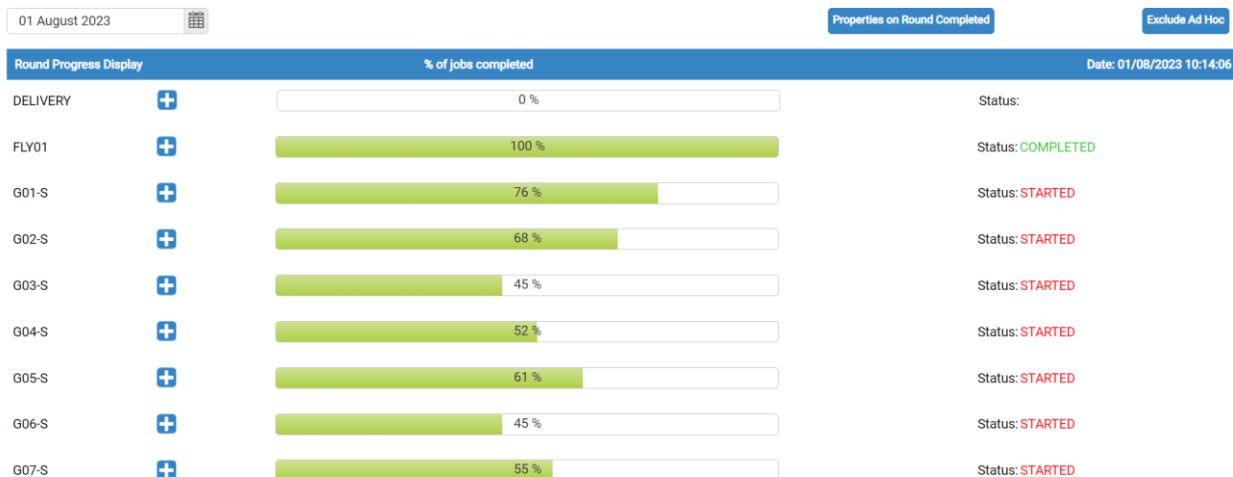


Appendix C Waste Management Improvement

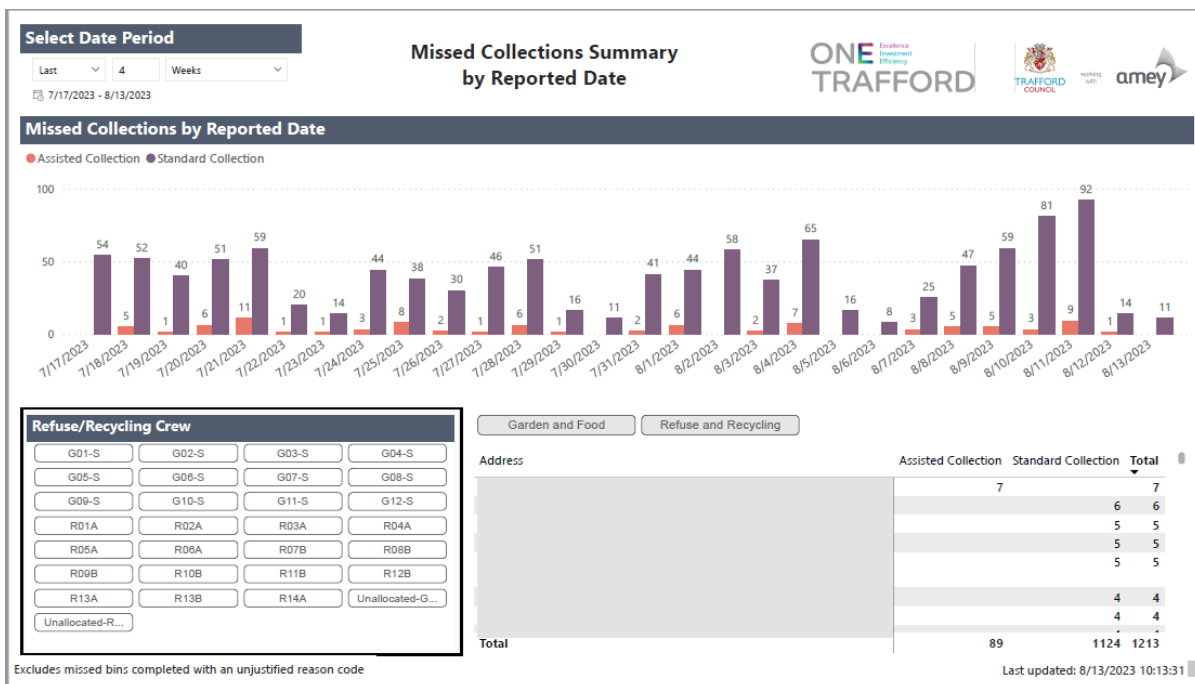
In March 2022 Amey implemented the Whitespace system across the waste collection service. The system comprises a back-office system to better manage the allocation of work and in-cab computer which the driver uses to report by exception any issues during the working day as well as confirming when they have completed the roads on their round.

The system allows the supervisors to reallocate work in real time, allowing the service to be more resilient to disruptions like vehicle breakdowns, by reallocating work to nearby crews.

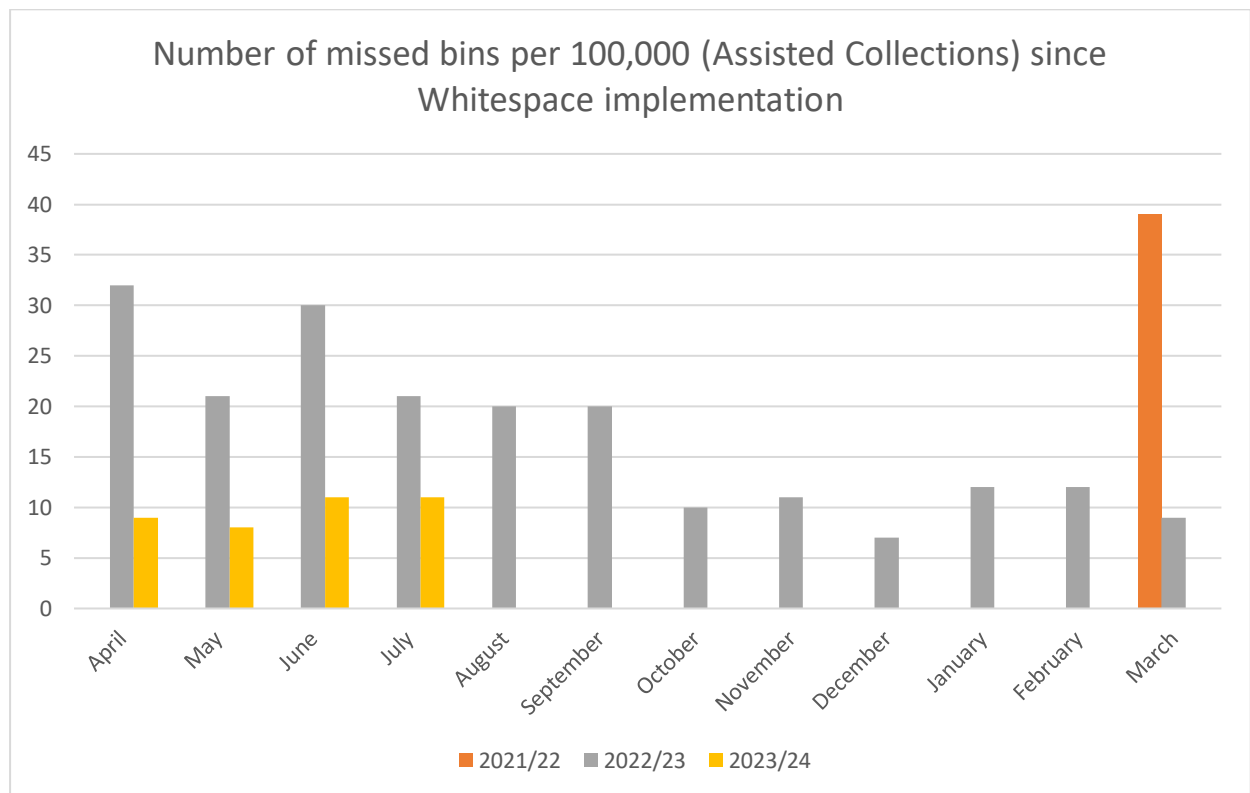
It also allows Council officers real time access to see progress of the collection rounds during the day. The screenshot below shows the round progress screen on Whitespace.



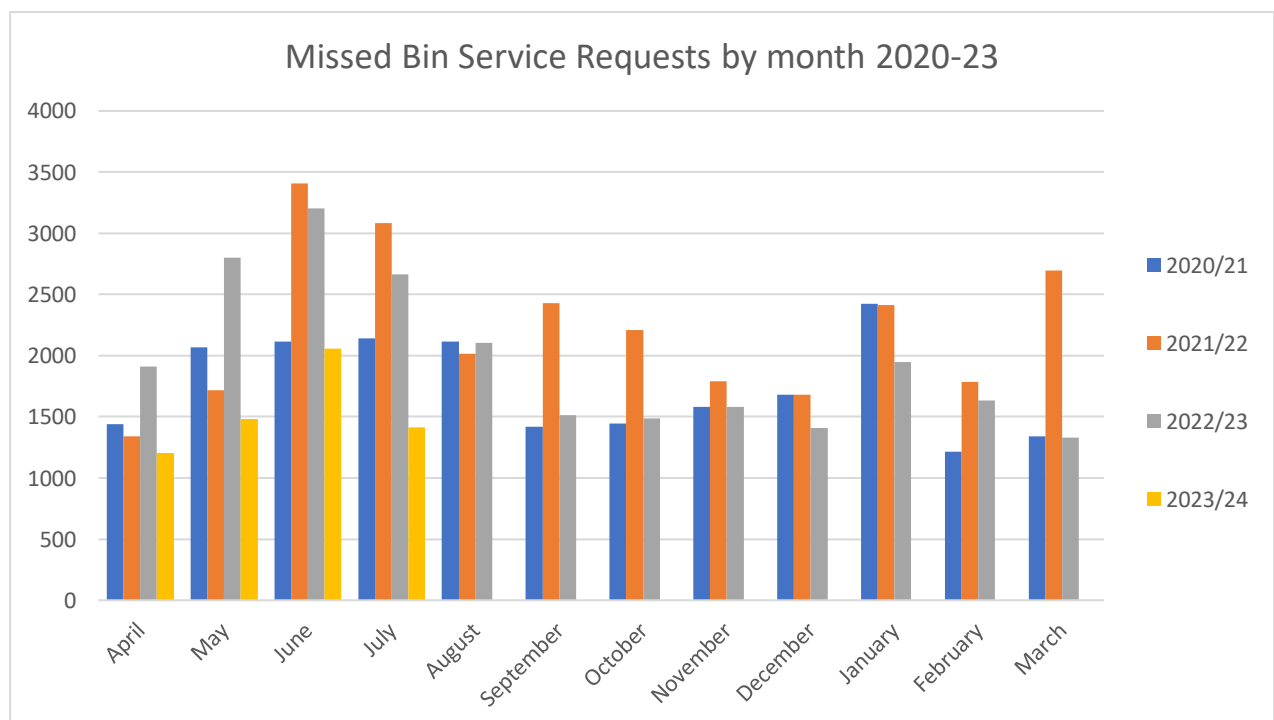
Amey have developed a waste service dashboard in PowerBi that is interactive on their internal system and generates a pdf version of the report that is sent to the Council weekly. This allows the waste managers at the Council and Amey to monitor the performance of the service and any trends. Any issues are discussed on a weekly basis at the operational meeting and enables the team to take early intervention. Once the Council migrates to SharePoint we will investigate if this report can be shared in an interactive way so that the Council can interrogate the data in real time. The screen shot below shows the interactive dashboard.



Last year there was a specific focus on reducing missed assisted bin collections and the access to real time data made this process more effective. The waste supervisors use the interactive dashboard to easily identify crews where the performance needs to improve and can discuss any performance issues with them. The Whitespace system makes it more clear to the driver where the assisted collections are on the round and there is the facility for a prompt to show on the in-cab computer when they are stationary on the street to remind them of the assisted collection.



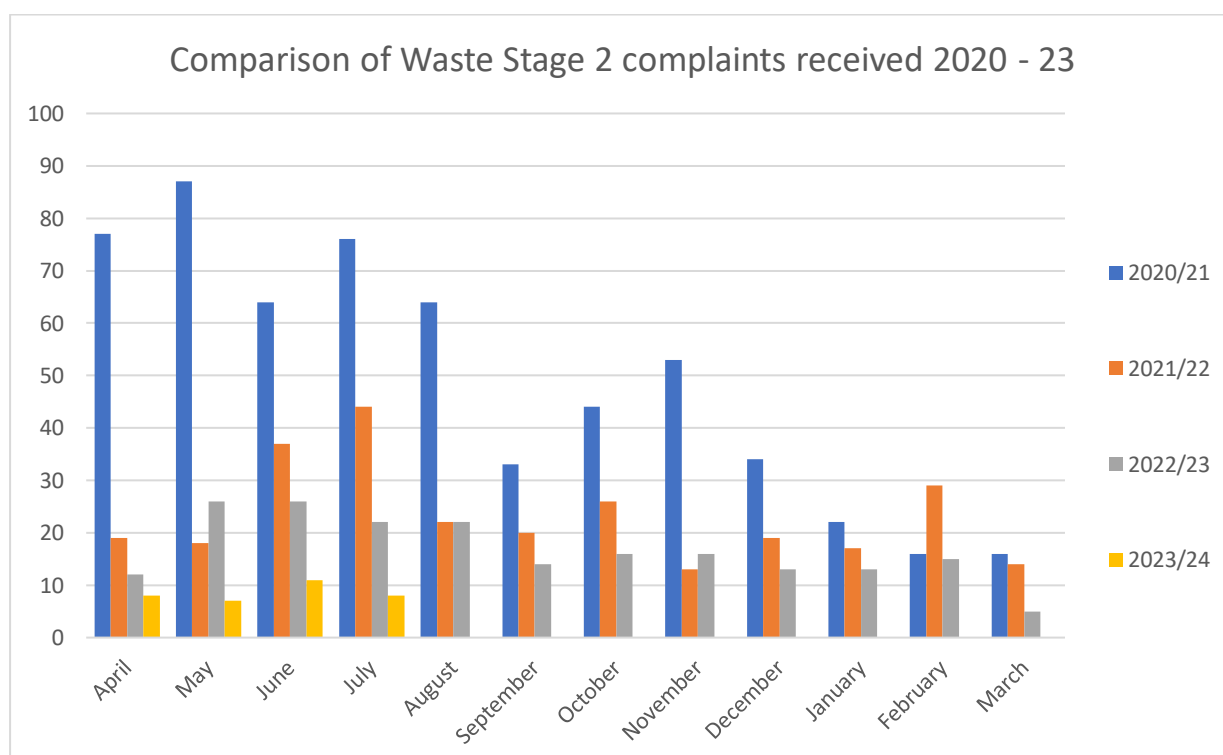
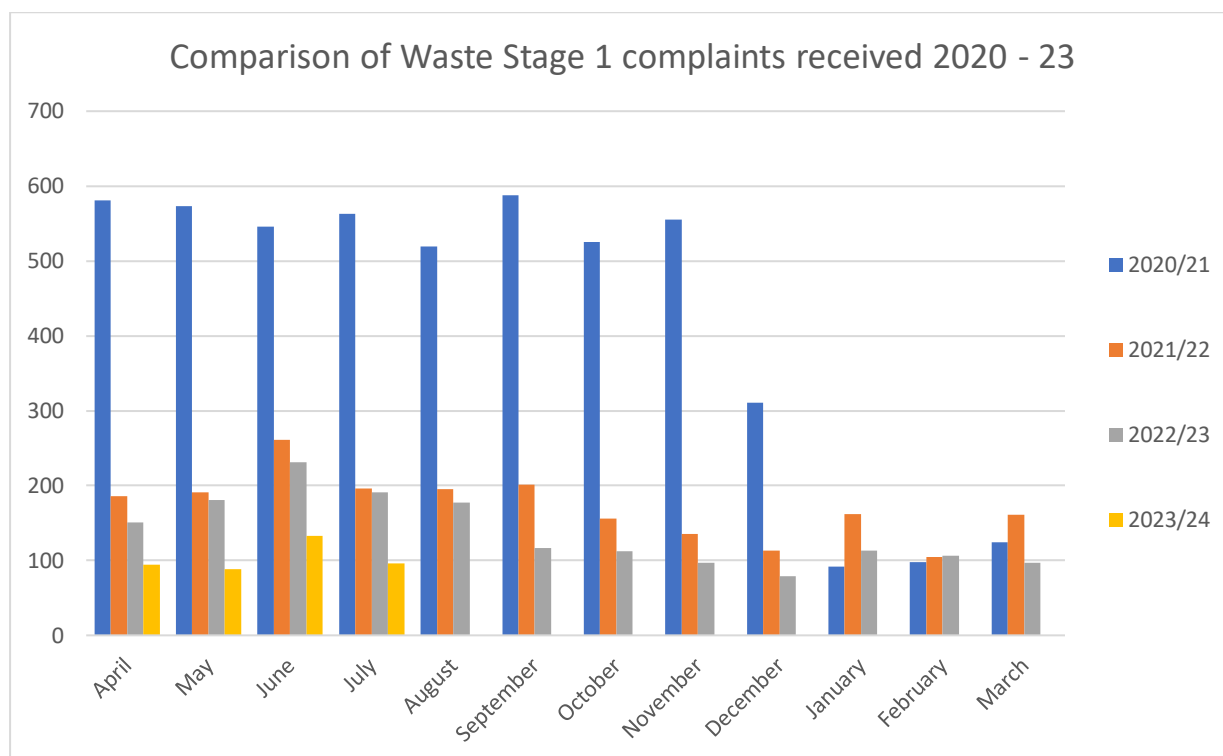
The Whitespace system was implemented in March 2022 and since September 2022 the service has seen a sustained reduction in reported missed bin collections, see graphs below.



There was an increase in missed bins in June however, due to the improvements in real time reporting the waste managers were able to intervene quickly and missed bins in July appear to have reduced significantly at the time of writing.

In addition to the real time access to management information and the weekly missed bin collection report the service has implemented a monthly “Waste Delivery Group” meeting where Amey present a monthly report looking at service trends and where there may be issues or opportunities over the coming month.

The longer-term trends are discussed at the monthly meeting and service has also seen a sustained reduction in stage 1 and stage 2 complaints since September 2022.



Both Amey and the Council are committed to the continuous improvement of the waste service and targeted projects to make further improvements will be agreed jointly through the monthly governance meetings.

Review of Waste Collection Zones

Following the whole borough route optimisation project in 2019 there was an imbalance with the Monday collection zone which needed to be addressed however the impact of covid on the waste collection service meant that there was no stable period to review the data and plan the revisions.

In February 2023 there was a minor round reshuffle to move one collection round from Monday through the week to Thursday. This involved approximately 5000 properties having their collection day move one day e.g. from Monday to Tuesday.

The round changes went without incident and with minimal contacts from residents and there has been a sustained improvement in the delivery of the waste collection service with only one week in June where the full service could not be deployed.

Projects underway or planned for this year 2023/24 include:

Flats Review

The purpose of this project is to work with housing management companies to improve:

- Provision of bins, especially recycling bins and that they have the right lids to reduce contamination.
- Quality of recycling through better signage, face to face engagement with residents and provision of service information e.g. calendars, recycling guides and food waste liners.
- Health and safety on site including, ensuring clear access for crews, that the surface from the bin store to the refuse collection vehicle is safe to manoeuvre the bins.

Work is already underway on this project and to date the housing management companies are engaged in the project and working with us to implement any changes.

Difficult Access Roads

Since the pandemic there have been higher instances of streets being obstructed by cars parked on collection day. Many of these locations have improved access over time however there are a number that have not and now that the waste collection service has stabilised, this has allowed the service to focus on more local waste collection issues.

There are six locations where Traffic Regulation Orders (TRO's) are in the process of being implemented to protect the junctions to roads and not only allow access for the refuse collection vehicles but also other larger vehicles.

There are other locations that have or continue to experience regular access issues which prevent their bins being collected on the scheduled day. This has been and continues to be a focus for the service so that the service improves for residents. A number of actions have been implemented and will continue:

- Regular weekly operational management meetings include a review repeat access issues
- Crews have been trained to upload photographs on Whitespace when they are unable to access a road due to parked cars or roadworks

- Improved letters to affected and neighbouring properties which include a map detailing where not to park on collection day to improve access for the refuse collection vehicle.
- Supervisor intervention, including meeting crews on site, close monitoring of times when parking is an issue and rerouting rounds where appropriate.
- Performance management of the refuse collection crews where necessary including coaching and mentoring to improve confidence and performance.
- Continued review of repeat access issues will identify where further interventions may be required in the future. As a last resort, when all other options have been exhausted, these could include further TRO's or moving bin collection points to a location that is a manageable distance to the refuse collection vehicle.

In addition to the service improvements there have been a number of proposals not progressed, many of these were minor changes to contract clauses that the Council was not minded to change. Other changes not progressed and were more significant include:

- Proposal to move to a digital bin collection calendar was not progressed as there is research that shows households remember direct communication from the Council and our calendars include other recycling information not just the collection calendar.
- Proposal to “explore the option to move away from the annual roll out of caddy liners to ad hoc delivery”. This was not progressed at Amey's request however there will be more detailed data collection on the use of caddy liners over the coming year determine the weekly distribution, utilise on-line forms to identify any potential areas of mis-use.” Where households are identified that are requesting excessive numbers of caddy liners they will be contacted on an individual basis.