



Subject:	Waste Collection Update
Date:	10 October 2017
Reporting Officer:	Nigel Grimshaw, Director City & Neighbourhood Services Department
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Restricted Reports	
Is this report restricted?	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
If Yes, when will the report become unrestricted?	
After Committee Decision	<input type="checkbox"/>
After Council Decision	<input type="checkbox"/>
Some time in the future	<input type="checkbox"/>
Never	<input type="checkbox"/>

Call-in	
Is the decision eligible for Call-in?	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>

1.0	Purpose of Report or Summary of main Issues
1.1	To provide Members with a monthly update, on further actions which have been introduced to improve the waste collection service, following the report presented to Members at 12 September 2017 Committee meeting.
2.0	Recommendations
2.1	The Committee is asked to note: <ul style="list-style-type: none">• the continued interventions which are being implemented to maintain the performance improvements of the waste collection service; and• that a high level Waste Collection Improvement Plan, which includes the immediate actions that were introduced in August 2017 to improve the waste collection service

	and the short term processes and procedures required to deal with productivity and performance issues, has been developed.
3.0	Main report
	<p><u>Key Issues</u></p> <p><u>Customer Call Handling and Management Interventions</u></p> <p>3.1 As a result of the management intervention and correction actions previously reported, the calls directed to the customer Contact Centre remain at normal levels. The realignment of Contact Centre resources in August, to support the increased demand in relation to call handling has now been reversed and Contact Centre staff numbers have returned to normal levels.</p> <p>3.2 Daily management information reports continue to be generated, which enables targeted, timely operations to be put in place to deal with requests for service in relation to missed bins and missed assisted lifts. This action has resulted in significantly reducing the number of missed bin collections.</p> <p>3.3 Detailed daily management information reports, by assistant manager and operational squad, continue to be produced. These reports have introduced accountability processes and improved communication between assistant managers and squads which continue to support the resolution of customer enquiries.</p> <p>3.4 As previously reported, increased attention has been focused on dealing with access issues. In consultation with residents, good progress has been achieved to resolve some access issues. The more complex accessibility difficulties remain a work in progress, to ensure that longer term sustainable solutions can be achieved.</p> <p>3.5 A regular communications schedule with senior management forum, waste collection management team and trade unions remains in place to maintain focus on priority issues ensuring optimal operational delivery and customer service.</p> <p><u>Waste Collection Improvement Action Plan</u></p> <p>3.6 As referred to in the September Committee report, a high level Waste Collection Improvement Action Plan has been developed which incorporates recommendations from</p>

the independent study undertaken in spring 2017 together with processes and procedures that have been implemented to deal with productivity and performance issues.

In summary, the key activities included in the Plan are as follows:

- 3.7
- Undertake a review of the administrative support arrangements currently in place for waste collection operational staff, with a view to increasing time supervising on the ground waste collection operations.
 - Carryout an assessment of relevant squad productivity eg. start and finish times, shipping times, bins and weights lifted to enable the development of change proposals, taking into consideration best practice study.
 - Develop proposals to introduce minor modifications to existing waste collection routes, following an evaluation undertaken by the route optimisation software supplier.
 - Implement the recommendations arising from the independent review undertaken by Resource Futures in spring 2017.
 - Implement the actions arising from the independent audit undertaken by AGRS.

3.8 The short-term activities included in the Action Plan continue to be work in progress. At present attention is focused on performance and productivity analysis, utilising two independent approaches as follows:

- A manual review of the data and information available within the waste collection service; and
- A review of the feedback received from the route optimisation software supplier, who is undertaking a separate and independent evaluation.

3.9 Proposals developed from the two independent reviews referred to in point 3.8 above will provide an acceptable level of assurance in relation to the introduction of any proposed changes. The Action Plan is a fluid document and as proposals are developed it will be updated accordingly.

Financial & Resource Implications

3.10 At this time there are no financial or resource implications associated with this report. Any future route optimisation rebalancing exercises and asset implications arising from the implementation of the Waste Framework may however result in financial and resource implications at a future date.

3.11	<p><u>Equality or Good Relations Implications</u></p> <p>At this time there are no equality or good relations implications associated with this report. Any future route optimisation rebalancing exercises and asset implications arising from the implementation of the Waste Framework may however result in financial and resource implications at a future date.</p>
4.0	Appendices – Documents Attached
	None

