

# Refuse Review

Findings of The Review Team  
14<sup>th</sup> September 2007

## Overview

- The Service
- The Objectives
- What we did!
- What we learnt!
- What we are going to do!
- Any Questions?

## The Review Team

- Sarah Incher – Waste and Recycling Manager
- Philip Mundy – Street Care Officer
- David Platel – Admin Officer
- Paul Howell – Refuse Driver
- Paul Wilkins – Refuse Loader
- Steve Weller – Refuse Loader
- Cathie Powell – Corporate Director
- John Elson – Head of Technical Services
- Kelly Handley - Facilitator
- Sue Britchford - Admin Support
- Cllr David Simpson – Portfolio Holder
- Cllr Denis Gotel – Scrutiny Member
- Cllr Ken Crookes – Scrutiny Member

## The Service

- Household Waste / Recycling / Green / Glass / Bulky / Clinical Waste
- 35,000 properties
- Annual budget - £2,440k Net
- Delivered in house by: 40 staff which includes - Waste and Recycling Manager, 12 Crews, 3 Street Care Officers, Waste Officer, 2 Admin Staff, Refuse Supervisor.

## The Objectives!

- Customer Focus
- Efficiency
- Priorities

## What we did!

### Preparation work

- Meetings with staff - SWOT analysis
- Customer satisfaction survey (May 07) - 63% satisfaction with household waste (cf 51% autumn 06), 68 - 75% with other waste services.
- Citizens panel survey – 168 responses, 59% satisfaction with info provided, 89% recycle everything, interest in additional services particularly plastic food cartons and tetrapaks.
- Benchmarking -.Cost £51/prop compares well, efficient service, excellent recycling rates.

## What we did!

### THE REVIEW WEEK

- Mon - am - Meeting with partner organisations.
- Mon - pm - Meeting with citizens panel, parish council
- Mon - evening - Meeting with members.
- Tue - am – Staff from other services within council.
- Tue - pm - Feedback to staff.
- Tue - evening - 2nd meeting with citizens panel.
- Wed - am - Work shadowing.
- Wed - pm - Reviewed work procedures.
- Thurs – Reviewed info gathered and agreed outputs.
- Fri – Presentation of findings.

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## What we learnt!

- Survey and benchmarking results showed - Good value for money with improving customer satisfaction.
- Feedback from customer consultation and meetings showed - General satisfaction with service provision but some questions regarding recycling.
- Feedback from staff highlighted - communication and morale issues.

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## What we learnt!

### Identified 11 themes:

- |                               |                           |
|-------------------------------|---------------------------|
| - Equipment                   | - Information to customer |
| - Internal team               | - AWC/ Depot              |
| - Policy & enforcing          | - Improving the service   |
| - Glass collections           | - Green waste             |
| - Additional services         | - Processes               |
| - Method of service provision |                           |

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## What we are going to do!

Short term

- Replace garden sacks free of charge.
- Hands free equipment in vehicles.
- More recycling info on website.
- More work shadowing.
- Consider reserve staffing to reduce dependency on agencies.
- Ensure timely provision of basic equipment.

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## What we are going to do!

Equipment

- Investigate use of wheelie bins for green waste.
- Real time communication with vehicles.
- Ensure planned replacement and maintenance of vehicles.

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## What we are going to do!

Information to customer

- New stickers for bins.
- Investigate customer message system.
- More and improved recycling info.
- Produce communications programme.

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## What we are going to do! Internal team

- HGV training for loaders
- Agree working practices
- Improve depot facilities
- Recognise achievement

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## What we are going to do! Policy and enforcement

- Customer charter / service standards.
- Update waste strategy
- Review extra bin policy.
- Phase out provision of smaller bins.
- Dealing with contaminated bins.

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## What we are going to do! Improving the Service

- Review routes.
- Induction for new office staff to include work with crews.
- Reintroduce quality circle.
- Regular consultation with customers.
- Publicise & promote home recycling opportunities.

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## What we are going to do! Glass collections & green waste

- Review collection frequency & timings
- Review commercial and bottle bank collection
- Review green waste collection
- Consider bulky green waste

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## What we are going to do! Additional services

- Consider other recycling streams, i.e food waste, batteries
- Promote other organisations which recycle
- Look at services provided by other authorities, e.g Waverley BC

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## What we are going to do! Processes

- Communication with internal services
- Communication with customers
- Annual routes review
- Review all back office processes

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## What we are going to do! Method of service provision

- Regular review of service
- Consider joint working
- Consider externalisation

## Summary

- We listened
- We have a better understanding of the issues.
- We have welcomed and faced challenge.
- We have got a lot of work to do.

THANK YOU!  
&  
ANY QUESTIONS?