

REFUSE SERVICE REVIEW - AGREED OBJECTIVES AND DESIGN PRINCIPLES

Objective 1: *To make the rounds/routes more fair through the usual finish times of routes being much more equal. This will require us to establish and agree what a reasonable day's work looks like;*

- Citywide route redesign from a blank map;
- Routes designed around 10 operational areas based on Community Committee boundaries;
- Team approach to task and finish, with Crew Chargehands working together, helped by the same black/green waste stream being collected across each area where possible.

Objective 2: *To add capacity into the rounds to be able to collect from new house builds now and planned in the next few years.*

- Recently built new homes that are being covered by citywide crews will be designed into new local routes;
- All routes will include “future proofing” for known housing developments planned for the next few years, although the scale of some developments planned in Leeds is such that the new routes required for these may need to be designed and resourced at a later date;
- In the period prior to the additional homes being built, the crew will have a degree of spare capacity which may be used for additional tasks – such as helping do recoveries or assisting with area completion of daily collections;
- There is particular pressure with the degree of existing and forecast city centre (inc South Bank) growth and a dedicated city centre team will be created to have the capacity and resources to meet the specific service challenges. There is a recognition this may need bespoke solutions;

Objective 3: *To add capacity to cover seasonal peaks in presentation of garden waste;*

- One, separately managed, garden waste team/service for the city;
- Greater ability/flexibility to “double-up” routes in time of low presentation;
- Routes designed on higher presentation rates, so able to cope in high demand weeks;
- During exceptional periods of high presentation an additional vehicle will be crewed-up;
- Explore whether offering a reduced service throughout winter is needed/feasible – possibly looking to try it out in a part of the city.

Objective 4: *To increase the % bins collected on their due day and where that's not possible, to always recover multiple addresses within 48hrs (so having a clear and achievable solution to addressing how “slippage” is recovered);*

- local solutions to prevent illegally parked cars (eg TRO/yellow lines);
- the introduction of more, smaller size wagons;
- embedding the temp new build and additional brown bin crews into the new local route designs;

- creating dedicated teams for city centre, high rise and densely populated/housing areas that also have high transiency levels (Harehills, Headingley/Hyde Park/Woodhouse has been identified by the Project Board);
- introduction of a new Crew Chargehand role on every vehicle;
- ensuring in-cab technology is fit for purpose and being used by crews, overseen by the Crew Chargehand;

Objective 5: *To establish clearer lines of responsibility within crews for tasks undertaken during the day and how that relates to the role of supervisors/managers. This includes the introduction of a new Crew Chargehand role (see Appendix A for more detail on that proposed role);*

- the introduction of the new Crew Chargehand role as soon as is possible;
- a development programme for new Crew Chargehands;
- better use of in-cab technology used to empower crews to complete tasks and report issues;
- importance of good two-way communication between Team Leader and Crew Chargehand.

Objective 6: *To be more open and accountable as a service to customers, but at the same time being clearer about what is expected of customers in the presentation of their waste and the limitations of the service we provide;*

- achieving reliable and accurate end of day reports every day is a priority for the review, and effective use of in-cab technology is the key to that;
- we need to be better at explaining to customers/residents how to use their green bins to greatest effect;
- we will restructure our service around Community Committee areas to help develop positive relationships with local communities and their democratically elected representatives;
- we will have a clear service agreement with residents (our customers) which will both set out what can be expected of us and what we need from residents.

Objective 7: *To ensure we can reliably make collections in the more challenging locations and bring different solutions and resources to support collections in these areas;*

- we need to do something different in our most challenging locations – and that may include variations on our delivery model and/or closer collaborative working with the Cleaner Neighbourhoods Team;

Objective 8: *To deal with changed travel patterns as the service moves to the new headquarters/depot from early 2020, including the facilitation of crew pick-ups.*

- when the new routes are agreed, particular consideration will need to be given to the impact on staff, in particular the Loaders, once they are operational from the new depot/facility.

Objective 9: *To help inform decisions on future fleet requirements – reviewing types & numbers of vehicles needed now and in the future;*

- if working correctly and used effectively by staff, the use of in-cab technology to report/record issues the crew come across would help empower them to have frustrations such as repeat recycling bin contaminations dealt with.
- staff need the appropriate training and support;

- the technology needs to be reliable/fit for purpose.

Objective 10: To ensure we have a reliable electronic record of what's gone on in each round, every day;

- if working correctly and used effectively by staff, the use of in-cab technology to report/record issues the crew come across would help empower them to have frustrations such as repeat recycling bin contaminations dealt with.
- staff need the appropriate training and support;
- the technology needs to be reliable/fit for purpose.

Objective 11: To build in time for proper staff appraisals and training and development

- allowing staff to have dedicated appraisal days is key to ensuring quality discussion;
- development programme for new Crew Chargehands needed (as per objective 5);
- opportunities for Loaders to progress within the Council need to be highlighted
- staff to be encouraged and supported to spend a day working with other services where they feel it would be a good/useful experience for them;
- mainly through the appraisal process, Loaders aspiring to become Team Leaders should be identified and opportunities to shadow Team Leaders (inc. in other services) offered.

Objective 12: be a basis to build on as different kerbside collections are considered to increase recycling rates;

- to ensure that we are getting the most out of the available resources/infrastructure to deliver a reliable service for Leeds with a workforce motivated and supported to do the best they can;
- to continue to work closely together following the review to consider what future changes to kerbside recycling requirements will mean and what would work best for Leeds.

Objective 13: enable implementation of the Council's policies on excess bins, contamination and side waste;

- excess bins – to develop a process to initially target and remove excessive black bins which will involve the identification of the bins by crews
- contaminated bins – to develop a process initially targeting green bins that have been contaminated with non-recyclable material. To involve the identification by crews and then an agreed process that makes clear what then happens to the bin, what the message to the resident is, what punitive action is taken and at what stage, and who does each element of this process (including evidence gathering).

Objective 14: ensure enhanced services (e.g. assisted collections/pull outs and medi-waste) are provided where justified.

- the Medi-waste service should be a priority and the most reliable service we provide;
- assisted wheel-outs should be reliable and the effective use of in-cab technology is key to that;
- there needs to be a better process for crews to report where they believe a change in occupier has taken place at an assisted wheel out address.