



Subject:	Waste Collection Update
Date:	10th April 2018
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: <ul style="list-style-type: none"> (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 and the Organisational Development Unit review of the commercial waste function. • Note that it was agreed at the Committee meeting held on 7 November that from December 2017, future update reports would be provided on a three monthly basis. In

2.2	view of this, the next Waste Collection update will be presented at August Committee.
3.0	Main report
	<p data-bbox="252 143 981 179"><u>Customer Call Handling and Management Interventions</u></p> <p data-bbox="165 197 1492 331">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="165 398 1492 582">3.2 Management information reports continue to be produced to ensure that targeted and timely operations are implemented, which proactively deal with service requests in relation to missed bins and missed assisted lifts. Since August 2017, all missed bin collections have been completed within Service standard targets.</p> <p data-bbox="165 649 1492 784">3.3 The production of detailed daily management information reports, by assistant manager and operational squad, continues to provide accountability and strengthens enhanced communication, which supports prompt resolution of customer enquiries.</p> <p data-bbox="165 851 1492 1137">3.4 The resolution of accessibility problems on some waste collection routes continues as work in progress. Given the complexities associated with certain locations, it will however take some time to achieve sustainable solutions. Regular discussions remain ongoing with Transport NI Enforcement Team to explore viable possibilities for improvements. Additionally, options in relation to vehicle deployment on specific waste collection routes are being considered, to facilitate improved vehicle manoeuvring on particularly challenging access routes.</p> <p data-bbox="165 1205 1492 1388">3.5 Regular communications between senior management forum, waste collection management team and trade unions continues to be implemented, which ensures that priority issues are considered and addressed on a timely basis. This process supports the delivery of a high quality, responsive and flexible service which meets customer need.</p> <p data-bbox="252 1505 813 1541"><u>Waste Collection Improvement Action Plan</u></p> <p data-bbox="165 1559 1492 1693">3.6 As referred to in the Committee report presented to members on 5 December 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="252 1760 1492 2049" style="list-style-type: none"> <li data-bbox="252 1760 1492 1944">▪ A review is ongoing in relation to the administrative support arrangements for waste collection operational staff, which is facilitating 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 60% since August 2017. <li data-bbox="252 1962 1492 2049">▪ A manual assessment of relevant squad productivity eg. start and finish times, shipping times, bins and weights lifted has commenced in order to develop viable proposals for

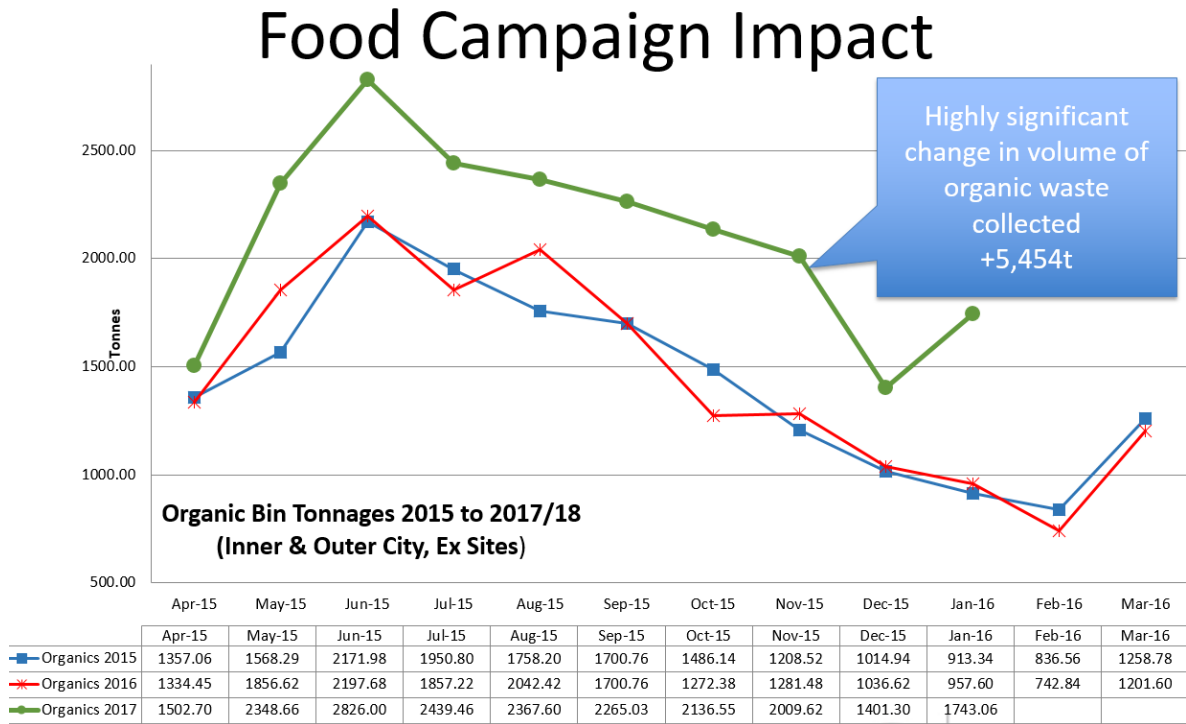
sustainable change. This exercise has been finalised in relation to black bin squads and the initial phase of increasing current work levels, with a view to increasing productivity, has been completed. This included introducing minor changes to waste collection timetables which were implemented seamlessly prior to the Christmas and New Year Holiday period.

- The feedback from the route optimisation software supplier, who completed an evaluation of waste collection routes, has been analysed. At present a comparison exercise is being undertaken, to examine the analysed feedback with information produced manually within the waste collection service. Taking into consideration all options for improvement, proposals for change to promote enhanced productivity and performance are being developed.
- As part of the City and Neighbourhood Services departmental improvement programme, the Organisational Development Unit has been engaged to undertake a review of the commercial waste function. It is anticipated that this review will be completed by June 2018.
- The recommendations arising from the independent review undertaken by Resource Futures is being used to inform future developments where appropriate.
- AGRS has undertaken an independent audit and has issued a draft report which is being considered by management. The draft report contains a number of recommendations, which when agreed will need to be implemented in line with defined timeframes.

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

3.8 In relation to the introduction of the “*No Food Waste*” campaign which was implemented last year, this has been a highly successful intervention in terms of recycling, despite operational challenges and some adverse social media attention. The results for the first three quarters demonstrates that the food waste campaign has delivered substantial growth, not only in organic waste levels but also in dry recycling as detailed in Diagram 1 below.

3.9 Diagram 1: Organic Waste Performance



The improving performance associated with the above “No Food Waste” campaign and the resultant increase in householder use of the kitchen caddy / brown bin has had a halo effect on dry recycling, resulting in an improvement in the performance of this waste stream as well as highlighted in Diagram 2 below.

Diagram 2: Comparative Recycling Tonnages

