



Subject:	Waste Collection Update
Date:	5 December 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 further update in relation to: (i) the processes and procedures that continue to be implemented to enhance the waste collection service; and (ii) the actions included in the high level Waste Collection Improvement Plan, which has been developed to address productivity and performance issues.
2.0	Recommendations
2.1	The Committee is asked to; <ul style="list-style-type: none">Note the continued interventions which are being implemented to maintain the performance improvements of the waste collection service, together with progress in relation to the actions included in the Waste Collection Improvement Plan.

2.2	As Members will be aware, it was agreed at the Committee meeting held on 7 November that, following December Committee, future update reports would be provided on a three monthly basis. Given this, the next Waste Collection update will be presented at April Committee.
3.0	Main report
	<p data-bbox="272 430 419 461"><u>Key Issues</u></p> <p data-bbox="272 528 1002 560"><u>Customer Call Handling and Management Interventions</u></p> <p data-bbox="165 577 1469 712">3.1 The volume of calls directed into the Customer Contact Centre remain at normal levels as a result of the management interventions and improved processes which have been in place since August 2017.</p> <p data-bbox="165 779 1469 967">3.2 Daily management information reports are now an embedded process that enable targeted, timely operations to be implemented which deal with requests for service in relation to missed bins and missed assisted lifts. The number of missed bin collections has continued to decrease since August 2017.</p> <p data-bbox="165 1034 1469 1169">3.3 The production of detailed daily management information reports, by assistant manager and operational squad, continues to provide accountability and improved communication, which supports prompt resolution of customer enquiries and addresses legacy issues.</p> <p data-bbox="165 1236 1469 1370">3.4 Increased attention continues to focus on dealing with more complex accessibility problems. Discussions remain ongoing with Transport NI to ensure that longer term sustainable solutions can be achieved regarding accessibility difficulties.</p> <p data-bbox="165 1438 1469 1626">3.5 A regular communications schedule with senior management forum, waste collection management team and trade unions is now embedded, which maintains focus on priority issues. This process continues to support the delivery of a high quality, responsive and flexible service which meets customer need.</p> <p data-bbox="272 1693 834 1724"><u>Waste Collection Improvement Action Plan</u></p> <p data-bbox="165 1742 1469 1877">3.6 As referred to in the Committee report presented to members on 10 October 2017, a high level Waste Collection Improvement Action Plan has been developed. An update regarding the key actions within the Plan to address productivity and performance issues, is as follows:</p> <ul data-bbox="272 1944 1469 2029" style="list-style-type: none"> • A review is currently underway in relation to the administrative support arrangements for waste collection operational staff, which will facilitate increased on the ground

supervision of waste collection operational staff. Time spent on the ground supervising waste collection operations, by operational staff has increased by approximately 40%.

- An assessment of relevant squad productivity eg. start and finish times, shipping times, bins and weights lifted has been completed in relation to black bin squads. As a result, a process has been initiated to increase existing work levels and improve productivity which has incorporated minor changes to collection timetables and work will now extend into determining the number of bins per route.
- A review of the commercial waste service has commenced in order to develop proposals for change which best fit customer demand in relation to the marketing and sales, pricing and operational performance of the service. A list of customers who have terminated their contracts within the past 9 – 15 months has been generated and a plan is in place which aims to recover these contracts. In addition, a list of potential new customers has been produced which may be used as a basis to target future sales and attract new contracts. A work programme has been developed, which is in the process of being implemented, aimed at increasing income without generating any major additional costs, given that the initial sales focus will concentrate on customers who are located within the same general geographical area as current customers.
- The route optimisation software supplier has completed an evaluation exercise regarding minor modifications to existing waste collection routes. Comments and feedback from this exercise have been analysed and are currently being compared to the information produced manually within the waste collection service. Proposals for change, to improve productivity and performance, will be developed following final consideration of all information.
- The recommendations arising from the independent review undertaken by Resource Futures continue to be assessed and implemented where appropriate.
- An independent audit is currently being undertaken by AGRS with the audit testing phase completed at the end of November. When the full audit has been completed, the recommended actions will be considered for implementation.

3.7 The Waste Collection Improvement Action Plan is a fluid document and as proposals are developed it will be updated accordingly.

Financial & Resource Implications

3.8 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.

3.9	<u>Equality or Good Relations Implications</u> At this time there are no equality or good relations implications associated with this report.
4.0	Appendices – Documents Attached
	None

