing our commercial waste offerings.
- Prioritise Health and Safety – build internal capacity to carry out Driver Assessments and supervision of crews ‘on the ground’.
- Housing growth – build internal capacity to effectively engage with all stages of the planning process.

#### E. LOOKING BACK

The Single Shared Waste Service has achieved the following outcomes:

- Appointed shared Waste Operation Manager and Waste Policy, Change and Innovation Manager in August 2015. Shared Head of Service for Waste will join the Service on 15 February 2016. The creation of a Shared Management Team has saved £140K.
- Co-location of Cambridge City Waste Operations and policy teams to the Shared Waste Operations Depot at Waterbeach on 9 November 2015. – saving £13K per annum.
- Greater resilience through the sharing of drivers, loaders and vehicles between Councils to manage operational continuity.
- Joint procurement of wheeled bins – lower cost per bin achieved through economies of scale
- Joint communications planning – sharing knowledge and experience to design and implement targeted behavioural change campaigns.

## F. LOOKING FORWARD

The successful delivery of the Single, Shared Waste Service will deliver customer and operational efficiencies and savings that individual authorities cannot deliver on their own. Examples include reducing costs through:

1. A shared management team
2. Sharing accommodation at Waterbeach
3. Re-designing waste collection rounds across Council administrative boundaries.
4. Rationalising ICT systems and processes

There are also opportunities to increase income by combining the capacity and expertise of the two Councils' commercial trade waste operations to grow and expand this business.

### Opportunities and Risks/Threats

#### **Political**

- Increasing financial pressures due to reductions in Central Government funding.
- Political policy and legislative changes at local and national level.
- Bolder decision-making and greater scope for innovation.

#### **Economic**

- Fluctuations in recyclable materials prices either increasing or decreasing costs.
- Fluctuating fuel prices either increasing or decreasing operational costs.

#### **Environmental**

- EU requirements to collect recyclable materials separately rather than co-mingled may be extended to include additional materials, such as food waste. Underpinned by increasing industry requirements for better quality recyclable materials to compete with virgin materials markets and opportunities to achieve greater income to the authorities.

#### **Social**

- Ability to meet the demand of housing growth within Cambridge City and South Cambridgeshire and opportunity through this to develop new recycling schemes e.g. underground banks.

- Residents do not use schemes as designed increasing collection and processing costs and opportunities for closer engagement with communities/policy review to improve recycling behaviours.

#### **Technological**

- Re-design of vehicles, bins and ICT to support development of optimised collection schemes.
- Development of integrated systems and software to achieve service efficiencies.

## **G. COMMUNICATION AND CONSULTATION**

Key messages for the SSWS include:

- Reducing black-bin waste to reduce landfill environmental impacts and County disposal costs
- Re-use and reduce waste – buy what you need, re-use when you can.
- Recycle, recycle, recycle via your blue bin. Keep paper separate in South Cambs.
- Supporting community volunteering groups to keep their environment clean and litter-free
- Increasing reporting of fly-tipping, littering and dog-fouling and communicating enforcement successes
- Councils' are actively working together to reduce costs to Council Tax payers.

A Communication Plan is being developed alongside the Shared Service Programme and associated projects. The Communication Plan will include:

- Internal and external stakeholders
- Key messages to communicate and timescales
- Engagement Strategy to ensure stakeholders are involved with the design, development and delivery of the Shared Service Programme.



**SECTION TWO – OPERATIONAL PLAN 2016/17**

This Section sets out the “Business as Usual” priorities and the activities that Single Shared Waste Services] will undertake to deliver value-adding services to customers.

	Priorities for the service	State where these priorities are outlined <i>(i.e. Corporate plans, ICT strategy)</i>	Actions that will deliver the priority	Outputs from the activity	Outcomes from the activity	Lead Officer
1	Collect all residents and businesses bins safely and with great customer service on the due day.		Fully staffed crews collect on safe bin lorries every day	All bins collected No health & safety issues Delivered within budget	A clean, healthy City and District, with highly satisfied residents and Councillors	Michael Parsons
2	Increase in the percentage of waste diverted from black bins & landfill / Increase quality and quantity of recyclate material in blue bins (including separate paper in South Cambs)	Corporate Plans / Joint Municipal Waste Management Strategy (JMWMS)	Effective resident and business communications and influencing; Effective enforcement	Reduced tonnage of black bin waste Less recyclate in black bins Increased comms Increased enforcement	Reduced environmental impact from waste Reduced disposal costs for County Council Increased income from recycled materials sales for SSWS Residents change their behaviours	Kylie Laws
3	High level of resident satisfaction with waste and recycling collections	Corporate Plans	All bins collected on due day; excellent customer service; excellent response to complaints	All bins collected High number of compliments for waste crews High satisfaction with complaints resolution	Residents happy with SSWS service, understand and fulfil their role in effective waste management.	Michael Parsons

4	Creation of a Shared Service Team that is proud of the Service and take pride in their work	Corporate Plans	Develop and implement a service improvement action plan, to include Investors in People changes.	Colleagues feel part of and pride in the SSWS. High staff engagement with SSWS and Councils' priorities High job satisfaction for SSWS staff	High SSWS staff pride reported High levels of customer service and resident and business satisfaction Commercial customers are gained and retained	Paul Vanston
5	High level of satisfaction with street and environment cleanliness in South Cambridgeshire.	Corporate Plan	SCDC Street Cleansing staff out each day as per plan. Support active community volunteering groups. Commission an annual trunk road litter-pick. Effective enforcement.	Streets and routes, particularly those between rural villages, and trunk road lay-bys and slips roads, are clear of litter. Flytips are collected quickly and effectively investigated and enforced.	A clean, healthy District in which residents and businesses are proud to live and work.	Michael Parsons

6	Trade Waste Service continues to grow and deliver high-levels of retained customer satisfaction	MTFS	Sales teams understand customer needs and convert profitable sales; Operational teams collect commercial bins on due day with high levels of customer care and satisfaction.	Increased number of customers at target financial margin; High levels of customer satisfaction Low levels of customer loss. Increased numbers of businesses recycling.	A clean, healthy City and District, with highly satisfied businesses, residents and Councillors. Reduced costs to Council Tax payers. Councils' MTFS targets achieved.	Paul Vanston
7	Work with RECAP waste partners to refresh the Joint Municipal Waste Strategy to reduce council tax costs, and minimise waste sent to landfill	Corporate Plans / JMWMS	Workshops with Members, communities and staff.	A refreshed JMWMS, agreed by Council partners.	Improved savings through better coordination of waste management activities across partners; improved supply-chain management; Reduced waste in black-bins and going to landfill.	Mike Hill / Paul Vanston

Priority	Performance Measures (provide a list only - target information is included in section 4)	Dependencies (ICT, Finance, Human Resources, accommodation etc)	Key risks to delivery (include how these will be mitigated)
1	% bins collected on due day & Number of Missed Bins per 100,000; number and trend of complaints; sickness absence levels; health & safety incidents, accidents and near-misses.		Increased sickness levels and absence of agency staff cover mean staff are unavailable to collect bins.
2	Percentage of waste diverted from landfill 2016/17; black, green and blue-bin tonnage trends; % recycling rate	County Council MBT plant and HWRC recycling rates.	
3	Satisfaction with waste and recycling collections Survey 2016/17; % bins collected on due day & Number of Missed Bins per 100,000; number and trend of complaints	City & SCDC customer contact centres; on-line complaint reporting systems; on-line customer survey systems; effectiveness of communications	Press coverage of problems and service changes.
4	% bins collected on due day & Number of Missed Bins per 100,000, Sickness Absence Levels and Staff Survey; Investors in People assessments	HR – assist with Staff well-being and support sickness absence monitoring	
5	Satisfaction with street cleansing in South Cambridgeshire;	Effective recruitment of drivers by Waste service to reduce use of street cleansing staff as substitutes	Bin collection is priority over street cleansing - sickness and vacancy absences in waste crews require street cleansing staff to substitute; inability to access agency cover



6	Increase in £surplus & % margin delivered by Single, Shared Trade Waste Service	Effective CRM and billing systems	Competitors in the market place; Legislative changes
7	Development and adoption of RECAP Joint Waste Management Strategy	RECAP partners	Aligning of corporate decision-making timetables across RECAP partners; national & EU legislation changes.

**SECTION 3: 2016/17 SERVICE DEVELOPMENT ACTIVITIES**

**Guidance on completing action plan tables for service improvement work and projects**

<b>Development objective</b>	Continue delivery of the Single Shared Waste Service Programme and achieve full service integration and savings by October 2017.	<b>Describe the desired outcome – what will it look like when it has been achieved?</b>	Successful implementation of cross-border working and service harmonisation.	<b>Lead officer</b>	<i>Paul Vanston – Head of Shared Waste Service</i>
<b>Is this a Project? (Yes/ No) and description</b>	<p><i>Will the work involve changes to operations, structures and processes? Yes</i>  <i>Is the work temporary i.e. does it have a defined start and end? Yes</i>  <i>Is the work unique? Yes</i>  <i>Will the work give rise to uncertainties and opportunities over and above those typically encountered in the course of business as usual? Yes</i>                  This is a Programme comprising multiple projects.</p>				
<b>Business Benefits</b>			<b>How will it be measured?</b>		
<i>Identify each business benefit (to customers, stakeholders and/or 3C strategic partners) and explain how each will contribute to the delivery of corporate and service objectives and will add value to core activities identified in Section 2 above.</i>			<i>All benefits must be measurable, either in financial or non-financial terms. Common measurements include savings or returns on investment, customer satisfaction and staff morale. Identify specific KPIs to include in Section 4 below.</i>		
1. Delivery of £250k savings “in year”			Single Shared Service Outturn 2016/17		
2. High level of resident satisfaction with waste and recycling collections			% satisfied with waste and recycling collections 2016/17		
3. High level of completed collections.			% bins collected on due day & Missed bin collections per 100,00		
4. High level of satisfaction with street cleanliness (South Cambridgeshire)			Percentage satisfied with street cleansing (2016/17)		
5. A Team that is proud of the Service and take pride in their work			Staff survey results / Sickness absence figures		

Outputs & products	Resources	Responsible Officer	Target delivery date
<ul style="list-style-type: none"> <li>• Re- modelled collection rounds</li> <li>• Shared Team structure</li> <li>• Harmonisation Ts &amp; Cs</li> <li>• Aligned Policies</li> <li>• Aligned Services</li> </ul>	Led by Shared Waste Programme Manager with support from dedicated HR Support and ICT.	Paul Vanston – Head of Waste	October 2017
<b>Key risks</b>	<ul style="list-style-type: none"> <li>• ICT system</li> <li>• Culture</li> <li>• Skills and Capacity of the Team</li> <li>• Strategic Shared Service Risks – see above</li> </ul>		

For further information and guidance on completing Service Plans, contact [\[Shared Service Programme Office\]](#)

<b>Development objective</b>	Implementation of the Single Shared Commercial Waste Service to increase commercial waste income	<b>Describe the desired outcome – what will it look like when it has been achieved?</b>	<b>Growing the Single Shared Commercial Waste Service surplus year-on-year by 10% over current £550k baseline.</b>	<b>Lead officer</b>	<i>Paul Vanston – Head of Shared Waste Service</i>
<b>Is this a Project? (Yes/ No) and description</b>	<p><i>Will the work involve changes to operations, structures and processes? Yes</i></p> <p><i>Is the work temporary i.e. does it have a defined start and end? Yes</i></p> <p><i>Is the work unique? Yes</i></p> <p><i>Will the work give rise to uncertainties and opportunities over and above those typically encountered in the course of business as usual? Yes</i></p> <p>This is a project.</p>				
<b>Business Benefits</b>			<b>How will it be measured?</b>		
<i>Identify each business benefit (to customers, stakeholders and/or 3C strategic partners) and explain how each will contribute to the delivery of corporate and service objectives and will add value to core activities identified in Section 2 above.</i>			<i>All benefits must be measurable, either in financial or non-financial terms. Common measurements include savings or returns on investment, customer satisfaction and staff morale. Identify specific KPIs to include in Section 4 below.</i>		
1. Delivery of a 10% surplus over current £550 baseline			Commercial Waste Service monthly management accounts and profit and loss reports		
2. Reduced costs through re-modelled collection rounds			Reduced operational costs		
3. Improved commercial skills amongst staff			Increased profitable contracts, customer retention and budget surplus		
4. Increased profitable customer retention			Increased profitable contracts, customer retention and budget surplus		
<b>Outputs &amp; products</b>	<b>Resources</b>	<b>Responsible Officer</b>		<b>Target delivery date</b>	
<ul style="list-style-type: none"> <li>• Re- modelled commercial collection rounds</li> <li>• Shared Commercial Waste Team structure</li> <li>• Services harmonisation</li> <li>• Service branding/identity</li> </ul>	Led by Shared Waste Programme Manager with support from dedicated HR Support and ICT.	Paul Vanston- Head of Waste		April 2017 (provisional)	



*(this table should be copied and completed for each service development objective)*

**SECTION 3B: SUMMARY OF SERVICE DEVELOPMENT OBJECTIVES**

*Copy the objectives directly from the action plan tables into this summary table so that there is an easy reference guide to the main objectives of the service.*

Service Ref No:	Service Objective and Outcome plus links to partnership objectives, relevant strategies and plans ( <i>i.e. what do we want to achieve and why are we doing it?</i> )	Lead Officer
SSWS 1	Continue delivery of the Single Shared Waste Service Programme and achieve full service integration and savings by October 2017:	Paul Vanston
	<ul style="list-style-type: none"> <li>• Re- modelled collection rounds</li> <li>• Shared Team structure</li> <li>• Harmonisation Ts &amp; Cs</li> <li>• Aligned Policies</li> <li>• Aligned Services</li> </ul>	
SSWS 2	Implementation of the Single Shared Commercial Waste Service to increase commercial waste income	Paul Vanston
	<ul style="list-style-type: none"> <li>• Re- modelled commercial collection rounds</li> <li>• Shared Commercial Waste Team structure</li> <li>• Services harmonisation</li> <li>• Service branding/identity</li> </ul>	

## SECTION 4 – KEY PERFORMANCE INDICATORS (KPIs)

### Organisational, Service and Corporate Plan Performance Indicators

The table below should list organisational performance indicators (KPIs) applying to the service, key PIs from the action plan in section 2A and any PIs from partners' Corporate Plans that this Service is responsible for reporting against.

KPI Reference and Description	Reporting frequency	2015/16 Target	2015/16 Final Outturn	2016/17 Target	2016/17 Year End Estimate
<b>Key Service PIs</b> (to be selected from the action plan at section 2A)					
% Long and short term sickness levels	Monthly	New KPI		City – 8% SCDC – 6% <sup>1</sup>	
% sickness absence return to work interviews undertaken as per policy	Monthly	New KPI		100%	
Commercial Waste Service Budget Surplus and % margin (plus others to be developed)	Monthly	New KPI		Commercially sensitive	
Compliments received & successes delivered	Monthly	New KPI		100%	
% complaints responded to & resolved within corporate policy timescales	Monthly	New KPI		100%	
% of household waste recycled, composted or recycled (NI192)	Monthly	City – 45.3% SCDC – 58%	City – 44.5% SCDC – 59.9%	City – 46.2% SCDC – 59%	
Residual waste per household (kg)	Monthly	New KPI		TBC	
Satisfaction with Street Cleanliness	Annually	New KPI		TBC	
<b>Corporate Plan KPIs</b> (all PIs in the Corporate Plan that your service is responsible for should be listed here)					
% of waste diverted from landfill	Monthly	New KPI		TBC	
Missed bins per 100K (% bins collected on due day) <sup>2</sup>	Monthly	City – 30 SCDC – 50	City – 34.3 SCDC – 73.2 <sup>3</sup>	TBC	
Satisfaction with waste and recycling collections (South Cambs only)	Annually	SCDC – 90%	<sup>4</sup>	SCDC- 90%	

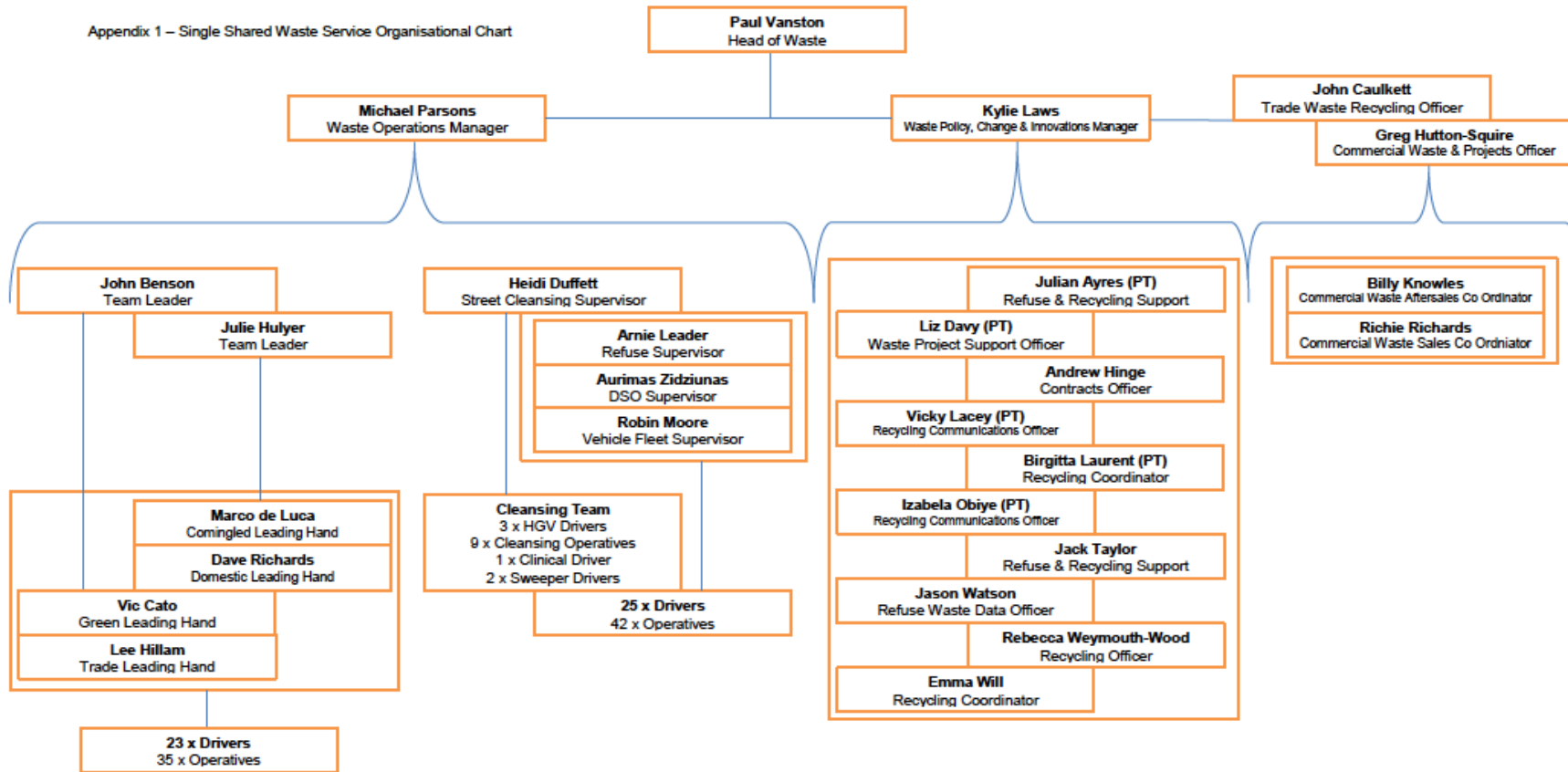
<sup>1</sup> South Cambridgeshire Short Term Sickness Figure – 4%

<sup>2</sup> Lead Councillors to agree appropriate measure for missed bins in 2016/17

<sup>3</sup> Figure represents April – Dec 15

<sup>4</sup> 2015/16 Satisfaction Survey being conducted – results available April 2016.

Appendix 1 – Single Shared Waste Service Organisational Chart



## Appendix 2 - Single Shared Waste Service – Customer Profile

Cambridge City and South Cambridgeshire use ACORN classification to profile residents and develop targeted methods to communicate service information and encourage behaviours that maximise diversion from landfill. ACORN stands for ‘A Classification of Residential Neighbourhoods’ and is a three-tier taxonomic classification scheme developed by the consumer research agency CACI. The table below shows a simple verbal description for the five principal ACORN Categories 1 to 5, and the 17 subsidiary ACORN Groups organised within the five primary Categories.

The waste generating characteristics of the five principal Categories are then described in detail based on M·E·L Research’s specialist handsorting compositional analysis technique for residual and recyclable waste typically found to be generated by households in each ACORN Category.

ACORN Categories	Cambridge City		South Cambridgeshire	
	Profile	Diversion from landfill	Profile	Diversion from landfill
<b>1 - Affluent Achievers</b>	7.1%		55.1%	62.5%
<b>2 - Urban Prosperity</b>	49.7%		4.3%	
<b>3 - Comfortably Off</b>	18.1%		31.2%	54.3%
<b>4 - Modest Means</b>	3.5%		2.2%	
<b>5 - Hard Pressed</b>	20.7%		6.7%	44.7%
<b>Unclassified</b>	0.9%		0.5%	

### Acorn 1 ‘Affluent Achievers’

The UK national average for this Acorn Category is 23.3%. These householders are the most affluent. They are described as: Wealthy Executives; Flourishing Families and Affluent Greys (mature couples). Generally the Affluent Greys are the best recyclers as they have the time and lifestyle to be involved in environmental projects.

The waste from Acorn 1 households is rich in newspapers and magazines; they often have two newspapers daily, they may work from home producing a great deal more recyclable paper. They also dispose of large quantities of non-recyclable but compostable paper e.g. kitchen roll. They eat large amounts of fresh fruit and vegetables and so often have a great deal of kitchen compostable waste e.g. vegetable peelings, they have large gardens and often do not home compost, sometimes the gardener takes it away. Making use of cling film and the freezer they waste very little food. The majority of their glass containers are green and mainly wine bottles. They buy very little packaged food e.g. bottled and canned food. Compared to other Acorn categories they have very few drink bottles opting for fruit juice in cartons rather than squash or fizzy drinks. Their waste is rich in recyclable material, but, aside from the Affluent Greys, they are often not the best recyclers.

### Acorn 2 ‘Urban Prosperity’

Acorn 2 households make up 13.3% of UK households. This category is divided into three broad Groups: Prosperous Professionals; Educated Urbanites and Aspiring Singles.

These households are best summed up as city dwellers often broadsheet newspaper readers couples or singles they can be extremely affluent or poor and idealistic. Prosperous Professional and Aspiring Singles are unsettled households and they often have the least space in their homes for storing recycling, if they even remember what the system is.

Acorn 2 households often do not dispose of great weights of waste. They eat out a lot or don't eat well at all. Waste can be typified by instant meal for one packaging and other convenience packaged foods. If they have gardens they are small and low maintenance with decking and pebbles rather than grass and weeds.

### Acorn 3 'Comfortably Off'

There are two distinct ends for this Acorn Category. Firstly, the retired couples. These households usually produce the least amount of waste and they are very good at recycling. They have good participation rates and will put as much as they can into the scheme. You will lose some recyclables to their re-use schemes i.e. they wrap their vegetable peelings in newspaper, take the magazines to the doctor's surgery and use plastic bottles to cover seedlings.

The other end of the Acorn 3 Category involves children, and households with children produce a lot of waste. Crisp packets, fizzy drink bottles discarded toys and clothes – these parents are comfortably off and are happy to please their children. They can be disinterested recyclers. They are comfortable so they are open to other issues, but they have worked hard to get where they are and often feel it is not their job to separate materials for recycling. The average for the UK is 28.1%.

### Acorn 4 'Moderate Means'

The UK average for 'moderate means' households is 13.2%. These households are often seen to dispose of the greatest amounts of waste. Participation in Kerbside recycling schemes is similar to the Acorn 2 households but with fewer newspapers, magazines and even less garden waste. Despite the large amounts of potentially recyclable material in their waste it is difficult to persuade these households to recycle. Green issues are often afforded a low priority in their lives; as such schemes to improve recycling have to be aimed at something more real to them i.e. linked to neighbourhood improvements, particularly for children.

### Acorn 5 'Hard Pressed'

These are the least affluent households and often the worst recyclers, although they also have the least amount of waste that could be described as potentially recyclable. The opposite of an Acorn 1, these households dispose of a lot of clear glass, food and drink cans and PET fizzy drink bottles. They buy less expensive food products, often with shortened shelf lives or buy one get one free which results in large quantities of kitchen waste both cooked and prepared and raw fruit and vegetables.

The 'Struggling Families' often produce the greatest weight of waste and will often produce the largest amount of contamination in the recycling. The national average for this type of household is 21.7%.