



South Tyneside Council



REPORT TO THE SOUTH TYNE AND WEAR WASTE MANAGEMENT PARTNERSHIP JOINT EXECUTIVE COMMITTEE

23 June 2017

REPORT OF - Tony Alder, Project Director, South Tyne and Wear Waste Management Partnership

SUBJECT: STWWMP Joint Partnership Team

1. PURPOSE OF REPORT

- 1.1 To provide the Joint Executive Committee with an update following the establishment of the joint partnership team to deliver strategic waste activities on behalf of STWWMP partner authorities.

2. BACKGROUND

- 2.1 In 2008, a core joint STWWMP team was established to support the procurement of a residual waste treatment solution for the partner authorities. Once the preferred solution had been identified, the Joint Executive Committee agreed to the establishment of a dedicated partnership team of specialists to oversee the construction phase of the 'project'.
- 2.2 To support the residual waste treatment contract (RWTC) service commencement in 2014, officers from South Tyneside and Sunderland were seconded into the joint partnership team at Gateshead Council to support the further development of joint working between authorities in relation to waste management and, in particular, the day-to-day contract management of the RWTC. This also enabled the STWWMP team to take on all Waste Disposal Authority (WDA) functions on behalf of the partner authorities.
- 2.3 Since then, its role and remit has continued to extend, and the team is now responsible for a number of roles for the partner authorities, including: leading joint procurement exercises for ancillary waste treatment contracts; delivering day-to-day contract management functions of a range of ancillary waste treatment contracts; supporting

the development and implementation of policy and strategy; and supporting the development of new ways of working, such as the introduction of joint communication activities.

- 2.4 The establishment of the joint partnership team has enabled expertise from each of the partner authorities to be pooled. This has led to best practice being shared between authorities and harmonisation in the delivery of 'back office' functions, such as waste data reporting requirements to government.

3. TEAM STRUCTURE

- 3.1 Prior to RWTC service commencement, the project director was supported by a contract manager who led a joint partnership team consisting of eight staff, including:
- two officers seconded from Sunderland City Council;
 - one officer seconded from South Tyneside Council; and
 - one officer seconded from Gateshead Council.
- 3.2 At RWTC service commencement in April 2014, the dedicated Communications Officer role was removed, therefore reducing the number of partnership staff by 11%, to a total of eight.
- 3.3 During 2015, staff levels reduced by a further 12½% following the retirement of the Contract Manager. This resulted in the restructure of the management roles in order to ensure certain PFI contractual requirements could still be delivered within the remaining seven posts, which now reported directly to the STWWMP project director.

4. UPDATE

- 4.1 The joint partnership team's structure remains under regular review to ensure that it remains fit-for-purpose and able to deliver all aspects of the WDA functions and associated contract management responsibilities. However, in the ongoing challenging financial environment, it is also necessary to continue to consider how the joint partnership team can support the delivery of further efficiencies to partner authorities.
- 4.2 However, from 1st April 2017, the total number of joint partnership team staff reduced to six officers (see Appendix A). Therefore, since the completion of the EfW construction phase in 2014, the joint partnership team has reduced in size by 33%, yet continues to provide effective WDA and waste contract management functions on behalf of the partner authorities. These reductions are, therefore, in line with the challenging efficiency targets and savings that are also being implemented across the partner authorities and public sector in general.

- 4.3 Restructures of the joint partnership team have also enabled financial savings to be realised. However, to ensure that a fair and accurate comparison between the team costs prior to RWTC service commencement and the most recent restructure of the team (i.e. to prevent distortion by inflation, incremental advances, or pay awards), the joint partnership team cost comparisons have been calculated for staff in post at each time using their salary points at 2017/18 salary scale levels.
- 4.4 Therefore, including oncosts (National Insurance and superannuation contributions), the comparative costs for the joint partnership team since the energy-from-waste construction phase are:

2013/14 staff	2017/18 staff	Difference
£469,142	£305,974	-£163,168

5. RECOMMENDATION

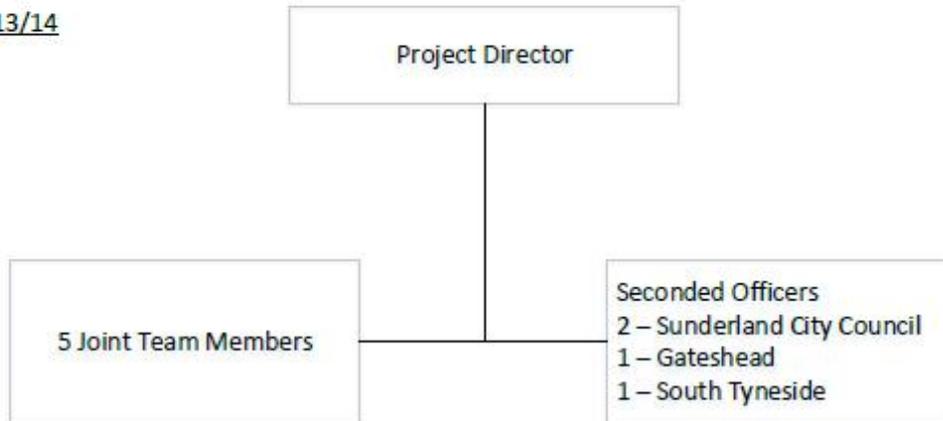
- 5.1 The Joint Executive Committee is requested to:
- i) Note the contents of this report, in particular the role of the joint partnership team and the reduction in staffing levels since 2014.

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2013/14



2017/18

