

Report of the Head of Scrutiny and Member Development

Report to Scrutiny Board (Safer and Stronger Communities)

Date: 13th January 2014

**Subject: Improving recycling through effective communication and education—
Tracking of scrutiny recommendations/desired outcomes**

Are specific electoral Wards affected? If relevant, name(s) of Ward(s):	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
Are there implications for equality and diversity and cohesion and integration?	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
Is the decision eligible for Call-In?	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
Does the report contain confidential or exempt information? If relevant, Access to Information Procedure Rule number: Appendix number:	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No

Summary of main issues

1. This report sets out the progress made in responding to the recommendations arising from the Scrutiny review aimed at improving recycling through effective communication and education
2. Scrutiny Boards are encouraged to clearly identify desired outcomes linked to their recommendations to show the added value Scrutiny brings. As such, it is important for the Scrutiny Board to also consider whether its recommendations are still relevant in terms of achieving the associated desired outcomes.
3. The Scrutiny recommendation tracking system allows the Scrutiny Board to consider the position status of its recommendations in terms of their on-going relevance and the progress made in implementing the recommendations based on a standard set of criteria. The Board will then be able to take further action as appropriate.

Recommendations

4. Members are asked to:
 - Agree those recommendations which no longer require monitoring;
 - Identify any recommendations where progress is unsatisfactory and determine the action the Board wishes to take as a result.

1 Purpose of this report

- 1.1 This report sets out the progress made in responding to the recommendations arising from the Scrutiny review aimed at improving recycling through effective communication and education.

2 Background information

- 2.1 In assisting the Council to achieve its recycling targets, the Safer and Stronger Communities Scrutiny Board decided to focus on improving the Council's use of communications to help encourage greater participation in the wide range of recycling options already available in Leeds.
- 2.2 This review concluded in March 2013 and a report setting out the Scrutiny Board's findings and recommendations was published in May 2013. In July 2013, the Scrutiny Board received a formal response to the recommendations arising from this review.

3 Main issues

- 3.1 Scrutiny Boards are encouraged to clearly identify desired outcomes linked to their recommendations to show the added value Scrutiny brings. As such, it is important for the Scrutiny Board to also consider whether its recommendations are still relevant in terms of achieving the associated desired outcomes.
- 3.2 The Scrutiny recommendation tracking system allows the Scrutiny Board to consider the position status of its recommendations in terms of their on-going relevance and the progress made in implementing the recommendations based on a standard set of criteria. The Board will then be able to take further action as appropriate.
- 3.3 This standard set of criteria is presented in the form of a flow chart at Appendix 1. The questions in the flow chart should help to decide whether a recommendation has been completed, and if not whether further action is required.
- 3.4 To assist Members with this task, the Principal Scrutiny Adviser, in liaison with the Chair, has given a draft position status for each recommendation. The Board is asked to confirm whether these assessments are appropriate and to change them where they are not. Details of progress against each recommendation is set out within the table at Appendix 2.

4 Corporate Considerations

4.1 Consultation and Engagement

- 4.1.1 Where internal or external consultation processes have been undertaken with regard to responding to the Scrutiny Board's recommendations, details of any such consultation will be referenced against the relevant recommendation within the table at Appendix 2.

4.2 Equality and Diversity / Cohesion and Integration

- 4.2.1 Where consideration has been given to the impact on equality areas, as defined in the Council's Equality and Diversity Scheme, this will be referenced against the relevant recommendation within the table at Appendix 2.

4.3 Council Policies and City Priorities

4.3.1 The Scrutiny Board's review links to the delivery of kerbside collection services that are safe, efficient and reliable and meet the needs of residents. It is also key to Leeds realising its target to meet 55% by 2016 and exceed 60% recycling in the longer term. It also links to the Best Council Plan objective of dealing effectively with the city's waste: minimising waste in a growing city, with a focus on:

- ensuring a safe, efficient and reliable waste collection service
- providing a long-term solution for disposing of our waste
- increasing recycling
- reducing landfill tax costs.

4.4 Resources and Value for Money

4.4.1 Details of any significant resource and financial implications linked to the Scrutiny recommendations will be referenced against the relevant recommendation within the table at Appendix 2.

4.5 Legal Implications, Access to Information and Call In

4.5.1 This report does not contain any exempt or confidential information.

4.6 Risk Management

4.6.1 This section is not relevant to this report.

5 Conclusions

5.1 The Scrutiny recommendation tracking system allows the Scrutiny Board to consider the position status of its recommendations in terms of their on-going relevance and the progress made in implementing the recommendations based on a standard set of criteria. This report sets out the progress made in responding to the recommendations arising from the Scrutiny review aimed at improving recycling through effective communication and education.

6 Recommendations

6.1 Members are asked to:

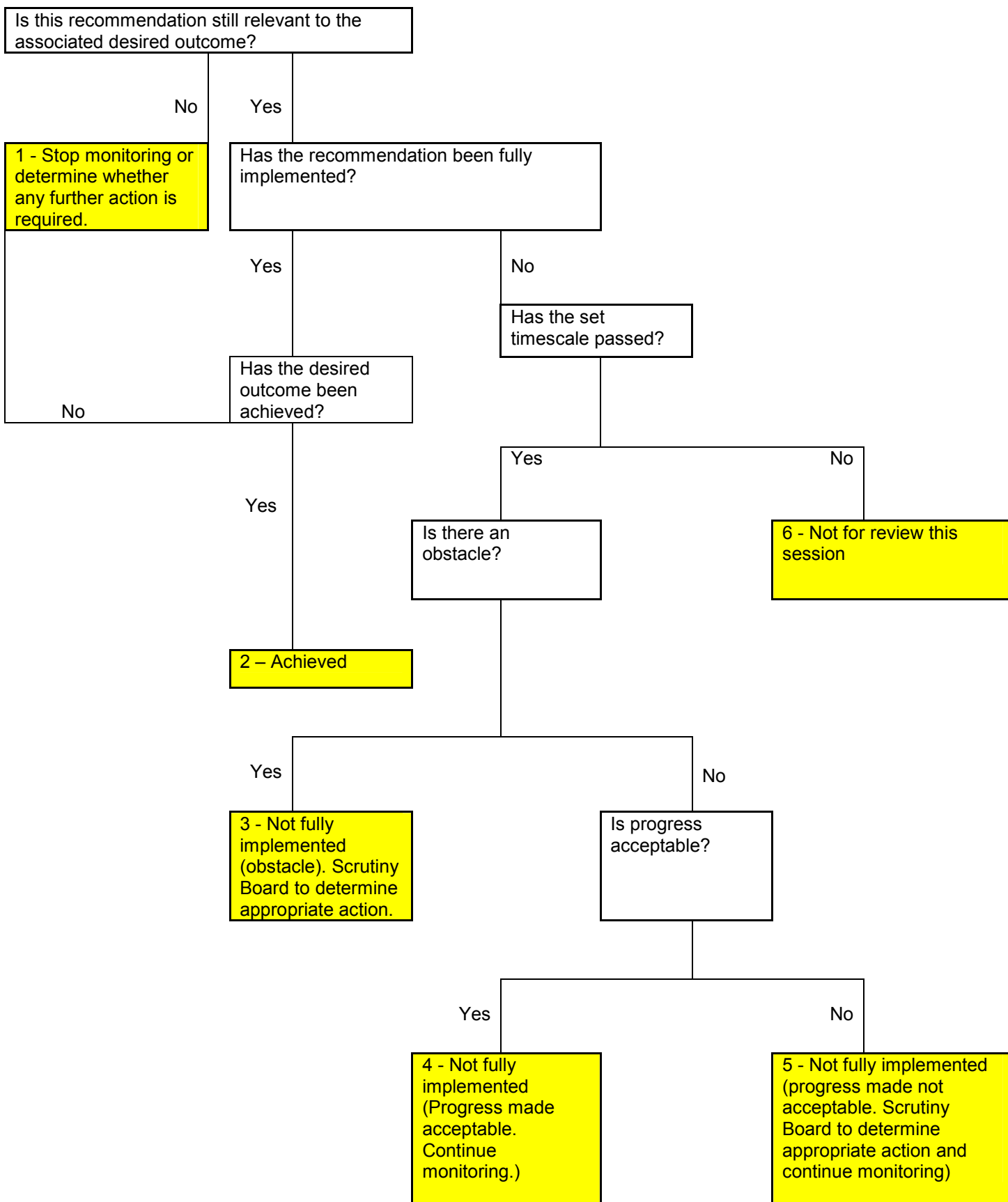
- Agree those recommendations which no longer require monitoring;
- Identify any recommendations where progress is unsatisfactory and determine the action the Board wishes to take as a result.

7 Background documents¹

7.1 None.

¹ The background documents listed in this section are available to download from the Council's website, unless they contain confidential or exempt information. The list of background documents does not include published works.

Recommendation tracking flowchart and classifications:
Questions to be considered by Scrutiny Boards



Position Status Categories

- 1 - Stop monitoring or determine whether any further action is required
- 2 - Achieved
- 3 - Not fully implemented (Obstacle)
- 4 - Not fully implemented (Progress made acceptable. Continue monitoring)
- 5 - Not fully implemented (Progress made not acceptable. Continue monitoring)
- 6 - Not for review this session

Desired Outcome: That the council's website is used to promote the importance of reducing waste and provides clear and accessible information regarding the options available for recycling in Leeds and advice on how to reduce waste.

Recommendation 1 – That the Director of Environment and Housing ensures that the Council's web based information relating to the refuse collection service reflects effective design principles and is accurate, easily accessible and provides comprehensive guidance on how to reduce, re-use and recycle waste in Leeds.

Formal response (July 2013):

This recommendation is agreed and fully supported by the Waste Team who following the launch of the new council web site in July 2012 have subsequently worked with the web team, communications and customer services to develop a customer friendly structure and content where re-use and recycling remains one of the key messages throughout the content of the section.

Current, key features of the waste web-pages are:

- 'Check your bin' application re-developed to make it easier to use, and to provide up-to-date information for properties moved onto an AWC.
- When searching 'recycling' on Google and the LCC website search, the relevant pages are prominent in the results.
- Key information that customers require is within one click of the home page (e.g. check your bin day, recycling sites, bulky item collection service).
- Functionality of the site was fully tested for accessibility during development, and the website will be shortly going through a formal accessibility audit.
- The site works on mobile browsers, but due to the increasing use of the site by residents using their mobile phones the web team is leading a project to improve the mobile experience on the site.
- Twitter and Facebook are monitored, and customer queries about recycling through these channels are responded to by customer services and web team.

As part of a review in early 2013, it was identified that the web pages would benefit from an A to Z recycling guide, similar to the guide on Calderdale's webpages (<http://www.calderdale.gov.uk/environment/waste/>), the development of which has been delayed by the limited capacity in the web development team. However, the service are now actively working with the web team to develop A to Z guide and the current plans for the A to Z are as follows:

- Title: Recycle for Leeds (with WRAP iconography)
- Description: A to Z Guide to Reducing, Re-using and Recycling
- Filters on the app to enable residents identify what to do with waste items by A to Z.

- Filters on the app to enable residents to clearly identify which items go in which recycling bin.
- The guide will use WRAP iconography
- The guide will be viewable and accessible from the “Bins, Recycling and Clean Streets” landing page.

The style and presentation of the waste web-pages is in line with corporate branding guidelines for the Leeds City Council website and Services have been unable to develop their own brands. Positively however, Waste Management will introduce the WRAP iconography in the new A to Z function.

Current Position:

Waste Management continues to work closely with the web-team, communications and customer services on developing the waste and recycling web pages. The entire website has recently been restructured to improve the use of the site on mobile phones and ensure that popular information and top tasks are easily accessible.

The A to Z Guide to Reducing, Re-using and Recycling has now gone live on the web-site (please see www.leeds.gov.uk/recycle). This guide contains WRAP iconography and provides comprehensive guidance on how to reduce, re-use and recycle waste in Leeds. The Service will continue to develop and enhance this A to Z guide going forward.

Position Status (categories 1 – 6) *This is to be formally agreed by the Scrutiny Board*

4 - Not fully implemented (Progress made acceptable. Continue monitoring.)

Desired Outcome: That the Recycle for Leeds brand is widely recognised across the city.

Recommendation 2 – That the Director of Environment and Housing actively promotes the Recycle for Leeds brand on all forms of communications linked to the refuse collection service and is also made visible on refuse collection vehicles.

Formal response (July 2013):

This recommendation is agreed and as stated in the response to Recommendation 1, the Service is working with the web team to develop an A to Z Guide to Reducing, Re-using and Recycling and this search function will carry the ‘Recycle for Leeds’ logo and contain WRAP iconography. Recognising the need for the ‘Recycle for Leeds’ logo to be on the web pages, we have added a photograph of the ‘Recycle of Leeds’ logo to the ‘Find your nearest recycling site’ application. This application is found on a number of waste and recycling web-pages.

The ‘Recycle for Leeds’ logo continues to be included on all information leaflets and letters about the Service, including the new permit scheme and communications about the new bin service.

In addition, the Service is currently organising new uniform and identification badges for the site staff on the Household Waste Recycling Sites. This uniform will also carry the ‘Recycle for Leeds’ logo.

Moving forward, the service is going to review its current branding and marketing strategy, including the liveries on the refuse collection vehicles. The new strategy will deliver the key messages the service wants to provide to residents, and give a robust and recognisable brand for the waste management service as a whole.

Current Position:

The Service continues to actively promote the Recycle for Leeds brand, including on the new web-based A to Z guide, information leaflets and bin collection calendars. It is also in the process of ordering new uniform and identification badges with the 'recycle for Leeds' logo for all staff working on the household waste recycling sites.

The existing and new refuse collection vehicles have the capacity to carry signage and the Service will investigate the possibility of the adding the 'recycle for Leeds' brand when resources allow and in accordance with the future communications strategy.

Position Status (categories 1 – 6) *This is to be formally agreed by the Scrutiny Board*

4 - Not fully implemented (Progress made acceptable. Continue monitoring.)

Desired Outcome: That reasons associated with a contaminated bin are indicated clearly on the bin for the resident to correct and not repeat in future.

Recommendation 3 – That the Director of Environment and Housing leads on developing an approach enabling crews to indicate to a resident the outline reasons why their bin is contaminated and what actions they need to take.

Formal response (July 2013):

This recommendation is agreed and work to implement this approach was developed during phase 1 of the roll-out of Alternate Weekly Collections (AWC).

A business process was developed to implement the new no side waste policies and to deal with heavy and contaminated bins in AWC phase 1. This process enabled crew to notify residents by leaving a sticker or tag on the bin and a relevant letter. In addition the crews are directed to annotate the route sheet. This information is then updated at the depot and where necessary a Waste Advisor visit is scheduled. The actual education is delivered by the Waste Advisors but the initial notification to residents is done by the collection crew. The effectiveness of this approach is being appraised as part of the Phase 1 AWC evaluation in August 2013, which will involve a Scrutiny working group.

Current Position:

The same successful process has been followed in AWC Phase 2 including Waste Advisors working alongside collection crews in hot-spot areas and continues to be evaluated.

Position Status (categories 1 – 6) *This is to be formally agreed by the Scrutiny Board*

4 - Not fully implemented (Progress made acceptable. Continue monitoring.)

Desired Outcome: That the residents within ALMO properties are made fully aware of the council's refuse collection services at the start of their tenancy.

Recommendation 4 – That the Director of Environment and Housing leads on working with the Chief Executives of the Leeds ALMOs to ensure that existing tenancy management systems are used to provide clarification to new tenants about the recycling options available to them, how these are to be used and details of collection dates.

Formal response (July 2013):

This recommendation is agreed and work is already underway to improve communications with new tenants as detailed below:

Aire Valley Homes currently have a working group looking at the information provided at tenancy sign up. This group will consider how best to provide new tenants with information about recycling options available to them, how these are to be used and details of collection dates. Communal recycling points have recently been placed by housing management at Crescent Grange, Crescent Towers, Cottingley Heights, Towers and Meynel Heights. These properties previously had no access to recycling and the new facilities are proving to be a great success.

East North East Homes currently advise all new tenants on sign up about the locations of recycling facilities in their area. Housing Support Officers then provide further information on recycling collections at the post tenancy commencement visit which takes place within the first fourteen days of a new tenancy starting. Regular articles on recycling are included in the tenant magazine.

West North West Homes have pushed forward on a 'keep it clean' campaign which encourages people to leave the property clean and empty when they go.

Overall, with evolution of the New Environment and Housing Directorate, there will be further opportunities to ensure best practice and learning is used across the city.

Update (December 2013)

The former ALMO staff were transferred to Housing Leeds on 1st October. Locality teams are working with Housing Leeds colleagues to develop models of integrated environmental working. As part of the move of council housing services back into the council the decision has been made to transfer many of the environmental activities currently undertaken by Housing Leeds over to Locality Teams.

In addition to this, since April 2013, the council's bulky waste collection service has also been under the responsibility of Locality Teams. The Locality Teams are therefore developing new structures for 'one environmental service' in Locality areas which take on these new responsibilities, but also seek to improve the current service and make it even more locally accountable. This will involve a move to more zonally based resources and a more flexible workforce. In addition the Council continues discussions with colleagues within Safer Leeds and the Police about the role of PCSOs in environmental enforcement to contribute to investigatory & enforcement work in relation to flytipping

Work is due to start to develop Category Management Plans for voids, repairs etc. to ensure that there is a consistent approach that incorporates best practice and learning.

The Leeds Housing teams are working as normal, providing information to tenants as part of the sign up pack, with details of the waste and recycling collection services, and further information is then provided at the post-tenancy commencement visit. This information will also continue to be promoted in the new Housing Leeds newsletter. Staff are also looking at options to increase the number of households on wheeled bin collections, and opportunities for communal waste and recycling facilities.

Position Status (categories 1 – 6) *This is to be formally agreed by the Scrutiny Board*

4 - Not fully implemented (Progress made acceptable. Continue monitoring.)

Desired Outcome: That all contractors undertaking repair works within ALMO properties are fully aware of the council's refuse collection services and their responsibilities associated with the disposal of waste.

Recommendation 5 – That the Director of Environment and Housing leads on working with the Chief Executives of the Leeds ALMOs to ensure that contractors undertaking repair works within ALMO properties are fully aware of the council's refuse collection services and their responsibilities associated with the disposal of waste.

Formal response (July 2013):

This recommendation is agreed.

Under current arrangements, contractors are responsible for removing trade waste. The contracts contain recycling policies to reduce landfill and there are KPIs within the contracts to monitor performance. Under the Morrison contract, there is a requirement for 2013-14, to recycle 97.3% of waste. In April 2013, Morrison reported a recycle rate of 98.29%.

Aire Valley Homes (AVHL):

Since April 2012 the Caretaking service has been managing and clearing out void properties. As part of the Bulky Waste Project, working in partnership with Leeds Community Sector Groups, re-usable furniture has been collected and made available to disadvantaged groups. This has been a huge success. Furniture containers have also been sited at waste disposal points which are used by the estate teams. Community Sector groups are then invited to collect the re-usable items. To date there has been an estimated 3 tonnes diverted from landfill.

Current waste contractors Skelton Waste take all the waste streams and consistently recycle up to 80%. Waste electrical and electronic equipment (WEEE) is also sent for reprocessing.

East North East (ENE):

Contractor Waste: ENE has reminded contractors that they are not to use domestic bins for trade waste. Supervisors monitor waste disposal post repair and check for inappropriate use of bins. Construction Services has recycling skips at the Depot where waste is sorted and recycled. ENE also use Skelton Waste who sort general waste delivered to them and recycle as appropriate.

West North West (WNW):

WNW homes, as part of the Bulky Waste Project and in co-operation with Morrisons, Emmaus and St Vincent de Paul (SVP), had a 3 month trial from January 2013 whereby the re-use organisation provides a van and staff to clear void properties. This replaces the Morrisons resource in a specific area and allows the re-use staff to be able to target re-use items in a broader way. The re-use organisations essentially being a sub-contractor to Morrisons, required to remove all items from the voids, not just the re-usable items. Reusable items are taken back to the Morrisons site and shared between the two re-use partners. Scrap metal is retained by Morrisons for recycling. If the trial is proven to be a success, the organisations would need extra capacity to expand.

Belle Isle Tenant and Management Organisation (BITMO):

The BITMO has smaller numbers of void turnarounds than the ALMOs, with only ~2000 properties in total. They currently use a contract with Skelton Waste, and are keen to talk to partners from re-use organisations and also have their estate caretakers trained in a similar way to the Morrisons/Emmaus partnership.

Update (December 2013)

Housing Leeds continues to remind all contractors that they are responsible for removing trade waste.

Systems continue to be developed to ensure that re-usable items from void properties are segregated and passed on to local re-use organisations. Selected caretakers operating in East Leeds now drop off re-usable items at the Revive Leeds reuse shop at the Seacroft Recycling site, prior to tipping waste there. This allowed the reuse of 112 items in November 2013. Alternative arrangements are being investigated by the former Aire Valley Homes staff that will allow reusable items to be dropped off at a reuse container on LCC premises en route to the disposal site, allowing subsequent collection by the local reuse charities.

The contractor Morrison was taken over by Mears. Mears uses the national waste company, Network Waste, to arrange all their waste disposal arrangements. Options are being investigated for developing systems to allow the reuse of furniture etc. arising from void properties. The contract and the KPIs within the contract remain unchanged and include a requirement for 2013-14, to recycle 97.3% of waste.

Position Status (categories 1 – 6) *This is to be formally agreed by the Scrutiny Board*

4 - Not fully implemented (Progress made acceptable. Continue monitoring.)

Desired Outcome: That Elected Members are fully aware of whom to contact to report service failures relating to the refuse collection service so that appropriate immediate action can be taken.

Recommendation 6 – That the Director of Environment and Housing ensures that clarification is provided to all Elected Members regarding appropriate contacts to report service failures relating to the refuse collection service, including missed bin collections, so that appropriate immediate action can be taken.

Formal response (July 2013):

The recommendation is agreed.

In order to improve the management and co-ordination of Member queries, on 25th March the Members Group Office support teams were requested to forward all future enquiries to MembersRefuseQueries@leeds.gov.uk to ensure these could be managed in a timely manner and appropriately detailed responses be provided.

Two additional officers have also been seconded into the team to provide this support for the Executive Members, Councillors and MPs. Responses are being co-ordinated via this route to streamline the existing process and to avoid duplication.

Changes to the Waste Management staffing structure changes were agreed Q4 2012/13 and recruitment into 3 new case work posts will be finalised in July during Q1 2013/14. This will have a significant impact on the overall handling of queries and complaints on a day to day basis.

Out of normal office hours remains more problematic and the service are considering options to this once the new case work team are in place.

Current Position:

The 3 case work officers have been in post since July 2013 and complaint responses are exceeding the agreed corporate target of 95%.

The MembersRefuseQueries@leeds.gov.uk is well established and enquires are being dealt with in a co-ordinated and timely manner. There have been some peaks when specific issues or changes in the service occur, for example the introduction alternate weekly collections or route changes and additional resources have been deployed at these times to deal with the extra demand.

The out of normal hours queries, on a Saturday, received through a specific telephone contact number, are now dealt with, by the Duty Manager at Knowsthorpe Way.

Position Status (categories 1 – 6) *This is to be formally agreed by the Scrutiny Board*

4 - Not fully implemented (Progress made acceptable. Continue monitoring.)

Desired Outcome: That both staff and residents understand the expectations placed upon them in addressing missed bin collections.

Recommendation 7 – That the Director of Environment and Housing clearly categorises certain circumstances/scenarios that may impact on the ability of the refuse collection service to complete collection rounds as scheduled and the associated actions to be taken by the service and residents i.e. service expectations under normal circumstances and during minor and severe disruptions.

Once established, this needs to be effectively communicated to all relevant staff and the public via the council's website and contact centre.

Formal response (July 2013):

The recommendation is agreed.

Since January 2013, customer announcements are frequently put on the waste and recycling webpages about Service issues, for example, severe weather and issues completing garden waste collection roads. Any page content or announcement can be published and removed from the Council's website meaning messages about minor service disruption can be communicated in the short term and removed once normal collections resume. These announcements are triggered either by the call centre receiving a high level of customer enquires or by the Service following service disruption.

The Service continue to work with the web-team to develop procedures to ensure that

- a) Announcements are promptly uploaded on to the web site whilst ensuring the content is appropriate for the audience.
- b) These announcements are highlighted and are in a prominent position on the relevant waste and recycling webpages.

The service are also working to document a clear and concise Business Continuity Plan that will underpin the actions above and ensure consistency of approach and message for a broad spectrum of disruptions to service delivery.

The Service has procured new in-cab technology for the refuse and recycling collection vehicles meaning that there will be potentially improved communications from the front line service and the web-site. When this is rolled out across the fleet this will mean that potentially messages about service disruption can be announced in real time.

Current Position:

The new in-cab technology for the refuse and recycling collection vehicles is due to be piloted on 16 of the current refuse vehicle fleet in Spring 2014, with a view to rolling this out across the whole service in Autumn 2014, if following the evaluation this is deemed successful.

Position Status (categories 1 – 6) *This is to be formally agreed by the Scrutiny Board*

4 - Not fully implemented (Progress made acceptable. Continue monitoring.)

Desired Outcome: That where appropriate, social media and SMS communication tools are used to facilitate interactive information sharing with residents relating to the refuse collection service.

Recommendation 8 – That the Director of Environment and Housing analyses the potential service benefits of utilising social media, such as Twitter, and SMS texting as communications tools to deliver service reminders and notifications of service disruptions directly to residents.

Formal response (July 2013):

This recommendation is agreed and the work to develop and implement this is already underway as part of AWC phase 1.

Following the appointment of the Waste Advisors, accounts have been set up on Facebook and Twitter to promote the new recycling service and to provide information to residents.

The effectiveness of this approach is being appraised as part of the Phase 1 AWC evaluation in August 2013, which will involve a Scrutiny working group.

Further work is being undertaken in the planning of phase 2 AWC regarding the channel shift towards new communication methods alternative to direct mail.

Current Position:

Following AWC phase 1 lessons learned, investigating the full use of social and digital media to facilitate 'channel shift' during phase 2 was proposed. This would entail giving our customers the option of receiving information through twitter, email and other digital channels, as opposed to printed materials and so improve access, choice and convenience for customers while also saving the council money.

However, a full channel shift programme - which would have involved using existing digital interfaces, such as the 13000 people who use the 'check your bin day' app each month, to offer customers an 'opt-in' to digital communications – presented too high a risk to the implementation of AWC phase 2. The process would have required additional work on the council's bin collection database at a time when all the available resource was already committed to the existing planned work on the AWC project.

Through phase 2 we therefore increased activity and tried to raise the profile of the waste doctors' social media accounts. While the accounts have received some attention and praise – most notably from the media – research suggested that take-up of digital channels would be greater in the phase 2 areas than we experienced. We have 354 followers on twitter, with our 1082 tweets reaching an estimated 25139 accounts, while the Facebook has just 45 likes. Importantly, the twitter followers include some key influencers within target communities, and key partners who share our strategic aims around reducing, reusing and recycling.

Continued and sustained use during campaigns like our current Christmas recycling messaging and the forthcoming proposals for a SORT campaign looks to build the audience further, giving us a direct channel to a strong audience base.

Over the coming months, we will revive the channel shift conversations to coincide with the

development of the web transaction service; a significant project which aligns to the work in response to this recommendation.

Housing Leeds' SMS service has been identified as a potential tool to pilot SMS information, as it contains the phone numbers for a significant number of council tenants in the city. However, the 'Arena' service is a tenant management software, with the SMS facility an add-on which is not the software's core purpose. As a result, SMS messages are an expensive 6p per text, bought in bundles of 10000. We have agreed with Housing Leeds to investigate cheaper supply of texts and to explore if it could be trialled along a particular route or estate, with the additional complication that their organisational areas do not coincide with bin routes, making it difficult to be precise when reporting service failure. We did utilise the email function of the Arena service for phase 2 communications as part of the saturation coverage in those areas, which will now remain part of our marketing mix for service changes.

AWC phase 3 pilots, and some pending proposals for the SORT campaign, will offer us further opportunities to market-test further use of social media, and assess its effectiveness.

Position Status (categories 1 – 6) *This is to be formally agreed by the Scrutiny Board*

4 - Not fully implemented (Progress made acceptable. Continue monitoring.)

Desired Outcome: That escalated and complex problems linked to particular residents in relation to the refuse collection service are addressed efficiently by the service.

Recommendation 9 – That the Director of Environment and Housing pursues that an operational supervisor from the refuse collection service is located at the contact centre to work with Customer Service Officers in immediately addressing escalated and complex issues linked to specific residents.

Formal response (July 2013):

This recommendation is agreed, although has been addressed slightly differently.

With the ongoing development of the services operational Logistics system and improved two way information flows between the Waste Management Service and the contact centre, a joint contact centre post – currently filled by a member of staff from the contact centre and based at Knowsthorpe Way Depot, was established on a secondment basis with effect from 3rd June.

This position will further develop the internal systems and information management, analysis and reporting between the contact centre and the service.

Current Position:

The joint contact centre post holder continues to develop internal systems and procedures, including the review of the escalations process for missed collections.

The service is now proactively dealing with 2nd missed collections reported to the contact centre on a daily basis, by including these on the crews task sheets for the following weeks collections, aiming to address the issue and prevent any further missed collection.

Regular meetings are taking place between contact centre staff, the joint contact centre post holder and the service to discuss on going improvements for the customer.

The service has also introduced a new supervisors operational feedback report, which highlights issues raised by the crews. This enables supervisors to deal with more complex collection issues such as regular access problems. This is another proactive measure which is helping to address escalated and complex issues linked to specific residents and specific on site issues.

Position Status (categories 1 – 6) *This is to be formally agreed by the Scrutiny Board*

4 - Not fully implemented (Progress made acceptable. Continue monitoring.)

Desired Outcome: That a social contract is put in place to outline the responsibilities placed upon the Council and residents in achieving an efficient and cost effective refuse collection service in Leeds.

Recommendation 10 – That the Director of Environment and Housing pursues the introduction of a social contract setting out the key responsibilities of the Council and residents in delivering an efficient and cost effective refuse collection service. This should be a clear document that staff and residents can refer to easily and absorb quickly.

Formal response (July 2013):

This recommendation is agreed.

The Service is developing a suite of operational waste collection policies which clearly define the kerbside collection services. This will set out commitments to ensure that services are safe, efficient, consistent and reliable and that the needs of residents are met. Evaluation of the proposed policies is underway as part of the delivery phase of 1 alternate week collections where they are being implemented.

Following completion of the evaluation, a report will be submitted to Executive Board later this year recommending their adoption. As part of this process it is also intended that the Council should formally sign up to the national 'Waste Collection Commitment'. This is a 'contract' between the Service and Residents and will support further the delivery of efficient services. The content of the web pages will reflect the new policies and provide guidance in simple format for residents.

Current Position:

A report is to be considered by Executive Board in January 2014 in which the Service seeks to formalise the Council's policies for the kerbside collection of waste and recyclables (see *appendix 3 below for further details*).

The suite of policies are complementary and collectively supports the Best Council objective of,

“Dealing effectively with the city’s waste: minimising waste in a growing city, with a focus on:

- *ensuring a safe, efficient and reliable waste collection service;*
- *providing a long-term solution for disposing of our waste;*
- *increasing recycling;*
- *reducing landfill tax costs.”*

As a collective, the suite of policies provides the opportunity to communicate to residents their on-going role and responsibilities in managing their household waste, to divert waste from landfill and increase recycling such that the waste service can be provided effectively and efficiently. Working together with residents in this way, aims to further reduce the cost of waste management services and so release funding for other vital council services.

The scope of this report is predominantly focused on the standard 240 litre wheeled bin and bulky item kerbside collection services, which accounts for the vast majority of households in

Leeds. Alongside the planning for the next phase of the AWC implementation, the Service is engaged in further work to develop the Council's approach and policies for the provision of bespoke waste collection solutions for areas of the City where the standard service is not the most appropriate. This will be incorporated into the suite of policies in due course once approved.

The Service has, in the majority of cases, been working to these policies in conjunction with Customer Services for a significant period of time and has sought to provide collection services on this basis. In this sense, the adoption of these policies, for the most part, simply represents a consolidation of these practices and an opportunity to communicate this information more effectively to residents and other stakeholders. Proposed changes to the bulky waste collection service were considered by Scrutiny Board on 9th December 2013.

It should also be noted that the Executive Board considered a report in October 2013 on the outcome of Phase 1 of alternate weekly collections (AWC). This set out clearly the proposed approach for future implementation of AWC, and specifically resulted in approval of the 'no side waste' policy where the AWC service is provided.

Assuming adoption of the policies, the Service will develop the necessary material and approach to ensure effective communication to staff and residents via a range of media.

Position Status (categories 1 – 6) *This is to be formally agreed by the Scrutiny Board*

4 - Not fully implemented (Progress made acceptable. Continue monitoring.)

Desired Outcome: That the customer data utilised by the refuse collection service is periodically cleansed and effectively managed by the service.

Recommendation 11 – That the Director of Environment and Housing works with the Business Intelligence Unit to ensure that customer data utilised by the refuse collection service continues to be cleansed periodically and managed effectively by the service.

Formal response (July 2013):

This recommendation is agreed.

The Development Team, within the Waste Service, use a system called Route Manager which was commissioned in 2012 to administer property, collection container and collection route data. Data transferred from an unsupported former system was not robust and caused some quality issues which have now been resolved.

The new system is supported internally. Future data quality will be assured via production of monthly exception reports and amendment of data as required.

Access to a reporting tool for operational staff and administration officers has also been made possible so they can access standard reports for example route changes or new assisted collections, which all aim to reduce all missed collections

Improvements have already been made to the data transfer systems to enable live information exchange. The 'Check my bin day' search facility on the council's website and the internal Siebel system now instantly reflect any changes made.

Route Manager will be superseded in 2014 by an integrated ICT solution. One of the essential requirements of this new system is data management and reporting. Every team using route or bin detail data will be involved during the detailed development. Continued input to the IWMS project and future system requirements will ensure that data continues to be as accurate and up-to-date as possible.

Current Position:

The 'Check My Bin Day' facility continues to be the most visited web-page on www.leeds.gov.uk and is linked to the CRM system meaning it can be updated instantly to reflect service changes.

The Service has agreed reporting requirements with the provider of the new Integrated Waste Management System (IWMS) system (Bartec), meaning that the new system will produce all the required reports to support the operational service (e.g. missed bins, new build properties).

The Business Development team is currently undertaking a further data cleanse of the pilot collection routes prior to IWMS being trialed in Spring 2014. This new system will continue to receive live feeds from existing property gazetteer to ensure it is up to date and correct property information is shown on 'Check My Bin Day'.

Position Status (categories 1 – 6) *This is to be formally agreed by the Scrutiny Board*

4 - Not fully implemented (Progress made acceptable. Continue monitoring.)

Desired Outcome: That cost effective measures are adopted in effectively reminding residents of operational changes planned during the Christmas period.

Recommendation 12 – That the Director of Environment and Housing ensures that residents continue to receive separate reminders about operational changes to refuse collections linked to the Christmas period and in doing so, explores the use of alternative communication channels to the traditional approach of using printed materials.

Formal response (July 2013):

This recommendation is agreed.

In addition to the traditional mail-out of the Christmas collection arrangements, the Service already publicises the revised collection days on the web-site, social media, council newspaper and through issuing press statements.

Moving forward, the Council is exploring ways to prompt service users to go to the web-site for information about service changes and disruption. This could be by written communications providing joint messages (e.g. introduction of AWC and Christmas arrangements) or via a bin sticker or tag.

Current Position:

The bin collection calendars recently sent to householders in AWC Phase 2 contain collection dates for the next two Christmases (2013 and 2014). Input from a Scrutiny Working Group assisted with the final design of these calendars. It is planned that information packs provided to householders going on to AWC will include the future Christmas collections arrangements. This increases efficiencies by preventing multiple mail outs.

Reminders about the alternative Christmas collection arrangements are provided to residents by the web-site, social media and through issuing press statements.

All communication materials issued by the Service prompt the service users to go to the web-site for information about service changes and disruption, and this will hopefully become the normal behaviour for residents.

Position Status (categories 1 – 6) *This is to be formally agreed by the Scrutiny Board*

4 - Not fully implemented (Progress made acceptable. Continue monitoring.)

Desired Outcome: That Ward Members are regularly consulted on the developments of any planned operational changes to refuse collection services that affect their areas.

Recommendation 13 – That the Director of Environment and Housing ensures that relevant Ward Members are identified as key stakeholders as part of any planned operational change to the refuse collection service.

Formal response (July 2013):

This recommendation is agreed.

The New Recycling Service (AWC) Communications and Stakeholder Engagement Plan has continuously identified relevant ward councillors as key stakeholders and the importance of regular and timely communications and active engagement.

Member briefings with political groups took place very early on in the planning stage for AWC Phase 1. This included early information about current collections performance, approved plans and service priorities, the Phase 1 area/ boundary, rationale for its inclusion, key messages and benefits about the New Recycling Service, timing, key project activities and on-going engagement and communications with relevant ward members.

Member Briefing Notes accompanied these initial consultations, including Frequently Asked Questions.

Individual meetings took place throughout the AWC planning phase with relevant members on a ward by ward basis. These provided on going updates about progress and issues, and importantly provided a key opportunity for members to comment on the emerging plans and feedback with any issues and comments (for example, locations to focus AWC communications activities such as Waste Recycling Advisor road shows and face to face (door step) engagement with residents. This included both the pre and post GO LIVE communications campaign.

At the same time, member highlight reports were also produced from a very early stage in the planning phase. These were circulated every two weeks and provided project updates about progress, issues and also performance information (for example, volume of resident contact via Customer Services, in response to service introductory letters, green recycling bin requests).

A series of member briefings were also held in the weeks leading in to the Phase 1 GO LIVE; providing information to ward members about the final resident communications, collections calendars, household information packs inc. FAQs, introductory leaflet. These briefings took place before resident communications were distributed.

Project and operational staff also attended Area Committee and Environmental Sub Committee meetings when requested by ward members and locality staff.

The successful approach adopted in relation to AWC Phase 1 will be continued as part of successive phases including Phase 2 which is currently being planned.

Current Position:

Members have been kept informed of the progression of Phase 2 using the same methodology as that used in the first phase. It is expected that a similar approach will be used for future phases.

Position Status (categories 1 – 6) *This is to be formally agreed by the Scrutiny Board*

4 - Not fully implemented (Progress made acceptable. Continue monitoring.)

DRAFT KERBSIDE WASTE COLLECTION POLICIES
Consultation Briefing Note (24 December 2013)

Background:

Executive Board report (scheduled for January 2014 Executive Board meeting); currently being prepared to formalise the Council's policies for the kerbside collection of waste and recyclables.

The suite of policies are complementary and collectively supports the Best Council objective of, *"Dealing effectively with the city's waste: minimising waste in a growing city, with a focus on:*

- *ensuring a safe, efficient and reliable waste collection service;*
- *providing a long-term solution for disposing of our waste;*
- *increasing recycling;*
- *reducing landfill tax costs."*

Focused predominantly on standard wheeled bin collection service – further work in progress re policies for bespoke waste collection solutions where standard service not the most appropriate;

The adoption of these policies represents an overall consolidation of operational practices. As a collective, the suite of policies provides the opportunity to communicate to residents their on-going role and responsibilities in managing their household waste, to divert waste from landfill and increase recycling such that the waste service can be provided effectively and efficiently. Working together with residents in this way, aims to further reduce the cost of waste management services and so release funding for other vital council services.

Report to seek Executive Board approval to the formal adoption of the following operational kerbside collection policies:

- Residual waste collection service;
- Mixed dry recyclables collection service;
- Garden waste collection service;
- Bulky waste collection service.

Key issues:

- **Replacement containers** – one wheeled bin per household for each waste stream (i.e. black, green and brown). Residual waste collection policy provides for some exceptions (e.g. large families). Extra green bin can be provided where AWC service not provided; Supports a key aim of the Integrated Waste Management Strategy to move waste management up the waste hierarchy with a particular focus on waste reduction, prior to recycling, treatment and then final disposal.
- **Side waste** – ‘no side waste’ policy where AWC service provided approved by Exec Board in Oct 2013. Elsewhere, side waste discouraged (other than dry recyclables in clear sacks next to green bin), and where persistently left, action will be taken involving guidance and support, and, as a last resort, enforcement where becomes a source of nuisance. Exceptions made post-Christmas, New Year and periods of service disruption; This policy supports the drive to develop good waste habits, as by increasing the number of recycling collections residents are now required to manage their waste correctly between the recycling and residual waste bins provided.
- **Presentation/missed bins** – residents must present bins as per policy to be assured of collection. Service priority to minimise missed bins. No recovery for individual misses due to deployment costs. For whole areas missed (e.g. whole street), the Service aims to recover within two working days, so bins should be left out for this period. In those instances where unfortunately there have been consecutive missed collections for a particular recycling or waste stream, a bespoke response will be instigated, whilst the ongoing issue is investigated, to ensure that the customer receives a regular and reliable collection service.
- **Assisted collections** – provided subject to application to demonstrate eligibility. Aimed at residents who are disabled, frail, or otherwise physically unable to wheel their bin out to the kerbside, and where there is no able-bodied person over 16 years of age living at the property;
- **Bulky waste collections** – proposal to limit collections to three per household per year, and four items per collection. Only 8% of households use the service. Of this number, only 3% use more than three times a year (equivalent to 0.2% of households). Garden waste will not be collected by bulky collection service where brown bin service provided, as garden waste collection service is intended primarily to divert waste from black bins, not to increase overall levels of waste to be collected. Home composting and HWSS are recommended for excess garden waste. Residual waste which can be disposed of through the standard black bin collection service will not be collected by the bulky waste collection service since adequate capacity already provided through normal service.