



**Name of meeting:** Cabinet  
**Date:** 28<sup>th</sup> July 2015

**Title of report:** Reorganisation of Waste Collection Rounds

Is it likely to result in spending or saving £250k or more, or to have a significant effect on two or more electoral wards?	Yes - £496k savings per annum
Is it in the <a href="#">Council's Forward Plan</a> ?	Yes
Is it eligible for "call in" by <a href="#">Scrutiny</a> ?	Yes
Date signed off by <u>Director</u> & name	Jacqui Gedman - 13.07.15
Is it signed off by the Director of Resources?	David Smith - 16.07.15
Is it signed off by the Assistant Director - Legal, Governance & Monitoring?	Julie Muscroft - 16.07.15
Cabinet member <a href="#">portfolio</a>	Cllr Cathy Scott - Housing and the Relief of Poverty

**Electoral [wards](#) affected:** All

**Ward councillors consulted:** Party briefings provided prior to Cabinet Date.

**Public or private:** Public

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## 1. Purpose of report

The purpose of the report is to seek approval for the introduction of new waste collections rounds, working practices, policy change.

## 2. Key points

Work has been undertaken to develop a set of proposals to deliver frontline waste collection services in a more effective and efficient way. Studying delivery models from neighbouring and national authorities and the experience of industry bodies such as APSE and WRAP has provided the opportunity to:

- To introduce on-board technology to improve operational knowledge and delivery alongside developing the flow of information from the frontline to Kirklees Direct and ultimately residents
- Improve productivity through new working patterns and a zonal approach

- Enable better utilisation of our fleet through the new working pattern and enhanced vehicle maintenance regimes for Fridays.
- Aid in achieving budget reductions alongside service improvements with minimal impact on residents
- Introduces a system that provides the flexibility to minimise the workload impact to the council and residents associated with economic and housing growth.

This work has involved the study of the existing service delivery model, neighbouring and national authorities and the experience of industry bodies such as APSE and WRAP. This study has resulted in the recommended operating model within this report, more details can be found within Appendix 1.

Key aspects of these proposals are:

- A move to a 38 hour, 4 day bin collection services - Monday to Thursday.
- Impacts will include day of the week and time of the day collection changes for all residents.
- Increase in productivity and reduction in resource requirements.
- The temporary collection of excess waste for the first Grey Bin collection to accommodate residents who may have gone an extended period of time between Grey Bin collections due to the proposed change.
- Clarity on the ongoing Council policy for excess waste and specifically heavy bins.

### **3. Implications for the Council**

The implications for the Council are attaining a significant efficiency saving and implementing a new operating model that can adapt to future changes. This can be achieved with no compulsory redundancies, through Collective Agreement with Trade Unions and with minimal impact on the residents of Kirklees.

### **4. Consultees and their opinions**

In preparing this proposal the following have been consulted:

- Suez Environnement: as our PFI provider discussions have taken place on the implications of this change on the waste treatment contract, including aspects such as the opening / closing times of facilities, planning restrictions and any additional costs. It was confirmed the impact of this change can be accommodated within the existing planning consents and the changes required to the waste facility operations will in fact deliver benefits for Suez Environnement in managing the flow of waste through the transfer stations and Energy from Waste Plant.
- Workforce: This is a significant change to the current working practices for the workforce. As such the workforces have been positively involved in developing, refining and ultimately agreeing the operational aspects of the proposal.

The new routes and rounds have been provided to crews for comment and feedback, with multiple refinements and improvements to ensure they are robust and deliverable.

- Portfolio Members: Continual updates and progress reports have been undertaken with Place Portfolio Holders to enable robust discussions and concerns to be surfaced and accounted for within the final proposal.

## **5. Next steps**

The next steps for the introduction of this proposal will include:

- Finalisation of prepared mobilisation plan with agreed implementation date
- Roll out of communication and awareness campaign to inform residents of the changes and how these affect them
- Roll out of on-board technology to coincide with and support introduction of new rounds
- Activation of the changes to terms and conditions of employment
- Organise excess waste collections

## **6. Officer recommendations and reasons**

It is recommended that Cabinet:

1. Approve the introduction of the proposals to deliver efficiencies that contribute towards the Medium Term Financial Plan
2. Approve the collection of excess waste for the first collection, post change, to accommodate residents who may go an extended period between collections.

## **7. Cabinet portfolio holder recommendation**

The portfolio holder, Councillor Cathy Scott, notes the significant financial savings that the change in the operational model brings. The portfolio holder welcomes the strategy to reduce the changeover impact to residents and improve communication and response.

## **8. Contact officer and relevant papers**

Will Acornley  
Head of Environment & Greenspace  
Email: [will.acornley@kirklees.gov.uk](mailto:will.acornley@kirklees.gov.uk)  
Tel: 01484 221000

Appendix 1 provides more detail on the proposal.

## **9. Assistant Director responsible**

Joanne Bartholomew  
Assistant Director – Place  
Email: [joanne.bartholomew@kirklees.gov.uk](mailto:joanne.bartholomew@kirklees.gov.uk)  
Tel: 01484 221000

## **Appendix 1**

### **The Proposal**

In the past we have resisted changing bin days for residents in order to provide a top quality service with continuity but this has impacted on efficiency, as over time new estates and properties are added to rounds that imbalance them. We are now at a point where we need radical change to deliver the most efficient service.

It is proposed to move the workforce from a 4.5 day shift to a 4 day shift, working Monday to Thursday, with extended hours. At the same time a zonal working pattern will be introduced that will see all crews working together in the same area on the same day, this will better able us to cover breakdowns and to absorb growth in the future as days will not need to change as households can be moved between rounds easier. This will result in the overall removal of three crews.

Longer days will allow the vehicle assets to be worked harder and Fridays used to undertake an improved maintenance regime.

This proposal is supported by the separate investment in on-board technology. The system will enable live operational decisions to be made quickly and efficiently as well as the continual rebalancing of rounds to maintain optimum efficiency. The system will also update Kirklees Direct as to any live frontline issues such as delays in collection due to traffic or breakdowns, improving the level and quality of information we are able to provide to residents.

### **Financial Information**

A £496k saving will be realised from the removal of three crews and 5 vehicles. This includes 10.8 FTEs and 5 x 26t Refuse Collection Vehicles, including 3 Frontline and 2 Spare. These posts are currently being managed through vacancies and temporary staffing arrangements; as such no redundancies are associated with the reduction. Vehicles have also been fully depreciated and the replacement cycle has been halted for these to allow for disposal.

### **Comparison to Other Councils**

A review of other councils was required to ensure that proposals are achievable where similar systems are being compared and therefore in this context it was useful to examine neighbouring authority Barnsley which has recently implemented a complete route optimisation project utilising the same software used by Kirklees and based on a similar operating model.

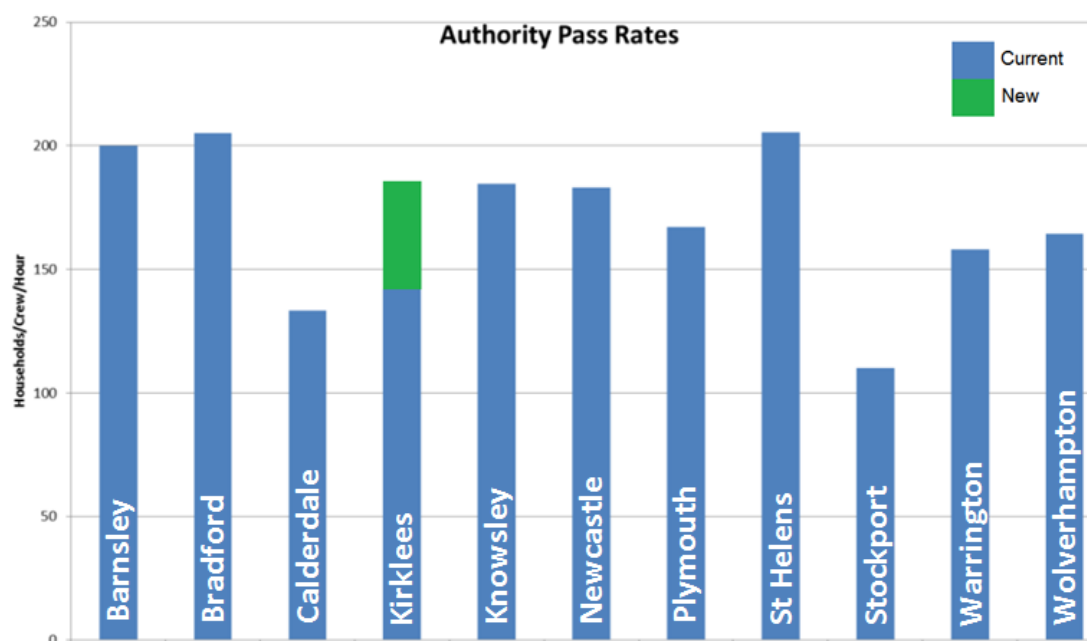
The key points of observation were:

- Crews work a 4 day week (Tuesday – Friday) of 37 hours (4 x 9¼ hours).
- Rounds are worked on a zoned basis allowing work in an area to be completed collectively by the crews. For residual waste (the heaviest

workload) the operation is similarly worked to that in Kirklees but crews in Barnsley are now achieving an average pass rate of 1850 per crew per day or 200 properties per hour. Further analysis does indicate that crews are working nearly a full shift and there have been some instances of rounds not completing and there being a requirement for some mopping up and some rebalancing.

- In-cab software was considered, but rejected on the grounds of cost. The Operations Manager advised that, following their experience, they would recommend its utilisation as a support for crews with new rounds to enable them to get to know the round.

Making comparisons on the basis of the average number of properties served per hour eliminates a number of variables. The chart below shows the current and new Kirklees rate compared with some similar authorities and Barnsley;



Whilst we will see an overall increase in efficiency we are not able to match some Council efficiency due to the rural nature of large parts of Kirklees, which result in more travelling and less collecting time. The proposed efficiency level also took into account some of the issues Barnsley saw with rounds not completing. The decision was also made to introduce the new on-board technology at the same time as the new rounds as recommended by Barnsley's experience. This will also allow a more robust approach to applying Council policies.

### Council Policy

The introduction of on-board technology at the same time as the rounds changes will help support the application of existing Council policy, for example the contamination of the Green Bin from waste such as nappies, food and black bags.

However, in assessing the impact of longer working days on the workforce it is proposed to make the following amendment to policy:

ISSUE	CURRENT POLICY	NEW POLICY	CURRENT ACTION ON NON-COMPLIANCE	NEW ACTION ON NON-COMPLIANCE
<b>Excess / side waste – general waste</b>				
Grey wheeled bins	No excess permitted - everything to be contained within the bin  Bins presented with lid not fully closed, to be stickered.	No excess permitted - everything to be contained within the bin  Bins presented with lid not fully closed <b>or excessively heavy i.e. cannot be safely moved by one person</b> , to be left and stickered.	Excess bin not collected – householder advised of waste minimisation and recycling opportunities  Sticker applied to bin, to be persuasive, asking for fully closed lids for H&S reasons.	Excess / <b>heavy bin</b> not collected – householder advised of waste minimisation and recycling opportunities  Sticker applied to bin, to be persuasive, asking for fully closed <b>lids and explaining issues around weight</b> for H&S reasons.

### Method of Introduction

It is possible for some residents to go an extended period of longer than two weeks between Grey Bin collections at the point of change. This will occur if a resident is due for a Green Bin collection the week immediately before the change and is then allocated another Green Bin collection for the week of the change.

In order to accommodate this it is proposed to allow the collection of excess waste for the first collection of Grey Bins post change for all residents.