

7th September 2021

Report of	Assistant Director of Environment	Author	Rosa Tanfield
Title	Appendix B - Shrub End redevelopment		☎ 538047
Wards affected	'Not applicable'		

1. Executive Summary

- 1.1 Neighbourhood Services is currently undertaking a capital project to redevelop the Shrub End site. A total of £1,056,000 is allocated in the Capital Programme. Following the restructure and during 2019, a review and assessment of the needs for improvement was undertaken and this determined a list of requirements. In 2020, the Covid pandemic impacted the delivery of Neighbourhood Services and tested the list of requirements. It also gave an opportunity to consider making permanent those temporary measures brought about to protect staff. As a result, the objectives and list of requirements have been reviewed again.
- 1.2 The project objectives are to ensure compliance, health, safety and wellbeing of the workforce, strategic alignment and to agree principles on the future use of the site in collaboration with ECC.
- 1.3 CBH have been appointed as the Project Manager with an agreed scope. Some works have commenced to support Covid recovery, whilst the rest of the project will now be subject to the design stage, after which a tender exercise/s will be undertaken to determine accurate costings and timeframes.

2. Recommended Decision

- 2.1 This report is for noting only.

3. Reason for Recommended Decision

- 3.1 This report is for information only by way of an update

4. Alternative Options

- 4.1 None

5. Background Information

- 5.1 Neighbourhood Services is currently undertaking a capital project to make improvements to the Shrub End site.
- 5.2 The site is fundamental in enabling the Council to delivery its core functions, from recycling and refuse collections to street cleansing. The site comprises:
- A large parking area for the Council's fleet and operational staff
 - Storage and containers for material and equipment for operations
 - A 'yard' where recycling material and other waste is collected for onward transportation
 - A building for staff offices, storage and facilities
- 5.3 A combined review of the 'Recycling Waste & Fleet Service' and 'Community Zones Service' under the theme of 'Waste and Zones Futures' commenced in August 2018. The services were purposefully reviewed together in recognition of the synergies that existed from an operational, financial, and shared outcomes perspective. The outcome of the review was to make savings and bring the separate services together as 'Neighbourhood Services' under the leadership of the Assistant Director of Environment in October 2018. During this review it was recognised that in previous years £800,000 had been allocated for "rebuilding the Bailing Shed" and as part of the Futures Review, additional funding was provided to "redevelop the current site". A total of £1,056,000 is allocated in the Capital Programme. Following the restructure and during 2019, a review and assessment of the needs for improvement was undertaken and this determined a list of requirements.
- 5.4 In 2020, the Covid pandemic impacted all areas of the Council, including Neighbourhood Services. However, it provided an opportunity to test the list of requirements that had been identified and determine their significance, and in turn, assess what temporary measures brought about to protect staff and maintain services should be maintained in the long-term. As a result, the objectives and list of requirements have been reviewed again.
- 5.5 Project objectives:
- 1. Compliance**
The site operates as a transfer station under an Environment Agency issued Waste Management Licence. It is imperative that the Council ensures it operates within the management plan of the licence and always adheres to the measures in place and maintains the site.
 - 2. Health, Safety & Wellbeing**
As a high-risk operational service, it is imperative that assessments are undertaken frequently, and adjustments are made to ensure the health, safety and wellbeing of our workforce, site and operations.
 - 3. Strategy alignment**
It is important to consider the potential for changes in operations in the future, through an emerging waste and recycling strategy, particularly with the potential impact of the Environment Bill. Any works undertaken will align to any known aspects that will help or support this strategy (for example, improved data capture).
 - 4. Agree principles on future use of site, in collaborating with ECC**
As the Household Recycling Centre is centrally located within the site, this brings with it logistical and operational difficulties for both the Council and Essex County Council. Both

organisations will have priorities and objectives for the area, and it is therefore important to agree principles. The Council will be considering the use of the site with a view on the current development of a business case for an in-house delivery model for grounds maintenance, the introduction of an electric vehicle fleet and the infrastructure that is required, as well as the continued growth of the Borough and the additionality that this impacts on the services and that too of the Household Recycling Centre.

5.6 The Project Board has agreed the following principles for the works:

- Works should not be abortive work if there are site changes in the near to medium term
- Items/works should be able to be moveable to enable change

5.7 In considering the above, the Project Board has agreed the following scope of work, with focus on two areas of the overall site:

Yard refurbishment programme

- Demolition of old weighbridge and install of new weighbridge, office, and system
- Repair and reinstate surface water drainage system
- Reinforce material collection bays
- Undertake repairs to the lagoon
- Install new mesh fencing
- Demolition of bailing shed and create new material collection bays
- Pedestrian management plan and walking route

Staff facilities refurbishment programme

- New subbase and surface to car park
- Install fire alarm system
- Remodel WC/Locker area to create female WC and showers
- New lockers and rest room furniture
- New crewing out shelter
- New cycle cage

Progress

5.8 CBH have been appointed as Project Managers and CDM Coordinators. Instruction have been given to them to proceed to the project design stage. This stage will more accurately determine costs and timeline. Nevertheless, some works have been undertaken already in response to the Covid pandemic and which support the objectives and principles outlined above:

- Extension of pedestrian guard railing
- Installation of new windows to enable outdoor 'crewing out' and to reduce numbers of staff within the office
- The order has been placed for the new crewing out shelter and is scheduled to be installed from September

Timescale

5.9 Delivery of the works will be determined once the design stage has been completed. This will give an indication but will not be accurate until the tender exercise has been completed. It is the aim to have the works completed within the financial year, however, careful consideration needs to be given to working within an operational site that needs to deliver core services across the Borough on all working days.

6. Consultation

- 6.1 The workforce, at an early stage, were given the opportunity to share their views on improvements required at the site. Their feedback included the car park, WC and lockers; hence these being included as fundamental parts of the project.
- 6.2 As the project progresses, plans will be shared with the workforce and through the Neighbourhood Services Health, Safety and Wellbeing Group of which representatives of the workforce are included.

7. Publicity Considerations

- 7.1 As the improvements are internal, it is not envisioned that there will be a requirement for public communications, although some aspects of the work may require planning permission.

8. Equality, Diversity and Human Rights implications

- 8.1 The works to bring about female toilet and shower facilities is an important recognition and commitment to the continued development of equality and diversity within the service. Neighbourhood Services has 26 female members of staff (approximately 10% of the Neighbourhood Services workforce) and whilst a toilet is available within the office, this is not easily accessible for frontline staff, is not available at weekends when female staff may be working and does not provide showers or separate locker facilities such as those experienced by the male workforce.
- 8.2 Please note the EQIA for the Council can be found on the Council's website. [www.colchester.gov.uk](https://www.colchester.gov.uk/info/cbc-article/?catid=equality-impact-assessments&id=KA-01531) on the following pathway: <https://www.colchester.gov.uk/info/cbc-article/?catid=equality-impact-assessments&id=KA-01531>

9. Health and Safety Implications

- 9.1 As set out earlier in the report, Neighbourhood Services is a high-risk operational area and therefore the works will support measures and reduce risks identified in day-to-day operations (for example, the implementation of a dedicated walking route developed from a site pedestrian management plan).
- 9.2 The Construction (Design and Management) Regulations (CDM) will apply to this project. By employing CBH and in undertaking robust tender analysis, project set up meetings, collaborative working and so forth, the Council will ensure robust health and safety measures at all stages of the project.

10. Financial implications

- 10.1 The capital funding provided is £1,056,000. Spend allocated so far is £66,940.33 (this includes Project Management fees). Estimated costs are at £1,052,954 (including a 10% contingency) but this will be more accurately determined at completion of the tender process, which will be undertaken after the design stage has been completed.

11. Health, Wellbeing and Community Safety Implications

- 11.1 Of utmost importance, as outlined in the objectives of this project is that of the health and wellbeing of the Council's workforce and the report above sets out how this will be addressed.

11.2 There is no impact within this project on community safety.

12. Risk Management Implications

- 12.1 The current risks with delivery of the project are that of the budget and timeline. The project has been refined to ensure as far as possible that it can be delivered within the objectives and principles, and the budget. However, certainty of this will only come from the tender exercise/s.
- 12.2 In determining the timeline of the construction works, careful consideration will need to be given and close collaboration will need to be undertaken to ensure the works do not impact on the operational delivery of Neighbourhood Services.
- 12.2 As with many other projects, the supply and cost of steel and materials is an increasing risk on budget and timeline. This will be discussed in more detail with the approved contractors selected for the works.

13. Environmental and Sustainability Implications

- 13.1 The project will help support the Council in continuing to provide the core services that enable residents to make good decisions around their management of waste and recycling choices.
- 13.2 The improvements to the site, ensure the Council is doing all it can to limit the impact of its operations on the local environment and the construction works itself will aim to use those materials with minimal environmental impact, and waste such as concrete will be reused wherever possible.

14. Strategic Plan References

- 14.1 This project, to invest in improved welfare, safety and compliance at the site, whilst working towards a long-term strategy for our operational depot, works within the Strategic priority of 'Tackling the climate challenge and leading sustainability' [Strategic Plan 2020-23](#) and supporting Covid recovery.