



COMMUNITY SERVICES COMMITTEE

Thursday 28 January 2010 at 6.30 pm
Council Chamber, Ryedale House, Malton

Please note that at 5.45 pm prior to the meeting a presentation will be given by Aviva Pearson, Chief Executive Officer, Moors & Coast Tourism Partnership on the organisation's activities and plans for the future. The link to the Tourism Strategy is as follows: <http://www.yorkshiremoorsandcoast.com/tourismstrategy>

All Members of the Council are invited to attend the presentation.

Agenda

1 Apologies for absence

2 Minutes

(Pages 1 - 8)

To approve as a correct record the minutes of the meeting of the Community Services & Licensing Committee held on 26 November 2009.

At the meeting of Council held on 14 January 2010 the Part 'B' recommendations were approved subject to the wording of Minute No. 46 - Fees and Charges - being amended to read "that concessions for one-off events be £1.50 per day".

3 Urgent Business

To receive notice of any urgent business which the Chairman considers should be dealt with at the meeting as a matter of urgency by virtue of Section 100B(4)(b) of the Local Government Act 1972.

4 Declarations of Interest

Members to indicate whether they will be declaring any interests under the Code of Conduct.

Members making a declaration of interest at a meeting of a Committee or Council are required to disclose the existence and nature of that interest. This requirement is not discharged by merely declaring a personal interest without further explanation.

5 Items Referred from Council: To Receive a Petition Submitted by Members of the Public Under Rule 22 of the Council's Constitution

At the meeting of Council held on 14 January 2010 the Chairman reported receipt of a petition from residents as follows: "We the undersigned request Ryedale District Council either to restore weekly green bin refuse collections or, if it is not possible to restore this service all year round, to use the £24,000 from the reduction of brown bin winter collections for restoring weekly summer green bin collections during the school summer holidays".

In accordance with the Council's Procedure Rules, the petition was referred to the Community Services Committee for consideration.

PART 'A' ITEMS - Matters to be dealt with under delegated powers or matters determined by Committee

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|----------|------------------------------------|-----------------|
| 6 | Housing Performance Report | (Pages 9 - 14) |
| 7 | Improving Skills in Ryedale | (Pages 15 - 42) |
| 8 | Waste Collection Commitment | (Pages 43 - 72) |

PART 'B' ITEMS - Matters Referred to Council

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|-----------|--|-----------------|
| 9 | Safer Ryedale and the Ryedale Strategic Partnership - Future Working Arrangements | (Pages 73 - 80) |
| 10 | Any other business that the Chairman decides is urgent. | |

Community Services Committee

Held at Ryedale House, Malton
on Thursday 26 November 2009

Present

Councillors Mrs V Arnold (Vice-Chair), Mrs S Cowan, Mrs L Cowling (Chairman), Mrs J Frank, Hawkins, Hemesley, Hope, Keal and Mrs D Keal

By Invitation: Councillor Andrews

Overview and Scrutiny Observers: Councillors Andrews, Clark and Windress

In Attendance

Mrs Beckie Bennett, Mrs Fiona Brown, Mr Richard Etherington, Mrs Liz Hayes, Mrs Marie-Ann Jackson, Mr Phil Long, Mr Steve Richmond, , Mr Julian Rudd,

Minutes

32 **Apologies for absence**

Apologies for absence were received from Councillors Mrs De Wend Fenton and Mrs Warriner

33 **Minutes of a Meeting of the Community Services Committee held on 24 September 2009**

Resolved:

That the minutes of the meeting of the Committee held on 24 September 2009 be approved and signed by the Chairman as a correct record.

34 **Urgent Business**

There was no urgent business to be dealt with

35 **Declarations of Interest**

In accordance with the Members Code of Conduct, the following declarations of interest were made:

Councillor Andrews declared a personal interest in item 12, the Vale of Pickering Channel Management Pilot project, as a Member of the Rye Internal Drainage Board

Councillor Mrs Arnold declared a personal and prejudicial interest in item 12, the Vale of Pickering Channel Management Pilot project as her son worked for the Environment Agency. She took no part in the debate or vote thereon.

Councillor H Keal and Councillor Mrs Keal declared a personal interest in item 12, the Vale of Pickering Channel Management Pilot project, as members of Pickering Flood Defence group

Councillor Mrs Cowan declared a personal and prejudicial interest in item 15, Fees and Charges, as her son is a taxi driver. She took no part in the debate or vote upon those charges relating to Taxi Licensing in that item.

36 **PART A - Matters to be dealt with under delegated powers or matters determined by the Committee**

37 **Performance & Finance Report - Council Aims 1 - 4**

Members considered a report which presented for comment the performance and finance reports for Council aims 1-4

The Council adopted the Council Plan for 2009-13 in March 2009. The Financial Strategy was agreed in February 2009. The annex to the report provided a progress report on the delivery of the Council Plan to the end of October 2009 in terms of actions delivered and performance levels achieved and a review of the financial implications to date.

Resolved:

That the performance and finance report be endorsed.

38 **Housing Performance Report**

Members considered a report which informed them of progress made against the Council's agreed Housing Strategy objectives.

Resolved:

That the performance report be endorsed.

39 **Breathing Spaces - Mortgage Loan Scheme**

Members considered a report which asked them to approve the Council's participation in a Regional Mortgage Assistance Loan Scheme called "Breathing Space".

The Regional Housing Board had allocated £2 million for a regional mortgage assistance scheme. The Chair of the RHB had agreed that the model proposed by Wakefield MDC was the most appropriate and efficient course of action and that the scheme could be rolled out throughout the Yorkshire and Humber region under the title "Breathing Space". Wakefield Council would be the accountable body for the scheme. Participating authorities would undertake the initial stages of the loan application. Wakefield Council would process and pay the loan and place a legal charge on the property. The Council would then be responsible for subsequent reviews, support for the individual homeowners and for the recovery of the loan. To enable Wakefield Council to act as the Accountable Body for the scheme, the Council is required to delegate certain of their functions to Wakefield Council.

The Breathing Space Loan was an interest free 3 year fixed term loan that was secured against the property to help applicants to avoid repossession of their home. At the end of the three year period the Loan would be repayable in full. As part of the scheme, Ryedale District Council would provide support including referral for debt counselling to maximise the possibility that the applicant would be able to retain the property when the loan assistance ended. The maximum amount of loan available was £15,000 and the minimum was £2000. The full criteria for the loan was outlined in the report.

Resolved:

- (i) That the Council's participation in the scheme be approved.
- (ii) To allow Wakefield Metropolitan District Council to discharge these functions for Ryedale District Council under the provisions of the Local Government Act 2000 and Local Authorities (Arrangement for the Discharge of Functions) (England) Regulations 2000 in accordance with their well being powers under Section 2 of the Local Government Act.

40 **External Review of Pickering and Helmsley Markets**

Members considered a report which advised them of the National Association of British Market Authorities (NABMA) report on Pickering and Helmsley Market and sought endorsement of actions taken in response to it.

The NABMA visit occurred in June 2009 and was to Pickering Market only, but the conclusions and recommendations in the report also had relevance to Helmsley Market. The report contained specific conclusions and recommendations on Market Rights, Encroachment, Retail Offer and

Marketing. The report detailed those recommendations and officer comments upon them.

Resolved:

That the actions taken in response to the NABMA report be endorsed.

41 **Proposed Refurbishment of the Public Toilets at Market Place, Malton**

Members considered a report which sought authority for the Facilities and Emergency Planning Manager, in consultation with the Chairman of this Committee to accept a tender for the refurbishment works to the public toilets in Malton Market Place subject to the tender being within budget.

Tenders had been sought for refurbishment works to Malton Market Place Public conveniences. The tenders also included updating of fixtures and fittings and certain external works to the male, female, disabled and baby change facilities.

It was anticipated that the tenders would be returned during December, and that subject to contractual matters being resolved, that work commence on site in January 2010. The anticipated construction period was ten weeks. The intention was to keep the disabled facility open as long as possible during the course of the works however, it would need to close for two or three weeks. Whilst the toilet were unavailable, a map would be displayed on the site providing directions to the alternative toilets at Wentworth Street.

Resolved:

That the Facilities and Emergency Planning Manager, in consultation with the Chairman be authorised to accept a tender for the refurbishment works to the public toilets at Malton Market Place, subject to the tender being within budget.

42 **The Malton Air Quality Management Order 2009 - Results of Consultation**

Members considered a report which advised them of the results of a consultation on the extent of the proposed Air Quality Management Area and

sought approval for the confirmation of the proposed area and its submission to Defra.

A report was submitted to this Committee on 26 March 2009 advising Members of the council's detailed assessment of nitrogen dioxide pollution in Malton and sought approval to submit a report to Defra with a view to declaring an Air Quality Management Area (AQMA). In addition it was resolved that public consultation should be undertaken on the extent of such an area. The consultation responses were included within the report.

A detailed assessment of nitrogen dioxide was undertaken in Malton to provide an accurate assessment of the likelihood of the air quality objective for this pollutant being exceeded. The assessment showed that the exceedence of the annual mean air quality objective level for nitrogen dioxide was likely to occur in several areas within Malton town centre where there was relevant exposure. The need for an AQMA arose primarily because of local transport pollution.

Defra recommended that the Council set the boundaries of the AQMA to include an area wider than the areas of technical exceedence to ensure that the proposed AQMA would include all locations of exceedence. It was considered that declaring a single area encompassing all the required locations was preferable to declaring multiple smaller AQMA's.

Resolved:

That the Malton Air Quality Management Area Order be approved.

43 Vale of Pickering Channel Management Pilot Project

Members considered a report which sought support for a request for a financial contribution from Ryedale District Council towards a jointly funded Channel Management Pilot Project in the Vale of Pickering. The project followed an independent assessment of the condition of the main rivers in the Vale of Pickering.

The objective of the pilot projects were to assess the effects of vegetation and sedimentation on water levels in the main rivers within the Vale of Pickering and to assess the effects of maintenance of vegetation and sedimentation of the main rivers on ecological biodiversity. The two main river reaches identified for investigation were the River Hertford/Derwent from the A64 at Staxton to the confluence with Thornton Beck, and the River Derwent, from Rye mouth to Old Malton.

Full details of the proposed project were contained in an annex to the report

Resolved:

That the Policy and Resources Committee be requested to approve the following;

- (i) funding for the 3 year project up to a maximum of £28m,000 (£15,000 in year one, £8,000 in year two and £5,000 in year three) from the existing Capital Provision 'Pickering Flood Scheme' of £1m
- (ii) Procurement of the project be undertaken by either the Environment Agency or the Internal Drainage Board; and
- (iii) Ryedale District Council be regularly updated regarding progress and project findings emanating from the study.

44 **PART B - Matters referred to Council**

45 **Commissioning Board - Proposal**

Members considered a report which should approval to agree the principle of creating a Commissioning Board, to agree the scope and purpose of such a board and sought the views of the Committee on a suggested approach to commissioning.

The report indicated that the Council spent circa £12 million per annum on goods and services for the benefit of communities of Ryedale. The spend had traditionally been managed in line with the Council's internal procedures, value for money principles and procurement rules.

As a fourth option Council operating a Committee system the Council currently supports two policy committees, Policy and Resources and Community Services. Both had responsibilities for developing policy and ensuring value for money services, however, there was sometimes overlap in the roles of the Committees. In light of the drivers influencing local government there was a need to examine how we do things, including both the delivery of services and how we procure and commission them. In considering this a number of authorities were adopting a strategic commissioning approach to sit alongside their procurement processes.

The report outlined the background to Commissioning, and indicated that this was the first report on the issue. Officers would develop a strategy in due course and it was envisaged that this would integrate and complement the Council's Contract Procedure and Procurement policies. Both procedures were under review and it therefore made sense to align the Council's approach to commissioning as part of that process. In order to progress the

work it was essential that a number of general principles were agreed at this stage. This would give officers the necessary steer to develop an approach and would allow for the necessary authorisations to be agreed and changes made to the Constitution.

Annexed to the report was the proposed approach to commissioning as the basis for the development of a Commissioning Strategy. It was suggested that the Council adopted a strategic approach which considered whole life costing, user involvement and working with partners on whole services rather than a fragmented approach. Annex B outlined the scope of the board.

Resolved:

That Council be recommended to approve:

- (i) The approach to Commissioning as detailed in Annex A
- (ii) The formation of a Commissioning Board to replace the Community Services Committee with effect from May 2010
- (iii) The scope of the Board as detailed in Annex B
- (iv) Suspension of the Community Services Committee and any appointments to it with effect from May 2010.
- (v) The authorisation of Officers to make any necessary changes to the Constitution arising from the formation of the Board in conjunction with the Constitution Review Working Party.

46 **Fees and Charges**

Members considered a report which set out the proposed fees and charges for 2010/2011 for services under the remit of the Committee.

It was moved by Councillor Mrs Arnold and seconded by Councillor Mrs Frank that Annex 3 (Car Parks) be amended by the addition of the words "That the Car Parks Charges be approved as amended by the application of consistent charges across Ryedale's Market Towns, including Malton, and that concessions for one off events be maintained at Wentworth Street, Malton at £1.50 per day.

Upon being put to the vote, the amendment was carried

Resolved:

That Council be recommended to approve the following Fees and Charges:

- (i) Septic Tanks and Taxi Licensing
- (ii) Refuse Collection including Trade Waste
- (iii) Car Parks
- (iv) Environmental Health

(v) Ryecare.

The meeting finished at 9:00 pm



PART A: MATTERS DEALT WITH UNDER DELEGATED POWERS

REPORT TO: COMMUNITY SERVICES COMMITTEE

DATE: 28 JANUARY 2010

**REPORT OF THE: HEAD OF ECONOMY & HOUSING
JULIAN RUDD**

TITLE OF REPORT: HOUSING PERFORMANCE REPORT

WARDS AFFECTED: ALL

EXECUTIVE SUMMARY

1.0 PURPOSE OF REPORT

1.1 To inform Members of progress made against the Council's agreed Housing Strategy objectives and to invite comments from the Committee.

2.0 RECOMMENDATION

2.1 It is recommended that Members endorse the performance report and agree any amendments to policy or further action required to improve performance.

REPORT

Generated from Covalent on 13 January 2010

<p>Enable Affordable Specialist Housing</p>	<p>& Exception Sites / Land Purchase</p>	<p>Pickering, Swainsea Lane site – planning application approved Dec 09. S.106 in preparation for a February start. Habton – no replacement scheme identified Thornton-le-Dale – need identified and site examination in progress. Rosedale, Hartoft – Local needs survey completed and site examination in progress. Aislaby, Middleton, Wrelton – Local needs survey completed Slingsby, Sherburn, Rillington, Barton-le-Street – discussions with Parish Councils in progress</p>
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	Planning Gain	<p>Scagglethorpe – Planning application submitted Dec 09 for 10 including 4 affordable homes.</p> <p>Norton – Scarborough Road - 3 discount for sale homes (Home HA), 15 Homebuy Direct homes (Redrow) for completion by March 2010. 16 further affordable homes expected after April 2010.</p> <p>Norton – Westfield Nursery – planning application submitted for 195 homes.</p>
	Registered Social Landlord/Other Funded	<p>Pickering/Malton/Norton – proceeding with 10 homes (8 rented, 2 DFS) on various small sites</p> <p>Rillington – Collinson’s Lane - 9 homes completed, letting in progress. Open day in February.</p> <p>Kirkbymoorside – Moorside nurseries – 19 rented homes due for completion March 2010.</p> <p>Ampleforth – additional funding bid made,</p> <p>Nawton – start on site for 10 homes in March 2010, Norton - The Hawthorns – planning application for 22 homes submitted Dec 09</p>
	Review the Housing Strategy annually as part of the North Yorkshire Housing Strategy.	<p>Ryedale Housing Strategy Action Plan being monitored and progress checked by Community Services Committee, with performance reports to each meeting that outline progress made against all the agreed headings. North Yorkshire Housing Strategy being produced sub regionally in line with agreed timetable</p>
	Ensure provision in the Capital Programme to promote specific initiatives - Affordable Housing	<p>Between the 1 April 2009 and 11 January 2010 a total of 9 Home Repair Grants were approved to a value of £28,597 and a total of 12 grants were completed to a value of £32,758.</p> <p>In addition a further 5 Decent Home Loans, 2 Empty Property Grants and 9 Home Repair Loans have been approved in the same period to a value of £94,190 and an Empty Property Grant completed to a value of £15,000.</p> <p>The Council continues to seek to combat fuel poverty through the award of Energy Efficiency Grants. A total of 120 were awarded in 2008/9 to a value of £111,550 and a further 55 grants to a value of £51,738 have been awarded between 1 April and 31 December 2009.</p> <p>A significant number of households have been supported in making adaptations through the provision of a Disabled Facilities Grant that allows them to remain in their own homes. Between 1 April 2009 and 11 January 2010 there have been 12 new grants approved to a value of £99,840 and a further 26 grants completed to a value of £255,667.</p>

	Support for ADP funding to Housing Corporation by Housing Associations	Good progress achieved after confirmation of funding for Pickering and Great Habton exception schemes. Funding for additional development on market town sites also secured for delivery by 2011.
NI 155 LAA	Number of affordable homes delivered (gross)	62 (as of Q3 of 09/10)

Prevent Homelessness	Homelessness applications & acceptances	373 initial housing enquiries from 1 April to 31 December 2009 29 homeless applications in the same period, of which 13 were accepted. 75 homeless preventions from 1 October to 31 December 2009
	Provision of a Mortgage rescue scheme in partnership	3 new cases currently being processed. 10 referrals received directly from lenders following change in procedure.
	Temporary Accommodation & Bridge House	13 in temporary accommodation as at 31 December 2009 compared to 16 in the same period last year. Average length of stay in B&B as at 31 December 2009 was 2 weeks compared to 6 weeks in the same period last year. Average length of stay in other types of temporary accommodation as at 31 December 2009 was 20 weeks compared to 26 weeks in the same period last year.

	Homelessness - Projects & Initiatives	A total of 15 positive 'move ons' from the Ryedale Lettings Service since its creation in September 2008. 133 referrals made to the scheme since its inception. 9 clients are currently on the Ryedale lettings Scheme, with an additional two families receiving just housing support through the scheme. 33 additional households have been assisted to access the private rented sector. A total of 21 Bond Guarantee Schemes/Bond Payments and Rent in Advance delivered in order to prevent homelessness. Housing Options took part in 5 pastoral lessons at Norton College, delivering advice on homelessness to 64 16/17 year olds. Between 1 April and 31 December 2009 arranged and delivered 63 positive activities through Bridge House, including weekend residential, scuba diving, go-carting, visit to BBC Radio York, climbing in Dalby Forest and decorating rooms. To commence a monthly housing options drop-in service at the Children's Centre in Norton. Through the completion of HMO grants, housing options have access to 18 units of single persons move on accommodation in the private sector. In partnership with the sub-region, to commence a radio advertising campaign to promote the services of the housing options team to assist in the prevention of repossession due to mortgage arrears. Draft Housing Strategy out for consultation - ends 5 March 2010.
	Homelessness Strategy Action Plan	Working towards all targets in Action Plan.
Homelessness Performance for Q3 2009/10		
HS 1	Homeless applications on which RDC makes decision and issues notification to the applicant within 33 working days (was LPI 70)	90.0%
HS 2	Length of stay in temporary accommodation (B&B, weeks) (Was LPI 74 & BV 183a) Snapshot	0.00 weeks
HS 3	Number of Bond Guarantee / Rent in Advance schemes undertaken	21
HS 4	Number of Households through the Ryedale Lettings Scheme	9
HS 5	Number of Homeless Applications	29

Improve Private Housing Stock	Home Repair Grants	Approved a total of 9 Home Repair Grants to a value of £28,597 and completed 12 grants totalling £32,758 from 1 April to 4 January 2010. Approved a total of 7 Home Repair Loans to a value of £29,696.
	Decent Home Loans	Approved a total of 3 grants to a value of £17,513.
	HMO Grants	Approved 1 House in Multiple Occupation Grant to a value of £10,170 in the period 1 April to 4 January 2010. Total budget for 2009/10 is £30k.
	Empty Property Grants	Approved a total of 2 Empty Property Grants to a value of £30,000 and completed 1 EPG totalling £15,000 from 1 April to 4 January 2010
	Empty Homes Strategy	Local empty homes strategy for Ryedale being implemented whilst NY wide strategy developed.
	Develop a private sector renewals strategy	In line with the adopted Private Sector Housing Strategy the improvement of private sector stock is encouraged through disabled facility grants, home repair grants and empty property grants. Current spends are detailed under Risk A HS 01.02

Enable Independent Living	Disabled Facilities Grants	Approved a total of 10 DFGs to a value of £88,429 and completed 26 grants totalling £255,667 from 1 April to 4 January 2010.
	Lifeline Service	Secured a total of 110 new connections to the Ryecare Lifeline Service for the period 1 April to 6 January 2010.

Provide Sustainable Communities	Private Sector Energy Efficiency Grants	Approved Energy Efficiency Grants to a value of £64,637 and completed grants totalling £51,738 in the period 1 April to 4 January 2010
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Julian Rudd
Head of Economy & Housing

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PART A:	MATTERS DEALT WITH UNDER DELEGATED POWERS
REPORT TO:	COMMUNITY SERVICES
DATE:	28 JANUARY 2010
REPORT OF THE:	HEAD OF ECONOMY AND HOUSING JULIAN RUDD
TITLE OF REPORT:	IMPROVING SKILLS IN RYEDALE
WARDS AFFECTED:	ALL

EXECUTIVE SUMMARY

1.0 PURPOSE OF REPORT

- 1.1 To inform Members of progress in improving skills levels in Ryedale through the work of the Ryedale Work and Skills Partnership (RWSP), and to seek endorsement for proposed actions, including an Employer Engagement Event in spring 2010.

2.0 RECOMMENDATION

- 2.1 It is recommended that Members endorse the proposed short-term actions of the Ryedale Work and Skills Partnership to improve local skill levels, including the holding of a Ryedale Employer Engagement Event to link local learners with local employment opportunities.

3.0 REASON FOR RECOMMENDATION

- 3.1 Ryedale has a relatively low wage economy with significant numbers of less skilled jobs. This contributes to major gap between the price of housing and what many local people can afford. The nature of the local economy is reflected in the local skills challenges that are outlined in this report and coordinated action is required to address these and issues raised by local employers in the Ryedale Business Skills Survey. The Ryedale Work and Skills Partnership has identified a number of short-term actions to better align training provision with local needs and to improve awareness of local employment opportunities for learners and others in Ryedale. Other actions will be developed during 2010 as strategic changes to skills and training take place.

4.0 SIGNIFICANT RISKS

- 4.1 There are no significant risks identified with this report (the risk matrix is attached at Annex A).

REPORT

5.0 BACKGROUND AND INTRODUCTION

- 5.1 Locally based 'Employment and Skills Partnerships' evolved across the UK after independent research explored their future role in working collaboratively at a local level with different organisations. Their role is to identify local gaps in skills provision, set out a local skills strategy and coordinate skills and training provision with local employment opportunities and employer needs. The Ryedale Employment and Skills Partnership (RESP) was formed in 2008 from the existing North Yorkshire Learning Partnership. The RESP comprised public, private and voluntary & community sector organisations whose overall aim was to promote economic prosperity by raising the skill levels of the local population
- 5.2 The Partnership met in October 2009 to review its position. It was agreed to amend the title of the group to the 'Ryedale Work and Skills Partnership' (RWSP), in order to clarify the relationship with the sub-regional York and North Yorkshire Work and Skills Partnership framework. The RWSP also agreed to quickly review its initial objectives and action plan due to a number of regional and sub regional developments including:
- The Learning and Skills Council's (LSC) transition to become the Skills Funding Agency and the new Young People's Learning Agency;
 - Yorkshire Forward's (YF) new responsibility for developing a Regional Skills Strategy, to replace the Statement of Priorities previously written by the LSC;
 - The Skills Funding Agency's responsibility for contracting the delivery of the skills agenda from April 2010;
 - The Economic Assessment of the North Yorkshire sub-region, which is being prepared by the North Yorkshire Partnership Unit. The Assessment is closely related to skills and training needs, and, once finalised, will be used by the RWSP to guide future priorities.

6.0 POLICY CONTEXT

- 6.1 The Council's Priority Aim 2 is 'To create the conditions for economic success in Ryedale', with a Strategic Objective of 'Opportunity for people – increasing wage and skill levels'. One of the four priorities of the Ryedale Strategic Partnership is the improvement of 'Work and Skills'.

7.0 CONSULTATION

- 7.1 Consultation has been undertaken with local businesses to identify employment and skills issues, together with public sector actions that could assist the local economy. This work is detailed in Section 8 and at Annex B.
- 7.2 The Ryedale Strategic Partnership Board (on 10 December 2009) also considered the information set out within this report and resolved to endorse the short-term actions of the RWSP.

8.0 REPORT DETAILS

- 8.1 Ryedale has a number of skills and learning challenges to address. Although some recent modernisation has taken place, the local economy has traditionally had a high dependency on agriculture, manufacturing and tourism, resulting in much unskilled

work with low pay and a consequent housing affordability gap. Although local schools perform very well, young people with good academic results are often not retained in Ryedale. Key issues include:

- 24 % of Ryedale's resident population has poor numeracy skills, which is the second highest level in North Yorkshire (2001).
- 27% of Ryedale's resident population has poor literacy skills compared with the Harrogate at 21% (2001). Ryedale has the sixth worst level of poor literacy amongst the 22 local authorities in the region and the worst in North Yorkshire.
- 33% of Ryedale's jobs are 'knowledge workers' (and therefore generally higher paid) amongst the employed workforce (workplace based, 2009), compared with Craven at 48%, Harrogate at 47% and Hambleton at 43%.
- 23% of local jobs are in 'elementary occupations' (and therefore generally lower paid) amongst the employed workforce (workplace based) compared with Harrogate at 7% and Hambleton at 10%. Ryedale has the highest percentage of jobs in elementary occupations in the whole of the Yorkshire & Humber region. The next highest is Wakefield at 19% (2009).
- When Ryedale is ranked using the Index of Local Deprivation it is one of the less deprived areas in the UK, however it does have pockets of social and economic deprivation relating to geographic isolation, reduction in local services and low-income levels.
- Workers in Ryedale receive lower than average earnings with 61% of the population earning less than the national average. A £394 median weekly pay compares with £455 in North Yorkshire, and other figures show an average pay that is 20-25% less than in Harrogate and Hambleton.
- 23% of Ryedale residents are self-employed (England 12.4%). This reflects the high level of agricultural businesses and small 'lifestyle' tourism businesses.
- 65% of the working age population have NVQ level 2+. This compares with Hambleton at 72% (LAA indicator 163).
- 49% of Ryedale's resident working age population has NVQ level 3+. This compares reasonably with Hambleton at 48% and Richmondshire at 46% (LAA indicator 164).
- 30% of Ryedale's working age population has NVQ level 4+. This compares with Hambleton at 30% and Richmondshire at 24% (LAA indicator 165).
- Ryedale has very good attainment of GCSE qualifications at age 16, with 60.5% with 5 A*-C GCSEs compared to 55% for North Yorkshire as a whole.

8.2 The above information underlines the seriousness of poor numeracy and literacy levels in Ryedale (although it must be noted that 2001 figures are currently the most up to date available). There are also significant issues around low pay and the predominance of unskilled work in Ryedale. These clearly contribute to Ryedale having one of the worst housing affordability gaps in the north and to many local people commuting out of Ryedale for higher skilled and better-paid work. Skill deficits need to be addressed to allow the local workforce to access higher paid jobs that are being encouraged through the efforts of Ryedale District Council and Yorkshire Forward, in partnership with the private sector. Malton / Norton is the focus of major regeneration through Yorkshire Forward's Rural Capitals Programme and Helmsley, Kirkbymoorside and Pickering are also included as transitional towns. Planned projects include economic infrastructure, town centre business property development and improvements to cultural and creative industry facilities. Also planned is large-scale managed workspace through the Rural Enterprise Capital Programme to foster innovation and technology based businesses (and so

complement the existing Science City York programme). However, efforts are clearly required to retain some of the better-qualified young people who currently leave the area. This will require improved knowledge of opportunities that exist within Ryedale and encouragement of local companies to take on more school leavers through offering further training/qualifications/apprenticeships as part of their contract.

8.3 Ryedale District Council commissioned a 'Ryedale Business Skills Survey' in January 2009, part funded by Yorkshire Forward, to determine the needs of employers in the district. This was based on the need to identify the following:

- The employment and skills issues facing Ryedale businesses as well as skills gaps, aspirations of businesses and potential issues that may prevent business development from a skills and staffing perspective;
- How the Council and other partner organisations could work in a collaborative way to enhance support to businesses for the future;
- Challenges faced by Small and Medium Enterprises and make recommendations to improve links between providers and employers.

8.4 The complete conclusions are set out in Appendix B. The Skills Survey found that:

- Major challenges face Ryedale companies in attracting and retaining skilled labour in particular sectors and occupations. The most common issues companies faced were often industry specific technical skills as well as more generic project management skills, customer service and sales and marketing;
- A significant number of Ryedale companies reported that whilst it was easier to attract young people on apprenticeships straight from education, retaining them in the longer term proved difficult. A process of 'brain drain' is evident whereby individuals with higher-level technical skills and/or knowledge feel they need to leave the District to progress;
- The linkages between employers, schools, colleges, universities and local communities in Ryedale could be improved;
- Companies were positive about the services provided by some agencies; although many felt that learning and skills provision and careers advice could be enhanced by greater awareness of the needs of local companies;
- Many businesses were positive about the value of work experience placements and where such links did not exist, it was often as a result of health and safety regulations or insurance restrictions;
- The findings took into consideration the current economic climate (as of early 2009). However, an encouraging 70.4% of businesses reported that they were still pushing ahead with future development plans, which included recruitment.

8.5 The RWSP has reviewed the above intelligence and sought to address the issues from a skills and training perspective. The Partnership seeks to work in close conjunction with the on-going regeneration programme in Ryedale to both promote existing opportunities to work in Ryedale and attract new investment such as new technology businesses, and to ensure that the working population is sufficiently qualified to take advantage of the resultant employment opportunities.

8.6 The Partnership has agreed the following four short-term priorities to address the issues outlined above:

- To clarify and communicate how and what the employer offer is with regard to skills and training;
- To improve links with the Higher Education sector (and to address identified enterprise and knowledge deficits in Ryedale);

- To hold an Employer Engagement Event in Ryedale that serves the 14-19 group and local employers. (A task and finish group made up of representatives from the RWSP will develop and oversee the event);
- An Employer Strategy will identify a range of actions to address findings of the Ryedale Skills Survey.

8.7 The RWSP agreed to take forward the short-term priorities through four task and finish groups to develop and deliver the priority actions, which started in November 2009. The District Council is leading on the Employer Engagement Event, which will tackle the need identified in the Skills Survey for improved interaction between employers and local schools. The Survey indicated that local businesses are keen to engage more with young people to improve awareness of career opportunities available in Ryedale and also encourage learners to consider careers in Ryedale and/or start their own business. This is consistent with the efforts of the District Council and others to diversify and strengthen the local economy. Business Link Yorkshire and Yorkshire Forward will also be key partners of the event.

8.8 This one-day event (anticipated for late Spring 2010) will entail Ryedale businesses taking exhibition space, and providing information and staff to explain about opportunities, suggested qualifications, and possible apprenticeships. A number of representatives, including Derwent Training (who are members of the RWSP), will be key in 'recruiting' businesses to the event to ensure commitment and feedback of any ideas to contribute to the success of the event.

9.0 IMPLICATIONS

9.1 It is envisaged that partner organisations will give their time and support for the event at no cost. Anticipated expenditure (e.g. venue hire, equipment, and marketing costs) is expected to be low (as the event is likely to take place at a local school) and will be met from existing budgets.

10.0 NEXT STEPS

10.1 The RWSP will meet quarterly to review progress of the key task and finish groups and to progress the Employer Engagement Event. As further information becomes available during 2010 through the North Yorkshire Economic Assessment and the revised Regional Skills Strategy the RWSP will develop its priority actions and future approaches. These will address newly identified issues together with those local challenges addressed above, such as basic skills issues and the need to link with economic initiatives to diversify the Ryedale economy and improve local job opportunities. Further developments will be reported Members at that stage.

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Background Papers:
Appendix A - Risk Matrix
Appendix B - The Ryedale Business Survey conclusions

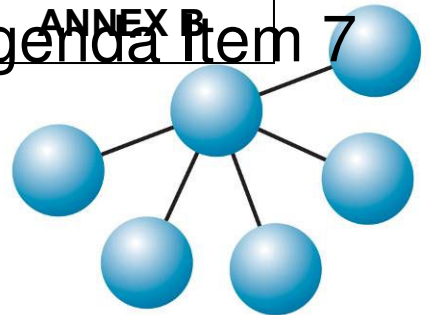
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IMPROVING SKILLS IN RYEDALE - RISK MATRIX – ANNEX A

Issue/Risk	Consequences if allowed to happen	Likelihood	Impact	Mitigation	Mitigated Likelihood	Mitigated Impact
Proposed employer engagement event: needs to adhere to health and safety legislation to ensure safety of delegates.	Problems due to not having proper procedures in place such as fire evacuation to minimise accidents / incidents	3	Medium	Ensure robust risk assessment is carried out, circulated to all parties and followed.	2	Minor
Failure of the event due to poor attendance	Negative feedback, poor PR for the Council, business community unhappy	3	Medium	Take steps to organise event at a suitable time and promote extensively. Liaise widely to ensure enough businesses are willing to take part in the event.	2	Minor

Score	Likelihood	Score	Impact
1	Very Low	A	Low
2	Not Likely	B	Minor
3	Likely	C	Medium
4	Very Likely	D	Major
5	Almost Certain	E	Disaster

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SHARED INTELLIGENCE



RYEDALE

BUSINESS SKILLS SURVEY

JANUARY 2009



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EXECUTIVE SUMMARY

Introduction

1. Commissioned by Ryedale District Council (RDC) on behalf of the Ryedale Employment and Skills Partnership (RESP), the objective of this study was to **determine the skills needs of employers** within the district, to **highlight the challenges they face** and to develop a set of recommendations to **improve links between providers and employers**.
2. This section looks at the rural geography of the area and the influence this has on its socio-economic circumstances. There is a general **negative trend of economic activity rates** and rates of qualification levels / skills declining absolutely and against the regional and national trend of sustained increases. However saying this, the area boasts only a modest increase in job-seekers allowance (JSA) claimants (an additional 130 people) when compared to regional and national figures over the period 2006-2008.
3. The two largest sectors of employment are Manufacturing and Distribution, Hotels and Catering. Within this it is clear that Ryedale is dependent upon a small number of large firms in the district who employ between 25-1300 people. However it is important to recognise the majority of businesses (75.9%) are small local companies employing less than 30 people.
4. Initially we built a database of contact details which included email addresses of businesses located in the district. We have surveyed 82 companies which translates to 18% of businesses targeted representing between 4,708 – 5,935 employees. We targeted the largest companies for face-to-face meetings specifically focussing on those businesses operating in highly skilled and specialised markets.
5. Where necessary we boosted the online survey response with subsequent telephone interviews to ensure we reached all sectors of the Ryedale economy. The online survey results are provided in Appendix 1 of this report and have shaped our conclusions and recommendations in section 3.

Key Findings

6. Our findings which are detailed in section 2 can be grouped into two key themes:

- There are major challenges faced by companies in attracting and retaining skilled labour in particular sectors and occupations. The most common issues companies faced were often industry specific technical skills as well as more generic project management skills, customer service and sales and marketing. A significant number of companies reported that whilst it was easier to attract young people on apprenticeships straight from education, retaining them in the longer term proved difficult. A process of 'brain drain' is evident whereby individuals with higher level technical skills and or knowledge feel they need to leave the district to progress.
 - The linkages between employers, schools, colleges, universities and local communities could be improved. Although many companies were positive about the services provided by some agencies, many felt that learning and skills provision and careers advice on the whole could be enhanced by greater awareness of the needs of local companies. Many businesses were positive about the value of work experience placements and where such links did not exist, it was often a result of health and safety regulations or insurance restrictions.
7. The findings also take into consideration the current economic climate however an encouraging 70.4% of businesses reported that they are still pushing ahead with future development plans which include recruitment in some cases.

Conclusions and Recommendations

8. Si proposes 8 headline recommendations which are set out in full in section 3:
- a. **The RESP should seek to frame the intelligence from this survey in a wider strategic framework** that can provide the basis for a longer-term, concerted effort to address the challenges facing the district and the wider sub-region
 - b. To alleviate the shortage of skilled people in specific occupations and sectors of the manufacturing industry, **we recommend that action is taken on four fronts: greater dialogue between training providers; determined approach to up-skill workers and re-skill unemployed; support for employers when attracting people to the area; and incentivise young people to stay in the area**
 - c. **The development of a flexible programme of locally delivered training packages are established** in consultation with employers
 - d. **To support companies to develop their existing workforce** e.g. through train to gain
 - e. **Increase the integration of the skills and employment needs of employers in the longer-term vision and ambitions** of the district and wider sub-region

- f. **JCP to develop new ways to better help companies who have traditionally not used their services**
 - g. **The RESP, in partnership with those employers and agencies who predominantly employ migrant workers, to undertake a thorough risk assessment** of the migrant worker labour supply
 - h. **The RESP, alongside willing employers and potentially in partnership with other sub-regional partnerships, takes concerted action to:** promote specific occupations where skill shortages exist; encourage greater interaction between employers; explore new methods of delivering apprenticeship frameworks; assist employers to develop and accredit their own bespoke qualifications as part of the national qualifications framework; and develop a range of incentives to encourage employers to recruit and train young people.
9. A summary of the survey results and a list of companies who responded to the survey are provided in the appendices.



1 INTRODUCTION

The Commission

- 1.1. Ryedale District Council (RDC) on behalf of the Ryedale Employment and Skills Partnership (RESP) commissioned Shared Intelligence (Si) to conduct a survey of employers in the District. The purpose of the research was:
 - to identify the employment and skills issues facing businesses;
 - to highlight the key challenges arising from these; and
 - to present a series of practical actions to be taken by the partnership to better link employment and skill support to the needs of employers.

The Context

- 1.2. Ryedale is a large rural area covering 575 sq miles. It is characterised by a number of major visitor attractions and distinctive market towns. Ryedale is similar to other rural areas in that the overarching economic strengths and weaknesses are derived from its geographical location. Its visitor and destination economy is relatively strong and is maintained by a number of well known and highly renowned visitor attractions, by its sites of outstanding natural beauty and by its proximity to both coast and York.
- 1.3. However, its location is also a limiting factor in its ability to attract and retain skilled employees and to provide the necessary employment land to attract and retain high value added businesses. Ryedale has a number of advanced manufacturing and engineering companies that operate in highly specialised global markets which require skilled labour and a supportive infrastructure to maintain and grow their operations. Retaining skilled young people and competing with other areas for experienced workers is a challenge that underpins the rationale for this research.

Headline Statistics

- 1.4. This following tables and figures provide a brief overview of the socio-economic circumstances of the district focusing mainly on the economy and labour market. As we noted in our proposal the general trend is negative and a cause for concern with both economic activity rates and rates of qualification levels / skills declining absolutely and against the regional and national trend of sustained increases.

Figure 1: NVQ Level 4+ skills in Ryedale and comparator areas

	2005	2006	2007
England	26.2%	27.1%	28.3%
Yorkshire and the Humber	22.2%	22.7%	23.8%
Ryedale	31.1%	28.6%	26.1%

Figure 2: NVQ Level 3+ skills in Ryedale and comparator areas

	2005	2006	2007
England	44.4%	45.5%	46.4%
Yorkshire and the Humber	41.1%	41.6%	42.3%
Ryedale	49.9%	45.8%	42.2%

Figure 3: NVQ Level 2+ /GCSE equivalent

	2005	2006	2007
England	63%	63.9%	64.5%
Yorkshire and the Humber	60.6%	60.9%	61.3%
Ryedale	71.1%	67%	62.7%

Figure 4: Unemployment figures and comparator areas

	2005-2006	2006-2007	2007-2008
England	5.3%	5.3%	5.2%
Yorkshire and the Humber	5.4%	5.6%	5.6%
Ryedale	3.5%	3.3%	3.8%

- 1.5. The main occupational sectors within the district in 2007-2008 were (Source, Nomis):

Agriculture and Fishing:	2,000
Manufacturing:	5,100
Construction:	2,400
Distribution, hotels and restaurants:	6,000
Banking, finance and insurance:	2,500
Total Services:	14,600

- 1.6. It is important to recognise that whilst Ryedale is the base for a small number of large businesses employing between 25-1300 people, the majority of businesses (75.9%) are small local companies employing less than 30 people. However, when compared nationally, Ryedale is more dependent upon these large firms for a lot of its employment and the public sector is a significant employer within the economy.
- 1.7. Using Job-seekers Allowance (JSA) statistics as an indicator of worklessness and in light of the current economic climate Ryedale's JSA figures are

encouraging when considered in a wider context. From the period December 2006 - December 2008 JSA claimants increased 0.4%, from 1.3% to 1.7% which translates approximately to an additional 130 people claiming the work-related benefit. This is a modest increase when compared to Yorkshire and The Humber and Great Britain whose JSA claimants increased by 0.9% and 0.5% in the same period, respectively (Source, Nomis).

- 1.8. The apparent contradiction between the levels of unemployment and JSA claimants is more than likely explained by the fact that the former count captures a number of people who are classed as being unemployed but are ineligible for claiming JSA.
- 1.9. The need for this research and subsequent action is emphasised by the current economic climate. In terms of exposure, typically rural areas are less affected than their urban counterparts and research conducted by Oxford Economics suggests that Ryedale is ranked as one of the least vulnerable local authority areas in the country in terms of the impacts of the recession. However, in light of the clear decline in skills levels, the increases in economic inactivity and JSA claimants, there is no room for complacency. The recent announcement of 200 job losses at one particular, Ryedale based manufacturing company demonstrates that no area is immune to what is now rapidly becoming a global recession as opposed to a temporary credit squeeze.

Our Approach

- 1.10. From a variety of sources we compiled a database of approximately 800 companies in Ryedale of which 400 had email addresses. We surveyed 82 businesses in total using both an online tool (via email) and face-to-face in-depth interviews with larger key employers. We boosted the response rate by following up initial emails with telephone surveys ensuring we reached all sectors of Ryedale's economy. The online survey and findings are in appendix 1 and the open-ended responses to individual questions are illustrated in a separate document.
- 1.11. The survey was successful in generating responses from almost 18% of businesses targeted whom between themselves account for between 4,708 – 5,935 employees or 18 – 23% of the District's workforce. The representation of the workforce is far greater than the representation of the number of companies in the district. Principally, this was because the sample was skewed to ensure that we were able to talk to the larger and more technical employers who have the biggest impact upon and interest in employment and skills issues. Our face to face discussions were specifically focussed upon larger companies or those businesses operating in highly skilled and specialised markets.



2 KEY FINDINGS

- 2.1. This section describes the key employment and skills findings drawn from the analysis of the survey. They are grouped under the two key headlines below:
- There are major challenges faced by companies in attracting and retaining skilled labour in particular sectors and occupations; and
 - The linkages between employers, schools, colleges, universities and local communities could be improved.

Attracting and retaining labour

Skills

- 2.2. Businesses continue to face challenges around the ability to attract sufficient numbers of qualified and skilled employees into occupationally specific roles. Although an encouraging number of companies (66.7%) report few difficulties attracting and retaining skilled staff, those reporting problems stated that: they were lacking skills in project management, customer service, sales and marketing and that often these were industry specific as opposed to generic; and more technical skills such as butchery, welding, fabricating, engineering and electrical component assembly.

Figure 3: Future skill requirements

14. We would like you to think about the future needs of your business. How do you think your need for qualified employees will change in the next 5 years. Will you need more or less individuals qualified up to...				
	Requirements increase	Requirements stay the same	Requirements decrease	Response Count
NVQ Level 5 (Post-graduate degree)	15.2% (7)	78.3% (36)	6.5% (3)	46
NVQ Level 4 (Graduate degree)	28.0% (14)	66.0% (33)	6.0% (3)	50
NVQ Level 3 (A levels or advanced modern apprenticeships)	42.1% (24)	54.4% (31)	3.5% (2)	57
NVQ Level 2 (GCSEs or GNVQs grade A* - C)	34.0% (18)	62.3% (33)	3.8% (2)	53
NVQ Level 1 (GCSEs or GNVQs grade D - G)	17.0% (8)	68.1% (32)	14.9% (7)	47
			<i>answered question</i>	67
			<i>skipped question</i>	18

2.3. 42.1% of businesses indicated that their requirements for staff qualified at NVQ Level 3 (A levels or advanced modern apprenticeships) or above will increase over the next 5 years – this was the general trend across all sectors. Correspondingly, companies interviewed were more likely to place greater value on work experience over qualifications although technical training was a pre-requisite for many areas where employers identified recruitment difficulties / skill shortages. However, in some cases where research and development activity was becoming necessary to develop new products and expand the business - recruiting employees with NVQ Level 4 (Graduate degree) such as electrical engineers was a challenge.

**It's hard to attract staff
but once they are here
they usually stay**

2.4. In response to the shortage of skilled labour, some companies had regularly taken on or were considering recruiting apprentices and adopting a "grow your own" policy to meeting their skills needs. In this regard, positive relationships existed with training providers – and although some employers indicated that it was a struggle to get young people to join and stay, overwhelmingly they were positive about apprenticeship programmes. One company was happy to extend apprentice training to incorporate undergraduate studies if the employee wished to undertake this.

2.5. The companies reporting a lack of generic skills which are then deployed in the context of the sector or employer (e.g. Quality Assurance / Technical Testing, Project Management, Marketing and Customer Service) were clear about the reasons why the gap had arisen. In some cases it had arisen as a result of the business growing and people's roles expanding and developing accordingly. In other cases, the gap arose simply as a result of the lack of

candidates with the industry / employer / product knowledge and the generic skillset.

Skills Gaps / Recruitment Difficulties

- 2.6. Many businesses struggle to find enough skilled staff to fill positions and are suffering as a result; they reported that whilst it was easier to attract young people on apprenticeships straight from education, and quite often as a result of a work experience placement, retaining them in the longer term proved difficult. A process of 'brain drain' is evident where there is an emigration of individuals with technical skills or knowledge. One respondent stated, "in the past I have lost employees to the bright lights of the city of York".
- 2.7. Some companies reported that particular occupations were hard to fill as a result of there being insufficient numbers of skilled people. Principally, this was a direct result of the image of the occupation e.g. butchery - a problem exacerbated by the lack of positive projections of the trade available to young people.
- 2.8. Employers reported factors such as the image of Ryedale and the lack of affordable housing, good schools and wider infrastructure as major barriers to attracting skilled and experienced people to vacancies in the district.

Employment

Figure 4: Occupations of new recruits

9. In which occupations will these new recruits be hired for? (please tick as many boxes as appropriate)			
		Response Percent	Response Count
Managerial and senior occupations (e.g. managers, or directors)	<input type="checkbox"/>	7.6%	5
Professional occupations (e.g. accountants, lawyers, or engineers)	<input type="checkbox"/>	21.2%	14
Associate professional and technical occupations (e.g. engineering technicians, nurses or sales reps)	<input type="checkbox"/>	22.7%	15
Administrative and secretarial occupations (e.g. clerks, PAs, or secretary's)	<input type="checkbox"/>	21.2%	14
Skilled trades occupations (e.g. joiners, carpenters or butchers)	<input type="checkbox"/>	31.8%	21
Personal service occupations (e.g. care home assistants, or nursery nurses)	<input type="checkbox"/>	1.5%	1
Sales and customer service occupations (e.g. sales assistants, retail cashiers, market traders)	<input type="checkbox"/>	33.3%	22
Process, plant and machine operatives (e.g. assemblers, scaffolders, or transport drivers)	<input type="checkbox"/>	19.7%	13
Manual occupations (e.g. labourers, packers, or cleaners)	<input type="checkbox"/>	25.8%	17
		<i>answered question</i>	66
		<i>skipped question</i>	19

- 2.9. The level of employment growth within the companies surveyed across Ryedale is very encouraging with 85.1% of businesses recruiting across all job levels during the last year. 70.4% of businesses reported that given the current economic climate they are still pushing ahead with future development plans which include recruitment in some cases. The requirement for sales and customer service staff was highest amongst the respondents (33.3%) second was skilled trade occupations (31.8%) third was manual occupations (25.8%) and fourthly associate professional and technical (22.7%).
- 2.10. Respondents were also asked to forecast future employee growth in the foreseeable future. From their responses over the next year it is estimated that 2,408 jobs will be created with a further 6,230 jobs in the next 3-5

years.¹ It is likely that some of these jobs will be “new” and some will be vacancies that arise as people retire or move into other jobs.

- 2.11. One large manufacturer of machinery and equipment is hoping to expand its Research and Development function bringing an estimated 30 new jobs to the district over the next 3 years. Roles would include professional, technical and machine operatives. However another large manufacturer of structural products reported its difficulties in maintaining the required numbers of skilled workers and is therefore being forced to look at alternative locations which could be at the expense of its Ryedale site.
- 2.12. Employers who were interviewed were able to articulate a threefold employment and skills problem. Firstly, they struggled to attract sufficient numbers of young people willing to train in the occupations they need. Secondly, they struggle to attract experienced and skilled people in mid-career to work in Ryedale. Finally, they (based upon experience) regard the cohort of people without work as unsuitable candidates for jobs (with training) in their businesses.
- 2.13. The survey findings reinforce these perspectives - the factors thought to be the most common barriers for the unemployed in getting back into work were no motivation and a lack of skills (66.7% and 65.2% respectively). This was closely followed by 62.3% of businesses deeming a lack of work experience to be a barrier.
- 2.14. Respondents widely recognised and understood the recruitment role of JCP but used them less than other methods to recruit. There were mixed responses to their services and a general tendency for larger employers to have a more positive relationship or view of them. A number of companies did remark on the past failure of JCP to provide them with appropriately skilled staff or to effectively filter out those clients who were genuinely interested in the vacancy on offer from those who were attending to maintain benefit eligibility.

if the migrants moved the result would be devastating - we would probably have to stop trading

¹ We have not sought to extrapolate any forecasts from the figures for the wider Ryedale district. Although methods of doing this do exist, the low number of companies in the sample generally, the presence of a small number of large employers and the volatility of the current economic climate prevent us from doing this with any degree of confidence in the results.

Figure 5: Methods of recruiting

10. How do you plan to recruit these individuals? (again please tick as many boxes as appropriate)			
		Response Percent	Response Count
Newspaper advertisement		44.1%	30
Recruitment agency		26.5%	18
Website		23.5%	16
Jobcentre Plus		20.6%	14
Word of mouth		72.1%	49
Other (please specify)			21
		answered question	68
		skipped question	17

- 2.15. When recruiting long-term unemployed people many larger employers reported a very positive experience. Although some felt that individuals often tended to lack skills, this wasn't always seen as being negative as it meant that from the outset businesses were given the opportunity to train staff to suit their specific needs without them having any preconceptions of the job role and industry.
- 2.16. In terms of bridging the gap between the unemployed and work – most businesses had little awareness of Local Employment Partnerships. Positively, many were eager to learn about their potential, please see appendix 2 for the businesses who would like to receive information on this topic.

Migrant Workers

Figure 6: Percentage of migrant workforce

21. Do you employ migrant workers?			
		Response Percent	Response Count
Yes		24.7%	18
No		75.3%	55
Is yes, what % of your workforce is migrant labour?			16
		answered question	73
		skipped question	12

- 2.17. Although 75% of businesses do not employ migrant workers, a small number of large businesses, particularly in the manufacturing and leisure industries heavily rely on economic migrants for food-related and language skills as well

as more general transferable skills. Migrants who tend to work in Ryedale businesses are from Poland, Czech Republic, Lithuania, Latvia and Portugal. However, this pool of labour within the district is changing and there is currently a trend taking place whereby the effects of the economic recession and the weak pound are encouraging significant numbers of migrants to return to their native country. Such outward movement could put companies in the district at risk and could potentially be damaging to those who are reliant on a large migrant workforce. In some cases, it may present companies with the opportunity to manage redundancies with minimal impact upon the indigenous workforce and hence the local area. However, the high regard that employers have for migrant workers may actually suggest that a reversal of this approach would be the most beneficial option for the company concerned.

- 2.18. There is a need to consider the effects on businesses if these migrants were to move away and partners in the district may need to prepare contingency plans in conjunction with the companies concerned to militate against this. One company reported that, "many of the migrants are employed in hard to fill vacancies where there is already a shortage of applicants so effects would be significant" whilst a food manufacturer stated, "if the migrants moved the result would be devastating - we would probably have to stop trading".

Partnerships with school, colleges, career services and the community could be improved

Figure 7: Relationships between employers and organisations

23. Do you have a relationship with any of the following organisations? (this may include 'milkrounds' where businesses speak to pupils, or through training courses, or something else)				
	Yes	No	Unsure	Response Count
Lady Lumley's School	37.5% (21)	53.6% (30)	8.9% (5)	56
Malton School	47.4% (27)	49.1% (28)	3.5% (2)	57
Norton College	44.1% (26)	49.2% (29)	6.8% (4)	59
Ryedale School	25.5% (14)	67.3% (37)	7.3% (4)	55
Derwent Training	35.7% (20)	58.9% (33)	5.4% (3)	56
NYCC Ryedale Adult Learning Service	8.2% (4)	85.7% (42)	6.1% (3)	49
Other	16.2% (6)	78.4% (29)	5.4% (2)	37
Why do you have a relationship with these organisations?				44
				<i>answered question</i> 66
				<i>skipped question</i> 19

- 2.19. Partnerships with schools and learning providers were generally forged to provide work experience placements or as a result of employees within the

business being a School Governor. Many businesses were positive about the value of work experience placements and reported that they had recruited the young person as a result. However this is often the limit of the relationship with 81.2% of businesses reporting no further commitments. Where links did not exist it was often because of health and safety restrictions which didn't lend themselves to people of school age being on the premises or the "shopfloor" of the business.

- 2.20. Some employers were of the opinion that employing young people often restricted day to day productivity taking up time in training and supervision. These employers felt that schools, colleges and employers are not 'incentivised' to prepare young to enter into those sectors that are most important within Ryedale. In the instances where there was a willingness to employ young people straight from school or college, businesses often reported a lack of local training provision catering for this need.
- 2.21. Generally there was positive feedback from businesses about the training services provided by Derwent Training, although it was stated that provision across sectors didn't meet the needs of the employers they served. In a number of occupations there are problems in getting a 'critical mass' of trainees so that courses are feasible for providers to deliver.
- 2.22. A number of employers, particularly some of those interviewed face to face, were critical of the careers advice given to young people and noted the lack of links between careers advisers and local companies. A number lamented this lack of personal contact and felt that careers advice could be enhanced by greater awareness of the needs of local companies and the opportunities they can present for young people.
- 2.23. Where companies had taken the effort to foster greater links with schools and communities - they reported very positive experiences as a result.



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3 CONCLUSIONS AND RECOMMENDATIONS

Recommendation 1

- 3.1. This first recommendation does not stem directly from the findings of the survey but relates to how the RESP responds to the key messages from it in the future. This work has not involved any assessment of the capacity of the partnership to take forward any of the recommendations below and nor has it attempted to prioritise the actions and align these against known or future investment plans. Additionally, the work has been conducted against a backdrop of an ever-worsening economic climate and changing delivery infrastructure for employment and skills provision with major effects upon a number of partners.
- 3.2. We therefore **recommend that the RESP seeks to frame the intelligence from this survey in a wider strategic framework** that can provide the basis for a longer-term, concerted effort to address the challenges facing the district and the wider sub-region.
- 3.3. The remaining recommendations do flow from the findings of the survey and are presented as a series of actions / considerations without any prioritisation or assessment of time, resource or risk involved in taking them forward. Where lead agency responsibility is obvious we have named the relevant organisation – otherwise, responsibility resides with the RESP.

Recommendation 2

- 3.4. Concerted effort is required to alleviate the shortage of skilled people in specific occupations and sectors of the manufacturing industry. **We recommend that action is taken on four fronts:**
 - Greater dialogue is required between training providers, funding agencies and employers in order to understand the specific skill requirements of the employers. Where possible, employers should be encouraged to collaborate with each other in order to achieve the “critical mass” for provision. In the advanced manufacturing sector, links with local Universities and Science, Technology, Engineering and Maths (STEM)

initiatives should be explored as a means of training and recruiting the next generation of skilled employees as well as assisting with research and development and knowledge transfer programmes;

- A determined approach is required to upskill existing workers or re-skill people who have been made unemployed and want to retrain. Joint programmes supported by Jobcentre Plus and the Learning and Skills Council with direct employer engagement in the design and delivery should be developed to meet these needs;
- Focused support should be available to employers when attracting talent to the district. Effective place marketing, support with housing, relocation assistance etc should be considered as incentives to people considering competing options; and
- A greater push to encourage and incentivise young people to stay in Ryedale and to enhance the ability of employers to recruit school / college leavers is crucial. The perception that young people are not aware of the opportunities on their doorsteps should be tested and tackled if found to be true.

Recommendation 3

- 3.5. Employers have expressed a need for more generic skillsets amongst their existing employees but in the context of their industry i.e. not just selling skills per se but selling skills in the automotive industry. The skillsets identified through the survey include Quality Assurance, Project Management, Customer Service and Sales and Marketing. **We recommend that a flexible programme of locally delivered training packages are established** in consultation with employers and made available remotely and with 24/7 access.

Recommendation 4

- 3.6. Responding to increasing demand for higher level skills (level 3 and above) against a backdrop of declining qualification levels in the district will pose significant challenges for the RESP. **We recommend that concerted efforts are made to support companies to develop their existing workforce** through train to gain and by supporting: progression from apprenticeships to foundation degrees; and higher education programmes of work-based learning for other staff.

Recommendation 5

- 3.7. Employers highlighted longer-term barriers impacting upon the effective operation of the district's labour market e.g.:
- the attractiveness of the district as a place to relocate for families;
 - the incentives for young people to remain (or return) to the area;
 - the affordability and choice of housing; and

- the provision of an effective, wider infrastructure (schools, transport communications etc).

3.8. We recognise that the RESP's influence over such factors is limited in the short-term but do recommend that there is greater integration of the skills and employment needs of employers in the longer-term vision and ambitions of the district and wider sub-region.

many of the migrants are employed in hard to fill vacancies where there is already a shortage of applicants so effects would be significant

Recommendation 6

3.9. The recession provides the opportunity for Jobcentre Plus (JCP) to provide greater differentiation in its services to employers. Increased numbers of skilled claimants and employers with less money to spend on other recruitment methods present new opportunities which JCP should exploit. In addition to the positive response to Local Employment Partnerships, **we recommend that JCP develops new ways to better help companies who have traditionally not used their services** - particularly in matching unemployed skilled workers with employers still seeking and struggling to recruit.

Recommendation 7

3.10. Ryedale employers have benefited from the considerable numbers of economic migrants who have chosen to live and/or work in the district. Those companies who have employed economic migrants and responded to the survey highlighted the value that they have brought to their businesses and, in some instances, stated that the continued operation of their business was dependent upon their migrant workforce. More recently, the recession and the weak pound has lessened the attractiveness of the UK to many migrant workers. In this context, the increasing trend for many economic migrants to either return home or seek employment in other countries poses a direct and potentially damaging effect to many businesses in Ryedale.

3.11. **We recommend that the RESP, in partnership with those employers and agencies who predominantly employ migrant workers, undertakes a thorough risk assessment** of the migrant worker labour supply. A survey of economic migrant's intentions would highlight the extent to which the result of their leaving would impact upon their current employers and whether the impact could be offset by local people seeking employment.

Recommendation 8

3.12. A significant number of employers reported little or no contact with local schools and nearly all the companies interviewed face to face commented upon the lack of involvement with young people from a "careers" point of view. In some instances employers were critical of the links between

businesses and agencies who assist young people with their learning and career choices and work experience. Other interviewees recognised their own failings in not being more proactive in positioning their companies within schools and local communities as an employer of choice and an attractive option for starting and developing a career.

3.13. Universally, there seems to be a recognition that more can be done to make young people aware of the opportunities on their doorstep and to promote careers and trades that are often poorly perceived and invariably misunderstood. In Ryedale, given the skills shortages and “brain-drain” effect, this is crucial. **We recommend that the RESP, alongside willing employers and potentially in partnership with other sub-regional partnerships, takes concerted action to:**

- promote specific occupations where skill shortages exist;
- encourage greater interaction between employers, “careers” advisors, schools and communities;
- explore new methods of delivering apprenticeship frameworks, using new technologies where necessary, that avoids either lengthy travel or the issue of insufficient “critical mass” to make particular courses financially viable;
- assist employers to develop and accredit their own bespoke qualifications as part of the national qualifications framework; and
- develop a range of incentives to encourage employers to recruit and train young people.



PART A:	MATTERS DEALT WITH UNDER DELEGATED POWERS
REPORT TO:	COMMUNITY SERVICES
DATE:	28 JANUARY 2010
REPORT OF THE:	HEAD OF ENVIRONMENT PHIL LONG
TITLE OF REPORT:	WASTE COLLECTION COMMITMENT
WARDS AFFECTED:	ALL

EXECUTIVE SUMMARY

1.0 PURPOSE OF REPORT

- 1.1 To set out details of the Waste and Resources Action Programme (WRAP) "Waste Collection Commitment" (**Annex B**) and seek approval to sign up to this initiative on behalf of the District Council.

2.0 RECOMMENDATIONS

- 2.1 It is recommended that Members approve the report and sign up to WRAPS Waste Collection Commitment.
- 2.2 This means that the Council will:
- (i) Explain clearly what service the public can expect to receive
 - (ii) Provide regular collections
 - (iii) Provide a reliable collection service
 - (iv) Consider any special requests that any individual households have
 - (v) Design our services and carry out collection in a way that does not produce litter
 - (vi) Collect as many materials as we can for recycling and explain to the public what happens to them
 - (vii) Explain clearly what our service rules are and the reason for them
 - (viii) Tell the public in good time if we make changes to your services even temporarily
 - (ix) Respond to complaints we receive about our service
 - (x) Tell all our residents about this commitment to collecting waste

3.0 REASON FOR RECOMMENDATIONS

- 3.1 The Local Government Association and WRAP are encouraging Councils to make a public commitment to ensure the quality of waste collection services delivered to their residents. The commitment principles should enhance the focus on communication with service users, the aim being to improve public perception and satisfaction with the Ryedale's waste and recycling service.
- 3.2 The Commitment is strongly supported by the York and North Yorkshire Waste Partnership. Following a meeting held in December 2009 all partners are being asked to consider signing up to the initiative.

4.0 SIGNIFICANT RISKS

- 4.1 There are no significant risks associated with these recommendations – see Annex A.

REPORT

5.0 BACKGROUND AND INTRODUCTION

- 5.1 In August 2009 the Waste and Resources Action Programme (WRAP) in Partnership with the Local Government Association (LGA) set out the details of a new National Initiative – the Waste Collection Commitment. All Local Authorities have been invited to make a commitment to adopt the first set of principles for a good waste and recycling service based on the views of the public.
- 5.2 The Commitment aims to help Local Authorities improve resident's satisfaction with how their rubbish and recycling is collected and boost recycling levels. The commitment, which is based on research from resident's views about the likes and dislikes about their existing services and on consultation with Local Authorities, sets out in simple terms the principles which should underline domestic waste and recycling collection services.

6.0 POLICY CONTEXT

- 6.1 Community Plan – Landscape and Environment Action Plan - Safeguarding environmental air quality including air, land and water
- 6.2 Council Plan 2009-13 – Corporate Aims – To have a high quality, clean and sustainable environment and to Transform the Council. These aims are underpinned by 3 strategic objectives, Objective 6 - Planning to adapt to Climate change and Objective 7 - To Improve the quality of our local environment and Objective 9 – To know our communities and meet their needs.

7.0 CONSULTATION

- 7.1 This Commitment has been developed from the findings of comprehensive market research undertaken in the autumn of 2008. The purpose of the market research was to better understand the aspects of waste collection services that English householders considered most important. The research involved a telephone survey

of 2,083 householders, weighted to reflect the national demographic profile of England, followed by four focus groups that further explored some of the emerging issues.

- 7.2 Additionally, public satisfaction regarding Waste Collection and recycling in Ryedale is monitored monthly through Streetscene's customer complaints system and annually through the Place Survey.

8.0 REPORT DETAILS

- 8.1 The basis of the Waste Collection commitment (**Annex B**) stems from recommendations to the Communities and local Government Select Committee: *"There is a strong case for moving towards a basic understood standard, if not for collection methods or timings or frequency or type, at least for what the householder who pays, at least in part, for refuse collection through his or her council tax should be able to expect from the local authority."*
- 8.2 The report (**Annex B**) mentions that; due to the enormous variation in services offered by local authorities there has been the potential for householders to lose sight of what constitutes a 'good' standard of service. This parallels Ryedale's (and others) experience of reduced satisfaction rates for refuse and recycling following the introduction of Alternate Weekly Collection despite service improvements regarding high recycling performance, a modernised fleet and reduced spend per head of population.
- 8.3 The Waste Collection commitment links strongly with the Councils transformation agenda and drive to increase public satisfaction with waste collection and recycling and should help to establish a benchmark against which services can be judged.
- 8.4 In subscribing to the Commitment the Council can also benefit from free support and guidance from WRAP, to help facilitate higher satisfaction levels and service improvement.

9.0 IMPLICATIONS

- 9.1 The following implications have been identified:
- a) **Financial:** No financial implications have been identified.
 - b) **Legal:** No legal implications have been identified.
 - c) **Equalities:** Providing excellent waste and recycling services is a key element of the Councils Corporate Plan. Waste Collection and recycling affects all households across the District. The agreement enshrines the Councils commitment to provide high quality service to all.
 - d) **Young People:** Waste and Recycling affects all individuals across the District. Educating young people about pro- environmental behaviour will help provide a more sustainable future for generations to come.
 - e) **Health:** By using the Waste Collection Commitment guidance, safe storage of household waste by the public can be addressed and reduce possible health impacts to the public.

f) **Others:** No other issues have been identified

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Background Papers:
Waste Collection Commitment - Annex B

IMPROVING SKILLS IN RYEDALE - RISK MATRIX – ANNEX A						
Issue/Risk	Consequences if allowed to happen	Likelihood	Impact	Mitigation	Mitigated Likelihood	Mitigated Impact
Proposed employer engagement event: needs to adhere to health and safety legislation to ensure safety of delegates.	Problems due to not having proper procedures in place such as fire evacuation to minimise accidents / incidents	3	Medium	Ensure robust risk assessment is carried out, circulated to all parties and followed.	2	Minor
Failure of the event due to poor attendance	Negative feedback, poor PR for the Council, business community unhappy	3	Medium	Take steps to organise event at a suitable time and promote extensively. Liaise widely to ensure enough businesses are willing to take part in the event.	2	Minor

Score	Likelihood	Score	Impact
1	Very Low	A	Low
2	Not Likely	B	Minor
3	Likely	C	Medium
4	Very Likely	D	Major
5	Almost Certain	E	Disaster

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A guidance document for local authorities

The Waste Collection Commitment



The Waste Collection Commitment sets out in plain English the principles which should underlie domestic waste and recycling collection services.

WRAP helps individuals, businesses and local authorities to reduce waste and recycle more, making better use of resources and helping to tackle climate change.

Written by: Brook Lyndhurst and WRAP



Supported by: The Local Authority Recycling Advisory Committee and Improvement and Efficiency South East



Front cover photography: Kerbside collection of recyclables in the London Borough of Camden.

WRAP and Brook Lyndhurst believe the content of this report to be correct as at the date of writing. However, factors such as prices, levels of recycled content and regulatory requirements are subject to change and users of the report should check with their suppliers to confirm the current situation. In addition, care should be taken in using any of the cost information provided as it is based upon numerous project-specific assumptions (such as scale, location, tender context, etc.). The report does not claim to be exhaustive, nor does it claim to cover all relevant products and specifications available on the market. While steps have been taken to ensure accuracy, WRAP cannot accept responsibility or be held liable to any person for any loss or damage arising out of or in connection with this information being inaccurate, incomplete or misleading. It is the responsibility of the potential user of a material or product to consult with the supplier or manufacturer and ascertain whether a particular product will satisfy their specific requirements. The listing or featuring of a particular product or company does not constitute an endorsement by WRAP and WRAP cannot guarantee the performance of individual products or materials. This material is copyrighted. It may be reproduced free of charge subject to the material being accurate and not used in a misleading context. The source of the material must be identified and the copyright status acknowledged. This material must not be used to endorse or used to suggest WRAP's endorsement of a commercial product or service. For more detail, please refer to WRAP's Terms & Conditions on its web site: www.wrap.org.uk

About the Waste Collection Commitment

This work flows directly from recommendations made by the Communities and Local Government Select Committee's Fifth Report of Session 2006-7. The Committee said that: *"There is a strong case for moving towards a basic understood standard, if not for collection methods or timings or frequency or type, at least for what the householder who pays, at least in part, for refuse collection through his or her council tax should be able to expect from the local authority."*¹

In their response to the Select Committee the Department for Environment, Food and Rural Affairs invited WRAP (Waste & Resources Action Programme) and the Local Government Association to develop a set of principles for a good collection system. The project has been supported by a steering group which also included representatives of the Local Authority Recycling Advisory Committee and Improvement and Efficiency South East.

¹ <http://www.publications.parliament.uk/pa/cm200607/cmselect/cmcomloc/536/536i.pdf>

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1.0 Introduction

Local authorities have a statutory duty to provide residents with waste collection services, including the collection of materials for recycling. Geography, population, housing stock, historical infrastructure, funding levels and differing local priorities all influence the development and delivery of services at a local level. Councils are therefore properly responsible for deciding how services can best be delivered in their areas.

This need to match local waste collection services to local circumstances has resulted in enormous variation in the services offered by local authorities, creating the potential for householders to lose sight of what constitutes a 'good' standard of service. The ongoing change from traditional waste disposal to integrated waste and recycling collection for an increasing range of materials has led to further variation.

The Waste Collection Commitment aims to clearly set out, through a number of general principles, the standard of service that every household in England should expect from their waste collection services and provide councils with advice on how to improve their services. It is hoped that this clearer understanding will help to deliver improved customer satisfaction and increase participation in recycling schemes.

Developing the Commitment

This Commitment is consumer focused. It has been developed from the findings of comprehensive market research which was undertaken in the autumn of 2008. The purpose of the market research was to better understand the aspects of waste collection services that English householders considered most important. The research involved a telephone survey of 2,083 householders, weighted to reflect the national demographic profile of England, followed by four focus groups that further explored some of the emerging issues.

The findings from the market research were shared with local authority representatives by means of two workshops in spring 2009. The key themes that emerged from the market research were developed with local authority involvement into a number of principles that define a good collection service.

How it will work

The Waste Collection Commitment is a voluntary, service-level agreement. By signing up to the Commitment, a local authority is committing to ensuring that the needs of its residents are central to the design and delivery of their waste and recycling collection services. We hope that it will lead participating local authorities to review not only how they design and operate their services but how they communicate with their service users. Ultimately, we hope that the level of service that residents can expect to receive will be made clearer and that satisfaction with collection services will be improved.

Support is available from the Local Government Services Team at WRAP to help Local Authorities develop services that comply with the principles of the Waste Collection Commitment, if that isn't currently the case.

The structure of this document

Following the structure of the Commitment itself (see next section), the remainder of this document provides guidance and support on each principle in turn. This outlines:

- The market research evidence in support of the principle; and
- Practical considerations to think about when assessing whether your authority is delivering on each of the principles.

Three further sections at the end of the document provide advice on:

- Demonstrating your support for the Waste Collection Commitment to residents;
- Sources of further guidance, tools and training; and
- Supplementary detail to help better understand how the Commitment fits into your waste service.

2.0 The Waste Collection Commitment

"We are committed to providing waste and recycling services which are good value for money and which meet the needs of our residents.

This means we will:

- 1 Explain clearly what services you can expect to receive;
- 2 Provide regular collections;
- 3 Provide a reliable collection service;
- 4 Consider any special requests that individual households may have;
- 5 Design our services and carry out collections in a way that doesn't produce litter;
- 6 Collect as many materials for recycling as we can and explain to you what happens to them;
- 7 Explain clearly what our service rules are and the reasons for them;
- 8 Tell you in good time if we have to make changes to your services, even temporarily;
- 9 Respond to complaints we receive about our services; and
- 10 Tell all our residents about this commitment to collecting waste."

Principle 1

We will... explain clearly what services you can expect to receive

The background to this principle

WRAP's market research suggests that satisfaction with local authority communications concerning waste and recycling is lower than many other aspects of collection services.

- Only 65% of respondents were satisfied with council communications about changes to the day of their collection(s);
- Only 58% of respondents were satisfied with council communications about any alterations to their collection service (e.g. in what could be recycled); and
- Only 54% of respondents were satisfied with council communications about the reasoning behind the rules of their collection service.

Additional focus group work revealed concerns among some residents that they receive differential treatment according to the area – or even street – they live in. It is important that councils convey to all residents the specifics of the service that they can expect to receive.

Practical considerations

- Is information readily available to all residents regarding the waste and recycling services available to them? Remember, not all residents will have access to the internet;
- Do you clearly explain what residents need to do in order to participate in your recycling service?
- Do services differ across the authority? E.g. do collections from flats differ from those from houses? If so, are your communications clear about who can expect what?
- Are there alternative options open to particular types of household? Do you offer a range of containers for different types or sizes of households? Do you offer an assisted collection service? Do you publicise these options?
- Are there ways of providing households with only the information that is relevant to them?
- Do you need to make information available in other languages or in Braille? Do communications about collection services meet your council's policy on communications with residents?
- How do you ensure every household receives information about their services?
- Do you have a transient population? How do you ensure new residents receive all the information they need?
- What steps do you take to ensure that your call centre is informed about collection services, including any service options such as assisted collections?

Principle 2

We will... provide regular collections

The background to this principle

A 'regular' collection can be broadly interpreted as one that is 'recurring at fixed times'². In this case, on the same day of the week. Ultimately, this commitment and **Principle 3** are about giving residents *certainty* about their collections.

Regularity emerged strongly from the market research that fed into the Waste Collection Commitment:

- When asked what aspects of their collections they liked, 17% of respondents mentioned the **regularity** of the service (making this the most popular answer to this question). 4% also said they liked the fact that their service was 'consistent', supporting the suggestion that what residents really value is certainty; and
- When asked about the most important things that mark out a good rubbish and recycling collection service, 22% mentioned regular collections.

Practical considerations

- Do you strive to ensure that a waste or recycling collection will always occur on the same day of the week for a given household?
- How do you deal with disruptions to collections i.e. bank holidays, road closures or inclement weather?
- How do you manage missed collections?
- Do you have a timescale for rectifying missed collections? Is this information communicated to residents?
- How do you monitor the performance of your collection crews?
- What feedback do you have from residents on your services?
- What steps do you take to make sure call centre staff are up to date with service schedules?

² Random House Dictionary, 2009

Principle 3

We will... provide a reliable collection service

The background to this principle

A 'reliable' collection is one that always occurs at a *consistent* time and in a *consistent* manner. Ultimately, this commitment and [Principle 2](#) are about giving residents *certainty* about their collections.

- Regularity and reliability emerged strongly from WRAP's market research:
- When asked what aspects of their collections they liked, 17% of respondents mentioned the **regularity** of the service (making this the most popular answer to this question) – while 8% of respondents said they liked the **reliability** of their collections. 4% also said they liked the fact that their service was 'consistent', supporting the suggestion that what residents really value is certainty;
- When asked about the most important things that mark out a good rubbish and recycling collection service, this time **reliability** was the most popular answer – given by 28% of respondents - while 22% mentioned regular collections.

When respondents were asked to rate the reliability of their rubbish and recycling collection, 79% said they were satisfied.

Practical considerations

- Do you strive to ensure that a waste or recycling collection will always occur on the same day of the week for a given household?
- How do you deal with disruptions to collections i.e. bank holidays or road closures?
- How do you manage missed collections?
- Do you have a timescale for rectifying missed collections? Is this information communicated to residents?
- How do you monitor the performance of your collection crews?
- What feedback do you have from residents on your services?
- What steps do you take to make sure call centre staff are up to date with service schedules?

Principle 4

We will... consider any special requests that individual households may have

The background to this principle

There was insufficient space on the market research questionnaire to explore satisfaction with local authority arrangements for, say, residents with physical disabilities. However, the focus group work revealed a strong sense that collection services need to be sensitive to the particular circumstances of individual residents and households. This view was perhaps most frequently expressed in concerns about the level of flexibility offered by councils to larger (or smaller) households. Other respondents complained about lack of storage space for containers, or about restrictions on where and when they could leave containers out as a result of living in conservation areas or listed buildings.

Frustration at services that do not respond to the particular needs and circumstances of particular householders may have been reflected in lower levels of satisfaction with the size of rubbish and recycling containers amongst larger households. 86% of single person households agreed that the rubbish and recycling containers their council provided them with were an appropriate *size*, compared with only 58% of households of five or more people. Similarly, 82% of single person households agreed that the *number* of rubbish and recycling containers supplied to them by their council was reasonable, compared with only 63% of households of five or more people. This link between household size and satisfaction was replicated when it came to recycling and rubbish collections more generally.

It is important that local authorities give consideration to the different types of households they serve and strive to ensure that their collection services accommodate the specific circumstances of residents wherever possible.

Practical considerations

- Do you have sufficient flexibility in your service design and delivery to accommodate the needs of individual households? Some households may have a genuine need for a larger waste container whilst others may prefer a smaller size.
- Do you have clear policies that support the delivery of your services e.g. in relation to capacity made available for waste and recycling? If a household requires additional capacity for recyclables materials, is this provided?
- Do you have provisions in place for different types of property (e.g. sheltered accommodation, flats above shops, homes with a shortage of storage space for waste and recycling containers, etc.)?
- Do you have a policy for providing assisted collections?
- How are service options communicated to the residents that might need them?
- What policies do you have in place for dealing with resident enquiries?
- What steps are in place to make sure that call centre staff are kept up to date with any policies/rules for responding to such requirements?

Principle 5

We will... design our services and carry out collections in a way that doesn't produce litter

The background to this principle

When asked about the most important components of a 'good' rubbish and recycling collection service, 23% of respondents mentioned the cleanliness of streets after collections have taken place. Only reliability of service was mentioned more often. In addition, 15% of respondents said they were dissatisfied with the way their local authority had dealt with litter in the streets following collections.

Whilst not technically littering, the survey also suggested that some residents are annoyed by crews leaving containers in the wrong place after collections have taken place. 6% of respondents said containers being returned to the correct position was an essential component of a good collection service, while 3% listed containers being left in the wrong place as one of their top dislikes. The same percentage mentioned the placement of containers as one of the key areas in which their service could be improved.

Practical considerations

- Has adequate capacity been provided for residents to safely store and present their waste and recyclables for collection?
- Is additional capacity available to those that can demonstrate a need?
- Are containers providing sufficient protection from the weather, animals or vandals so as to prevent litter?
- Do you have a closed-lid policy to prevent waste blowing out of bins?
- If you accept side waste or additional recyclables, are you clear on how they should be presented for collection?
- Are crews briefed to clean up any spillages that happen during collection?
- Is street cleansing scheduled after waste and recycling collections where possible?
- Are crews encouraged to replace containers correctly after emptying?
- Are all collection crews aware of the Clean Neighbourhoods and Environment Act (2005)? [Part three](#) contains details of the offence of dropping litter.

Principle 6

We will... collect as many materials for recycling as we can and explain to you what happens to them

The background to this principle

The public desire to maximise the range of materials collected for recycling is clear - 15% of survey respondents said their service would be improved if more materials were collected for recycling and 16% listed the limited range of materials collected as one of their dislikes about their service. At the other end of the spectrum, 11% listed the range of materials collected among the things they liked most about their collection service. Requests for a wider range of materials to be collected were often directed at particular materials, the most common being plastics and glass.

Stories in the media about materials put out for recycling being shipped to the far east, sent to landfill, or incinerated have fed scepticism about what happens to materials that are collected for recycling. Such sentiments emerged regularly in the focus groups and are closely linked to the pledge to explain how materials are used after collection. That part of the principle is also partly linked to concerns about crews' treatment of recycled materials, particularly when residents have been asked to separate these before leaving them out for collection. Almost a third of respondents (31%) agreed with the statement, 'It's pointless separating out different types of recycling because the council puts them all in one lorry anyway'.

Practical considerations

- Do you explain why you are able to collect the range of materials that you do?
- If you don't collect a key material such as glass or plastics for recycling, do you provide information on how residents can recycle these materials through other outlets such as bring sites or at Household Waste Recycling Centres?
- What systems are in place to ensure that all service information is updated with any changes to targeted materials?
- Can you track the recyclables collected by your authority to their final destination?
- How do you convey this information to residents? Is information available via your website as in this example from [Somerset](#)?

Principle 7

We will... explain clearly what our service rules are and the reasons for them

The background to this principle

As described under [Principle 1](#), satisfaction with council communications about waste and recycling collections is lower than for many other aspects of the service. Nonetheless, four out of five survey respondents (81%) agreed that the rules of their rubbish and recycling collection are “clear and simple”. Only around one in ten (11%) disagreed.

While this question related more to perceptions of the rules than the manner in which they are conveyed, there is clearly a link between effective communication of rules and a public belief that those rules are ‘clear and simple’. This was supported by the focus groups that followed the survey, although there was more uncertainty about rules when it came to some of the specifics, such as whether bottle tops should be screwed on, or whether packaging should be rinsed out.

Irrespective of current understanding and perceptions of collection service rules, the essence of this principle – that those rules, together with the reasoning behind them, should be clearly set out for residents – remains vitally important. With respect to explaining the reasoning behind rules, there was clear evidence from the survey that some local authorities have some way to go on this issue. Only 54% were satisfied with their council’s explanations about why rules are the way they are.

The public attitudes survey also asked how fair respondents felt a range of rules were. Rules relating to where containers should be left for collection were generally thought to be fair (82% of respondents), as were those relating to the time of day waste (81%) and recycling (81%) should be left out. Four fifths (80%) of respondents also believed rules about the condition recyclables should be left in were fair. Other rules, however – namely those relating to side waste and the presentation of waste and recycling containers (e.g. whether lids are closed or not) – received lower levels of support. It may be that explaining the reasoning behind service rules could also increase public support for some of these less popular aspects of collections.

Practical considerations

- Are you clear on your rules relating to side waste, over-filled bins, contamination of recyclables etc? Have these policies been agreed by elected members? Have these been communicated to residents?
- Are your messages kept simple? Do you explain why you require things to be done in a certain way?
- Do you explain what residents need to do in order that they participate correctly and why?
- How consistent are the instructions you issue?
- Is information readily available to residents regarding the rules of your service?
- Do the instructions issued to residents reflect the service specifications in your collection contract(s)?

Principle 8

We will... tell you in good time if we have to make changes to your services, even temporarily

The background to this principle

As described in [Principle 1](#), survey respondents expressed much lower levels of satisfaction with council communications regarding their collection service than they did in relation to other aspects. More specifically, a significant proportion of respondents (15%) were dissatisfied with either their council's communication of changes to the day of collection, or communication of alterations to services (e.g. which materials are recycled) (18% dissatisfied).

Residents' demands for clear communication about alterations to services are clearly linked to their desire for collections to be regular and reliable (see [Principle 2](#) and [Principle 3](#)).

Practical considerations

Temporary changes (e.g. due to bank holidays or road closures)

- How do you ensure that the highways department informs you of any imminent road closures?
- Are you up-to-date with any planned road works/utility works?
- What is your policy for dealing with bank holiday collections?
- Do you have an up to date schedule on copy deadlines for council communications? E.g. resident newsletters; website updates in order that you can advise residents of any planned changes?
- How do you make sure that your call centre staff are kept up to date with all changes to service and are made aware of operational difficulties so that they are well-informed to deal with customer enquiries?

Permanent changes to the nature of the service

- How soon before a change is introduced do you send out leaflets introducing the changes? WRAP guidance recommends a lead time of around six weeks.
- Do you provide practical guidance with new containers?
- Do you support changes to the service with a PR campaign before, during and after roll out?
- How easy is your website to find and use? How detailed is the information you provide on it?
- Do you make use of service calendars and container branding (including basic service rules) to make the changes easier to follow for residents?
- Do you have a helpline to provide advice to householders with queries regarding the new service?
- How do you ensure that all staff, from collection crews through to your communications team, understand the new service and describe it in a consistent way?

Principle 9

We will... respond to complaints we receive about our services

The background to this principle

Along with communications about collections, some of the lowest levels of public satisfaction with collection services were recorded in relation to the way councils respond to problems³. Only 66% of respondents were satisfied with their council's response to litter on the streets after collections, while 65% of respondents were satisfied with their council's response to collection crews throwing recycling in with general waste. Satisfaction levels were still lower when it came to councils' response to containers being left in the wrong place by collection crew (61% satisfied) and fell to 50% when it came to councils' response to fly tipping. It is important that residents know how to bring problems to the attention of their local authority, and that councils have procedures in place to respond to problems and communicate with residents about that response.

Practical considerations

- What is the council corporate policy for dealing with complaints?
- Are enquiries separated from complaints?
- Is there clarity on who has responsibility for dealing with any enquiries or complaints received? If you have an external contractor, are roles and responsibilities agreed by way of a service level agreement within the contract?
- How long should a resident have to wait for a response to an enquiry of complaint?
- What options to residents have if they are not happy with the initial response?
- How are these procedures communicated to residents?

³ It should be noted that the wording of this question does leave some ambiguity. For example, being satisfied with the way in which a council has dealt with the problem does not necessarily suggest that a respondent complained to the council themselves.

Principle 10

We will... tell all our residents about this commitment to collecting waste

The background to this principle

The original starting point in drafting the Waste Collection Commitment was to help households better understand the sort of standards they should expect of their collection services. In order for it to be effective, local authorities need not only to sign up to it, but to communicate their involvement – and the Commitment itself – to their residents.

Practical considerations

- Have you briefed your elected members and staff regarding the Waste Collection Commitment and what it means for them?
- Have you discussed the Commitment with your contractor, and addressed any issues that arise from it?
- How will you communicate the Waste Collection Commitment to your residents in a way that they are most likely to absorb it? You could consider:
 - Displaying the signed Commitment in council buildings;
 - Posting the Commitment on the council website;
 - Including an article on the Commitment in the council newsletter or magazine;
 - Issuing a press release to local media; and
 - Including a note in parish or town council meetings and newsletters.
- Will you integrate the Commitment into all communications relating to collection services?
- How frequently will you remind residents that you are signed up to the Commitment and what it means for them?

3.0 Demonstrating your support for the Commitment

The Waste Collection Agreement is voluntary and there are no reporting requirements associated with signing up. In doing so, though, you make a commitment to households in your area that you will strive to meet the standards it describes. This section therefore explores the sorts of approaches you could take to collecting evidence of your support for the Commitment's principles.

We suggest that there are three main sources of evidence which could be used to demonstrate your support for each principle, each requiring a different level of time and resources.

3.1 Monitoring existing indicators

Most local authorities monitor various aspects of their performance, be that through National Indicators⁴, the Place Survey⁵, the Customer Service Standard⁶ or local, bespoke indicator sets. Many of the existing national schemes are relevant to particular principles from the Commitment. For example, the Customer Service Standard requires certain levels of performance in communicating with residents and it may be that data you are collecting anyway through that scheme could be used to demonstrate that you are living up to some principles of the Waste Collection Commitment (e.g. 1, 6, 7, 8 and 10). Another good example is Question 8 of the Place Survey, which asks residents to rate their satisfaction with refuse collection, doorstep recycling and local tips/HWRCs.

You may also be collecting (or have access to) other data that could be linked to one or more of the principles. For example, you may have figures on the number of enquiries from the public about waste collection services. If the number of enquiries is low (or falling), this will help demonstrate your fulfilment of principles 1 and 7. Be wary of reading too much into this type of data though, and be prepared for improvements in service to actually result in negative shifts on a given indicator. Improving the way you communicate with residents about the service options available to them, for example, could result in the number of collection-related enquiries going *up*, as householders get in touch to make use of those options.

The more detailed the data your authority collects, the more helpful it can be in both demonstrating your support for the Waste Collection Commitment and in signalling where services can be improved. If you can map collection-related enquiries, for example, you may be able to pinpoint areas where communications are proving less effective or where service quality is poorer.

For those principles that involve communication with residents, it may be worth thinking about whether you can identify (and possibly even produce copies of) the communication materials you have used.

3.2 General survey questions

Since the Waste Collection Commitment is essentially about communicating your minimum standards of service to households, the best way to show that you are fulfilling the Commitment is to ask residents. It may be that you are able to commission a bespoke survey for this purpose or – the cheaper option – you could include questions relating to the Waste Collection Commitment on a more general household survey you are commissioning anyway (e.g. the Place Survey). If so, it will be important to limit the number of questions asked to avoid making the questionnaire overly long.

The simplest approach would be to ask a single question about awareness of the Waste Collection Commitment. The overarching goal of the Commitment is to ensure that residents are aware of the standards it sets out. If you are able to demonstrate that residents have heard of the Commitment, the battle is half won. You might follow this with a second question asking residents who have heard of the Commitment whether or not they think the council is delivering on it, though you will need to frame your answer responses carefully to take into account the variety of responses you might receive. You might, for example, use options along the lines of, 'It is delivering on

⁴ <http://www.communities.gov.uk/publications/localgovernment/nationalindicator>

⁵ <http://www.communities.gov.uk/publications/localgovernment/placesurveymanual0809>

⁶ http://www.cabinetoffice.gov.uk/chartermark/news/final_standard.aspx

all of the commitment'; 'It is delivering on most of the Commitment'; 'It is delivering on some of the Commitment'; 'It is not delivering on most of the Commitment'; 'It is not delivering on any of the Commitment'; and 'Don't know'.

A more in-depth solution would be to ask specific questions about those principles you believe are most important (or that you will receive most publicity about). You might, for example, ask residents how reliable they believe their collection service is (Principle 3).

3.3 A more detailed survey

For some principles, a single question as outlined above is more than adequate. For others, however, exploring residents' attitudes is likely to take a more involved approach. Take, for example, Principle 6 ('We will collect as many materials for recycling as we can and explain to you what happens to them'). If you were to ask residents to indicate the extent to which they agree with the statement, "My council collects as many materials for recycling as it can and explains to me what happens to them", you might well get some strange results. How should someone answer, for example, if they believe you *do* collect as many materials as you can for recycling, but *don't* think you do enough to explain what happens to them? In cases like this, you might want to ask several questions relating to a single principle.

When using surveys, bear in mind that it may be helpful to be able to compare your performance with that of other councils, or with a national average. This means using questions from other, previous surveys wherever they suit you needs.

Advice on specific principles

This section outlines some tips on demonstrating your support for the principles of the Waste Collection Commitment.

Principle 2 – 'Provide regular collections'

Our research suggested that respondents often confuse 'regularity' (e.g. collections occurring at standard intervals) with 'frequency' (e.g. the length of those intervals). As a result, survey questions about performance on 'regularity' may be skewed by attitudes to frequency. To overcome this confusion you could ask whether residents are satisfied that collections are always made on the expected day.

Principle 5 – 'Design our service and carry out collections in a way that doesn't produce litter'

National Indicator 195⁷ may be of use with this principle, though it is focused more on overall incidence of litter and graffiti rather than the specific causes of litter. That is to say, it does not draw a distinction between collection-related litter and other forms of littering.

Principle 8 – 'Tell you in good time if we have to make changes to your services, even temporarily'

If no permanent changes have been made to your collection service in the last two years or more, you could probably restrict any monitoring you decide to carry out in relation to this principle to the communication of *temporary* changes such as alterations due to bank holidays or broken-down vehicles.

⁷ <http://cleanliness-indicator.defra.gov.uk/>

4.0 Supplementary detail

Making sense of the research

Both the survey and the focus groups commissioned by WRAP in support of this research were geared towards developing an understanding of the issues that matter to households in relation to their waste and recycling collections. While there was a strong sense that some issues (such as reliability and regularity) would prove significant, relatively little was known about others (the importance attached to clean streets, for example). It is important to remember that the final ten principles that make up the Waste Collection Commitment were born of the research, rather than defining it. As a result, the questions asked in the research sometimes do not line up perfectly with the final principles, but even where this is the case, the findings do provide useful background material in explaining why a given principle is necessary.

The relationship between different principles

Try to avoid thinking of each principle as a distinct entity. Rather, they highlight the often overlapping issues that are important to residents. For example, **Principle 4** requires authorities to be responsive to the particular circumstances of different households. **Principle 1** requires councils to communicate the collection services they offer to their residents. This will obviously include any options provided under **Principle 4**. Wherever possible, this type of cross-over is identified in the text.

Communicating with residents

A number of the principles expect certain policies and practices to be communicated to residents. We have provided links to guidance and support on communications at the end of this document, but the following paragraphs provide some overarching tips and suggestions for effectively conveying information to households.

■ Use different formats

There is no 'one size fits all' answer when it comes to communicating with residents – some will read their local paper; others won't. Some will read a leaflet on recycling and stick it on their fridge; others will just recycle it. Some will visit a website; others wouldn't dream of it.

■ Keep it simple

As a general rule of thumb, the more concisely you can convey information, the more likely people are to read and remember it. The Commitment itself has been awarded a Crystal Mark by the Plain English Campaign. Where additional detail is available, this can be clearly signposted (to a website for example). You could also consider having publicity materials certified by the Plain English Campaign⁸.

■ Make use of images

Images are often far more effective at conveying information than the printed word and can make communications materials look much more inviting. Try also to avoid materials looking too cluttered – empty space can feel like a waste, but can make communications much easier to digest.

■ Provide information at the point it is needed

Your communications will be most effective if you provide them at the point – or at the time – that they will be needed. Information about changes to services should be delivered not long before those changes occur. Similarly, focus group respondents showed great enthusiasm for outlining the rules of services on collection containers – by printing on bags or placing stickers on bins, for example.

■ Clearly explain how you can be contacted

Try to minimise the number of different contact points available to residents and clearly communicate these to households.

⁸ <http://www.plainenglish.co.uk/>

■ Repetition, repetition, repetition

Remind residents regularly about your service commitments and households' obligations. Make sure that messages are consistent, although changing the means by which you convey them can help to maintain interest.

Value for money

During WRAP's consultation with local authorities on the development of the Waste Collection Commitment, it was suggested that the Commitment offers a useful opportunity to 'close the gap' for residents between their council tax and the local services it pays for. Fulfilling many of the principles of the Commitment may go some way to reassuring and reminding residents that services are designed to give *them* optimal value for money. For instance, explaining the reasoning behind the rules of the service may require mention of the cost of landfill to demonstrate why side waste rules or limits on bin capacity are necessary.

Value for money in services is valued by residents, though they may not think of it in exactly those terms. When asked to list the 'must haves' of a good collection service, 11% of respondents mentioned "an efficient service".

The need to be sensitive to local conditions

This Commitment has been drafted to allow local authorities the room and flexibility to design services in a way that best meets local conditions. It is acknowledged that a good solution in one area may be a very poor one thirty or forty miles down the road. The principles therefore deliberately steer away from being prescriptive about the specific components of collection services e.g. method of containment or collection frequency.

5.0 Further guidance on the issues covered by the Commitment

This section outlines some of the guidance available to you in implementing the Waste Collection Commitment. These tools are arranged under broad, thematic headings. In addition, note also that tailored support for local authorities is available from the Local Government Services team at WRAP in the areas of collections, communications and waste prevention. Further information is available at www.wrap.org.uk/local_authorities.

Communicating with residents

■ [Improving recycling through effective communication](#)

This guide has been prepared to help you plan your local recycling awareness campaign in line with the national Recycle Now campaign.

(http://www.wrap.org.uk/downloads/Developing_recycling_communications_campaigns.68a23e89.2732.pdf)

■ [Door-to-door canvassing](#)

WRAP's Step by step guide to door-to-door canvassing uses experience gained from canvassing projects and offers advice to ensure canvassing campaigns are successful. Local authority case studies illustrate how campaigns can be run locally.

(http://www.wrap.org.uk/local_authorities/research_guidance/communications/guide_to.html)

■ [Good practice communication examples](#)

Good practice examples on using communications to improve recycling performance funded through WRAP's Behavioural Change Local Fund 2006 - 2008. These contain useful methods of communications.

(http://www.wrap.org.uk/local_authorities/research_guidance/communications/wrap_funded_local.html)

■ [Improvement & Development Agency 'Connecting with communities' communications toolkit](#)

This toolkit aims to help councils improve communication with residents (as well as staff and other stakeholders) and includes tips on communicating in a recession, strategic communications and community engagement.

(<http://www.idea.gov.uk/idk/core/page.do?pageId=7816073>)

■ [Improving Low Participation Areas Guidance](#)

This decision making process assists with the identification of low participation areas and the development of an effective communications approach.

(http://www.wrap.org.uk/downloads/2009.02.16_FINAL_Improving_Low_Participation_Areas_-_Effective_communications_planning_-_Guidance_Document.2a4a5295.5360.pdf)

■ [Local Government Association & the Improvement & Development Agency – 'Communicating Cohesion: Evaluating Local Authority Communication Strategies'](#)

The study, which looked at experiences in six local areas, considered the relevance of myth-busting to managing tensions and experience of local and national media. (<http://www.lga.gov.uk/lga/core/page.do?pageId=1568757>)

Service design

■ [Alternate Weekly Collections](#)

This guide aims to provide practical advice for waste managers and elected members within local authorities. It is designed to help them determine whether AWC is a suitable option and, if so, to support the planning and

delivery of a successful service. Valuable experience and lessons learned by authorities that have introduced AWC are highlighted throughout in case studies. (http://www.wrap.org.uk/downloads/AWC_Revised_Final_Report_-_130707.fb5a407f.4070.PDF)

■ [Choosing and improving your glass collection service](#)

This Good Practice Guide provides essential information to local authority waste managers on the collection and recycling of glass. Whether planning new glass collections, or making alterations to existing schemes, it can help you introduce the most sustainable service. (http://www.wrap.org.uk/downloads/Final_version_-_Glass_best_prac_-_May_2008.dd8d872e.5715.pdf)

■ [Choosing the right collection system](#)

This fact sheet compares different kerbside collection systems. (http://www.wrap.org.uk/downloads/Choosing_the_right_recycling_collection_system.c6a4ded3.7179.pdf)

■ [Food waste collection guidance](#)

Guidance document on collecting household food waste for recycling. (http://www.wrap.org.uk/downloads/food_waste_collection_guidance_-_final.48e88895.7323.pdf)

■ [Recycling collections from flats](#)

This guidance has been developed specifically to assist local authority officers to launch, manage and improve recycling and food waste collection schemes for blocks of flats. (<http://www.wrap.org.uk/flats>)

Monitoring and evaluation

■ [HSE - Safe waste and recycling collection services](#)

Guidance to help duty-holders identify hazards and ensure that sensible risk management is practised – includes reference to assisted collections. (<http://www.hse.gov.uk/pubns/waste23.pdf>)

■ [Monitoring and evaluation guidance](#)

Monitoring and evaluating the impact of your schemes and initiatives is essential if you want to improve them in the most cost-effective way. This area of the WRAP website gives you access to detailed, step-by-step guidance on a range of monitoring techniques. (<http://www.wrap.org.uk/monitoringandevaluation>)

■ [Waste Improvement Network](#)

Information, guidance and advice available at <http://www.win.org.uk/default.aspx>

Clean streets

■ [Defra - National Indicator 195 \(Cleanliness\) guidance manual](#)

Website is designed to provide a comprehensive and straightforward guide to planning, carrying out and reporting the NI 195 National Indicator for Cleanliness. It also provides information on how to use the data as a management tool, and how and where to get assistance if you are unclear. (<http://cleanliness-indicator.defra.gov.uk/>)

Training courses and workshops

■ [Communications planning and design](#)

This course aims to enable delegates to develop a communications plan for increasing householder participation in collection schemes and improve the quality and effectiveness of local authority waste and recycling communications material. (http://www.wrap.org.uk/wrap_corporate/events/comms_design.html)

■ [Local Government Ombudsman: Good complaint handling - identifying and processing complaints](#)

A one-day course to share expertise in identifying complaints, putting and keeping them on the right track. Specifically for local government staff who have direct contact with members of the public and who receive complaints as part of their day-to-day work. (<http://www.lgo.org.uk/training-councils/good-complaint-handling--gch-/>)

■ [Monitoring and evaluation](#)

This course aims to enable delegates to plan and implement monitoring and evaluation to inform and facilitate continuous improvements in service provision. (http://www.wrap.org.uk/wrap_corporate/events/me.html)

■ [Recycle Now Design](#)

This course aims to enable delegates to improve the overall design, development and cost efficiency of local authority waste and recycling communications. (http://www.wrap.org.uk/wrap_corporate/events/recycle_now_design.html)

■ [Reviewing and retendering your services](#)

This course aims to enable delegates to evaluate, recommend and implement changes to improve the performance, efficiency and cost-effectiveness of collection systems and lead the development and implementation of effective contract arrangements. (http://www.wrap.org.uk/wrap_corporate/events/contracts.html)

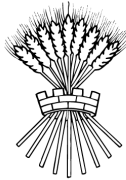
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PART B:	RECOMMENDATIONS TO COUNCIL
REPORT TO:	COMMUNITY SERVICES
DATE:	28 JANUARY 2010
REPORT OF THE:	HEAD OF ECONOMY AND HOUSING JULIAN RUDD
TITLE OF REPORT:	SAFER RYEDALE AND THE RYEDALE STRATEGIC PARTNERSHIP - FUTURE WORKING ARRANGEMENTS
WARDS AFFECTED:	ALL

EXECUTIVE SUMMARY

1.0 PURPOSE OF REPORT

- 1.1 To seek Members' approval for:
- the amalgamation of the Ryedale Strategic Partnership Board (RSPB) with the Safer Ryedale Partnership Board (SRPB);
 - the integration of the existing Safer Ryedale Delivery Team (SRDT) into the Local Strategic Partnership structure.

2.0 RECOMMENDATIONS

- 2.1 That Members approve:
- (i) the amalgamation of the RSPB with the SRPB thereby fulfilling the role of the Crime and Disorder Reduction Partnership (CDRP);
 - (ii) maintaining a local staff team for delivery of the Safer Ryedale priorities as well as for supporting the amalgamated Board;
 - (iii) maintaining the SRDT, integrated within the Ryedale Strategic Partnership structure.

3.0 REASON FOR RECOMMENDATIONS

- 3.1 Both the RSPB and the SRPB have approved the above proposals in principle. Furthermore, the recommendation complies with the requirements of the Home Office for the partnership to be locally driven, and proposed staffing levels can sustain the partnership under the proposed structure.

4.0 SIGNIFICANT RISKS

- 4.1 The risks associated with this report are detailed at Annex A. In order to mitigate the major identified risk the following actions will be undertaken:
- *The workload of RSPB members, previously not involved with Safer Ryedale, could increase* - Mitigation – the workload of those members previously involved

with both Boards is expected to significantly decrease under the new arrangement. The SRDT will continue to undertake all operational work, whilst the RSPB will consider strategic issues only. However, workloads will be monitored to avoid threats to the successful operation of the new arrangements.

REPORT

5.0 BACKGROUND AND INTRODUCTION

- 5.1 Safer Ryedale CDRP was formed as a result of the Crime and Disorder Act 1998. It is a statutory body comprising partner agencies with a duty placed on them to work together to reduce crime and disorder and associated issues. The Partnership is lead by a Board (meeting quarterly), chaired by Ryedale District Council, and delivers on the agreed priorities through a Delivery Team, comprising officers from the various agencies, organisations and communities involved.
- 5.2 A three-year Priority Action Plan was drawn up in 2007 that aligned national policy and local needs. In 2009 the Action Plan was given a light touch update for the period to March 2011 and the priorities remain the same:
- Domestic Abuse and Violence
 - Safer Roads
 - Alcohol Harm Reduction
 - Community Priorities
- 5.3 In October 2009 the structure of the Partnership (CDRP) and the Safer Ryedale team was reviewed for the following reasons:
- The CDRP Manager retired in October 2009 and this created an opening to investigate future delivery options against the backdrop of required local government efficiency savings and the very low crime rate in Ryedale, leading to a reduction in anticipated external grant aid.
 - The seconded Community Safety PC retired from the Force in June 2009 and his replacement operates under a wider, problem solving remit in contrast to the previous arrangements.
 - At present, national policy and legislative changes encourage rationalisation of CDRPs.
 - The Basic Command Unit structure for North Yorkshire Police will change from 3 areas down to 2 from April 2010 with a corresponding impact on the way that the 8 CDRPs for North Yorkshire and the City of York are delivered.
- 5.4 The Ryedale Strategic Partnership was formed in 2002 following the Local Government Act (2000). Its purpose is to provide strategic leadership for Ryedale in improving economic, social and environmental wellbeing for the communities of Ryedale.
- 5.5 The Partnership is lead by a Board (meeting quarterly) and currently chaired by North Yorkshire County Council (elected by the Board) and delivers on the following four priorities through a Delivery Group:
- Healthy Weight, Active Lives
 - Work and Skills
 - Community Transport
 - Community Engagement.

6.0 POLICY CONTEXT

6.1 Any changes to operational arrangements must comply with:

- Section 17 of the Crime and Disorder Act 1998
- Police Reform Act 2002
- Police and Crime Bill 2008
- National Minimum Standards Regulations and Information Sharing Regulations 2007
- Crime and Disorder (Formulation and Implementation of Strategy) Regulations 2007

6.2 Responsible authorities have a statutory duty to work with other local agencies and organisations to develop and implement strategies to tackle crime and disorder, including anti-social and other behaviour adversely affecting the local environment as well as the misuse of drugs in their area. (s6, Crime and Disorder Act 1998 as amended by s97 & s98 Police Reform Act 2002 and s1, Clean Neighbourhoods & Environment Act 2005). The responsible authorities, as set out in s5 Crime and Disorder Act 1998 and Policing and Crime Act 2009, are:

- Police
- Police authorities
- Local authorities
- Fire and rescue authorities
- Primary care trusts (PCTs) in England (PCTs were added on 30 April 2004)
- Probation Service and Youth Justice Board from 1 April 2010.

At present, responsible authorities are under a statutory duty to ensure that the key agencies come together to work in partnership in a CDRP using information on Strategic Assessments and Partnership Plans.

7.0 CONSULTATION

7.1 Informal consultation has already been carried out with the North Yorkshire County Council Senior Policy Officer, the managers of adjacent CDRPs, York & North Yorkshire Delivery Manager Community Safety Directorate GOYH, Home Office COI Regional Director, NY Police and all of the delivery partners.

7.2 The amalgamation and re-structuring proposals detailed within this report have been approved in principle by:

- (i) the Chair and partners of Ryedale Strategic Partnership;
- (ii) the Safer Ryedale Partnership Board;
- (iii) the Safer Ryedale Delivery Team.

8.0 REPORT DETAILS

8.1 The proposal before Members is the amalgamation of the Safer Ryedale Partnership Board with the Ryedale Strategic Partnership Board and the formation of a Ryedale Strategic Partnership sub-group, encompassing the existing Safer Ryedale Delivery Team. The proposed structure is outlined in Annex B.

8.2 This is recommended due to:

- Financial savings as joint working would enable a staffing restructure;
- Board Member time-savings for organisations represented on both Boards;
- The proposal maintains local accountability and delivery. (Options of merging the CDRP with neighbouring authorities were discounted due to loss of local decision making, for example.)

- 8.3 The proposal requires that:
- The RSPB shall adopt the statutory duties of the CDRP;
 - Two new organisations shall be required to be represented on the RSPB in accordance with the statutory requirements:
 - Youth Justice Board (co-operating partner)
 - Probation Service;
 - The SRDT shall have delegated powers to convene any essential, additional meetings of its members – and will feed back to the RSPB any matters dealt with at such a meeting;
 - Other current SRPB members will be required to take a new role on the SRDT:

County Councillor V Arnold	NYCC elected member
Councillor Hope	RDC ward member
Councillor Maud	RDC ward member
TBC	Representative of the 'Five Town Councils' group

9.0 IMPLICATIONS

- 9.1 The following implications have been identified:
- a) Financial – a reduction in staff costs will be possible against a background of decreasing external grant funding resources and local government efficiency savings.
 - b) Legal - Compliance with statutory duties outlined above must be maintained.

10.0 NEXT STEPS

- 10.1 If this recommendation is approved, officers will:
- Finalise arrangements with RSPB and SRPB regarding the amalgamation;
 - Comply with the legal processes required (e.g. amendment of RSPB Constitution and Terms of Reference).

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Background Papers:

The following websites contain background information about the Partnerships:

<http://www.ryesafe.org/>

<http://www.imagine-ryedale.org.uk/>

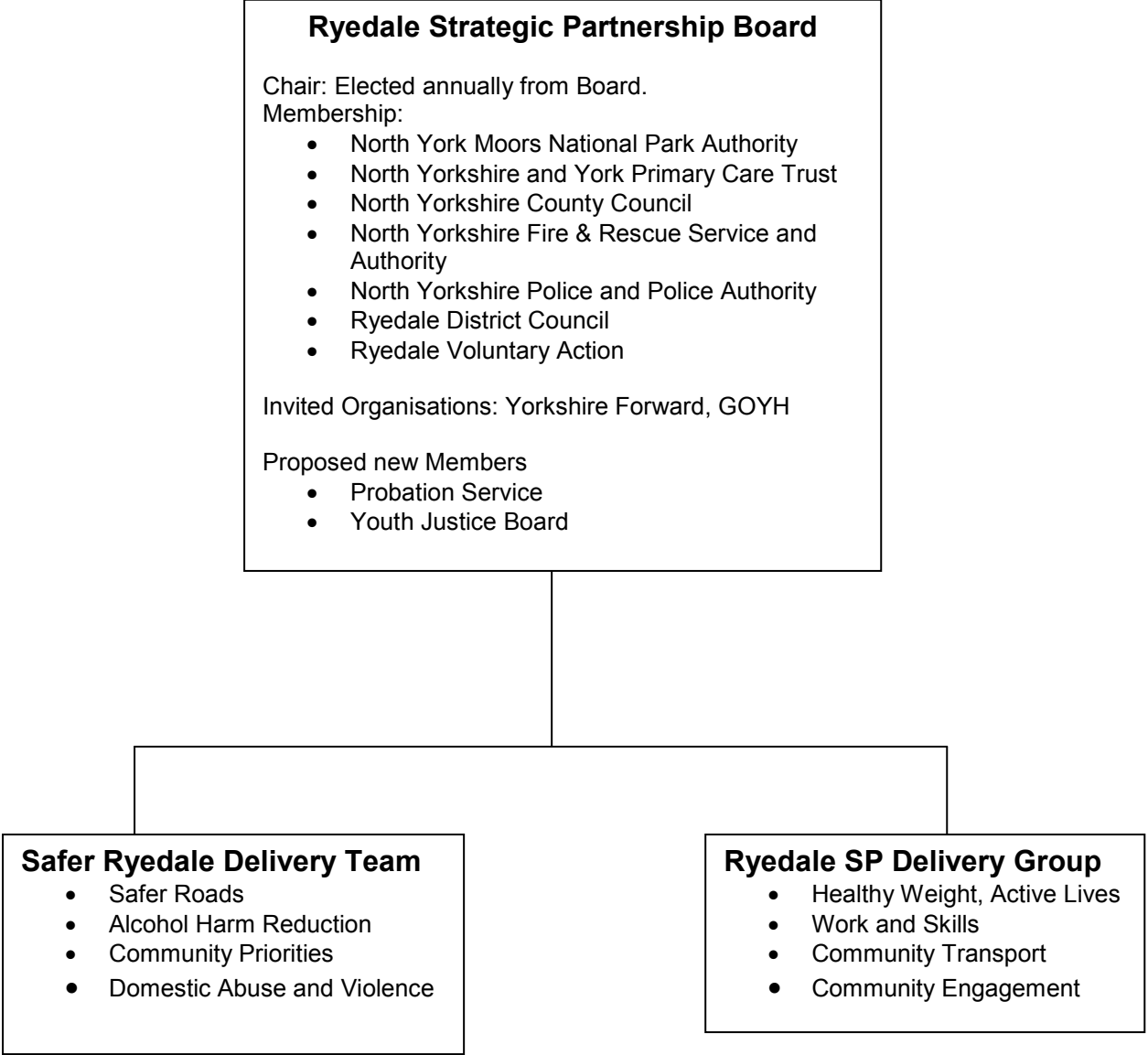
LSP and SR Future Working Arrangements - RISK MATRIX – ANNEX A

Issue/Risk	Consequences if allowed to happen	Likelihood	Impact	Mitigation	Mitigated Likelihood	Mitigated Impact
The workload of RSPB members, previously not involved with Safer Ryedale, could increase.	Loss of participation by senior representatives of the Member bodies	3	D	The workload of those members previously involved with both Boards will significantly decrease. The SRDT will continue to undertake all operational work, whilst the RSPB will consider strategic issues only.	2	B
Statutory requirements not met	Will not fulfil legal obligations	3	C	Ensure statutory bodies are participating in RSPB and staff team bring required decisions in timely manner	1	A

Score	Likelihood	Score	Impact
1	Very Low	A	Low
2	Not Likely	B	Minor
3	Likely	C	Medium
4	Very Likely	D	Major
5	Almost Certain	E	Disaster

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Proposed Local Strategic Partnership Structure – April 2010



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