



## **Shared Waste Service ABCD (Alternative Bin Collection Day) initial project review – planning and design to month 9 of operations.**

Environment Scrutiny Committee

16 January 2018

### **1.0 Background to project**

The Shared Waste Service for Cambridge City and South Cambridgeshire District Councils has been operating since 2015. A major step in the original business case to create a truly shared service was the harmonisation of domestic bin rounds across boundaries. The new bin collection rounds were devised to ensure they are efficient (helping to achieve savings target of £700k over 3 years), resilient, and improve our ability to deal with growth. The new rounds make the boundary invisible to our refuse vehicles, and will save an estimated 20,000 refuse vehicle miles per year. These changes meant that 82% of residents had a change in day and / or sequence of bin collections, starting on 27<sup>th</sup> February 2017. While the vast majority of residents have had a continued good service through this period, there are some who have not received the service we aim for and have been frustrated by this process. We are sorry for any resident who is inconvenienced – every one of their bins is important to us and we will continue to work hard to achieve the normal standard of service and learn from this change.

### **2.0 Planning the day changes**

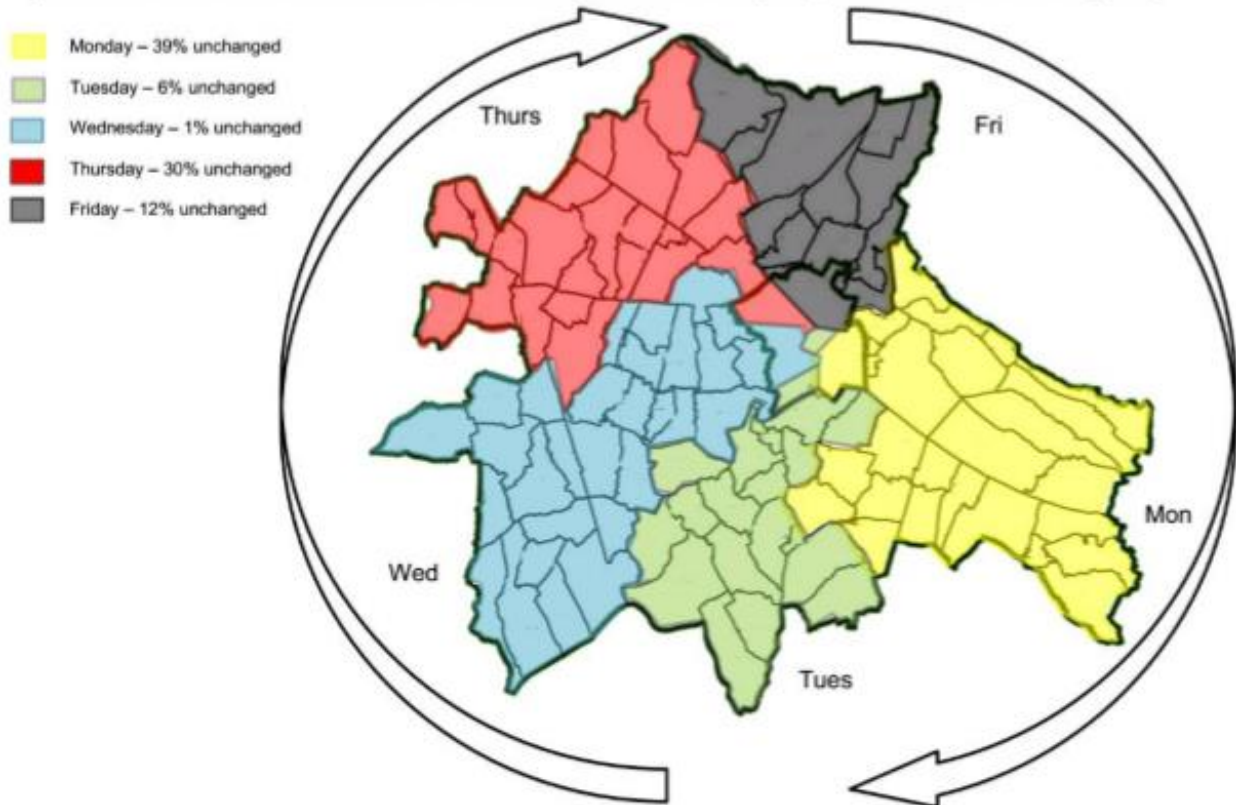
Design and planning work on the bin round changes started in early 2016. The combined domestic operations represent an extremely large and diverse service, with over 100 operatives typically operating 40 vehicles each day, collecting up to 30,000 domestic bins. The services offered in each Authority are different, and the patch covered includes dense urban areas of Cambridge with narrow streets and many flats, through to isolated individual rural properties, with travel across a range of roads from fen tracks to the M11. This presents a challenge for planning changes and for achieving rounds on a daily basis; our collection rates are traditionally extremely good and crews have vast experience. The design and planning process included:

- Ensuring the quality of various datasets across 2 authorities in 2 data management systems (address data; waste quantities; vehicle capacity and journey data; crew pick rates and so on)

- Using bespoke modelling software to design rounds to optimize collections
- Consulting with crews and supervisors to check the 'draft' rounds for achievability and logic (for example to spot access details, to challenge geographical splits, to check total property numbers), and making subsequent changes.
- Resource planning for the lead-up and immediate delivery of day changes, including extra vehicles, drivers and loaders, and options to borrow supervisors from Streets and Open Spaces.
- Planning communications for residents using multiple media, including bespoke approaches to the different geographies and therefore different sets of issues. For example, use of village signs and leaflets in SCDC, use of individual letters to residents of houses in City, use of corporate magazines in both.
- Briefing crew members on the lead-up to day changes and working with them on ensuring bin codes and keys for bin stores were transferred to new rounds.

The final 320 rounds are arranged in collection zones which have clearer round boundaries between collection days, and collection areas more logically grouped together. This means that crews are closer to each other and can work across rounds when necessary, and as new developments come on-line we can include these in existing or new rounds more easily. They are also optimised for driving time, so for example on a Friday more bins are collected in the north of the City, which reduces driving time as crews are working closer to the depot and tipping site at Waterbeach. A prerequisite was that residents had one bin day, which did not change whether we operate week 1 or week 2 of the cycle.

## New Combined Collection Days and % properties unchanged



### 3.0 Go-live phase

From February 23<sup>rd</sup> a daily 'situation reporting' phone conference was held between the Shared Waste Service, Business Support, Customer Services and Communications teams, and senior staff. This ensured at one point in the day all teams shared their updates which enabled swift communication to residents of any problems in service, identified any ways of working across the teams which could be improved, and highlighted what was going well and could be fed back to teams.

From 27<sup>th</sup> February (when new rounds went live) feedback from crews (from in-cab devices and round sheets) was collated to get quick indications of numbers of houses presenting bins of the right colours on the right days. This quickly showed that residents had responded well to the communications campaign and knew which colours to present when.

Because some sequences were changed, and some crews had entirely new rounds to learn, it meant that the first 4 weeks of weight and round duration data could not be relied on or used as the basis for any significant round changes. For example as part of the planned changes, some residents would not be asked to present a bin for 3 weeks, and others presented the same colour on two consecutive weeks, as sequences changed. This affects weights of refuse and recycling collected for that round, and so the time it takes to complete. However during these first weeks we could learn from crews what they felt would and would not work, and spotted some

smaller anomalies in rounds which could easily be corrected with no impact for residents.

Call volumes – customer service centres at SCDC and City handled their largest call volumes during week 2. Measured as a % increase on the baseline week (2 weeks before the changes), City took 300% more calls (1168 calls) and SCDC 200% (815 calls). These calls also included routine calls (such as extra bin requests, and calls for Streets and Open Spaces), an external overflow call centre was used to support this increase in calls, reducing the impact on residents.

Problems identified in the first few weeks included:

- Some missing ‘collect and return’ or ‘assisted collection’ addresses. The majority of these addresses were up to date in the in-cab displays used in most vehicles. However, those added since May 2016 (the date of the modelling data cut) were on manual lists and could be more easily missed. Also the hired extra vehicles which helped crews out where necessary do not have the in-cab technology, and crews did not always exchange this information. Where these were missed, their re-collection was prioritised as these residents can be the most vulnerable. Crews were reminded of those which had been missed. We created an A-Z of these addresses.
- Differences in crew approach. Some residents fed back that bins were not left in the same places; that some organic bins were being rejected for contamination through use of liners which had previously been accepted; that recycling contamination was now being reported, and so on. The differences in crew members spotting and refusing bins (as we request) has been highlighted. We have explained to residents affected that we have not changed policy but we are now working to it. We are also revisiting to collect contaminated bins on the first occasion whenever possible. We have clarified some of the web content on caddy liners. We raise issues with crews when necessary.

This is a major operational change project which has had both predictable and unexpected outcomes, many positive and some negative. Key criteria for the changes were to:

- Minimise the impact for residents
- Ensure residents who present their own bins or who have an assisted collection have one bin day (eg Tuesday week 1 and Tuesday week 2)
- Minimise any subsequent day changes
- Rectify any problems within normal service periods
- Deliver the project to time and budget

During the first fortnight, there were 2 key priorities – to ensure residents knew which bins to present on which days and to collect the bins as planned. The communications were very successful - only a few hundred addresses presented the wrong bins and the various media used reached a wide and diverse target audience.

## 4.0 Review of Collections

As a service, we record both operational missed collections (delayed collections self-reported by collection teams), and reported missed collections (reported by residents). The reported misses are held at property level on the two separate ICT systems that the service is currently using, one hosting Cambridge City data and one hosting South Cambs data. Operations missed collections are held at street level in an Excel spreadsheet as it is not currently possible to enter this information into either of the ICT systems.

### Operational and Reported Missed Collections

From the table below it is clear that residents in Cambridge City experienced a higher rate of missed collections, which continued for a longer period. There are many reasons why this occurred including: -

- Initial issues with modelling to balance work between the new collection rounds.
- Traffic issues in to Cambridge, this is added to by later start times of city collections.
- Street access issues due to parking and not being able to use all the vehicles on the fleet due to their size.
- The number of major new developments being occupied.
- More non-standard collection locations.
- Access to bin stores – via keys/code allocation.

The table below demonstrates that the collection service has been able to manage down the number missed collections, and has achieved a collection target of 99.5% from July. The exception to this was August when a success rate of 99.08% was achieved, this dip was related to the Bank Holiday Monday collection issues and October when a success rate of 99.45% was achieved, this dip was due to major traffic issues on A10, A14 and M11.

Month	% complete	Number of Collections	Actual Collections	Operational Missed City	Missed Bins Reported City	Operational Missed South	Missed Bins Reported South
March	96.7%	708,967	685,629	17,486	1,324	3,193	1,335
April	98.2%	616,946	605,850	6,472	796	2,892	1,131
May	99.2%	678,305	672,803	4,034	629	44	795
June	98.7%	708,758	699,501	7,061	587	834	775
July	99.6%	646,394	644,115	1,078	396	249	556
August	99.1%	706,460	699,936	3,113	500	2,234	677
September	99.5%	651,155	647,843	1,123	498	1,006	685
October	99.4%	680,227	676,474	2,446	382	302	623
November	99.6%	676,666	673,931	1,393	302	523	517

## Collection Rates per Wards

The table below presents the percentage of successful collections broken down via Wards. These figures are based on reported missed household collections only, due to the way that operational missed collections are recorded.

During March to May 2017, several Wards did not achieve the required successful collection rate, however the Wards effected were spread across both Cambridge City and South Cambs. During second and third quarters, the number of Wards achieving an acceptable level of successful collections increased considerably. This was down to collection staff understanding the new collection rounds, re-allocation of properties between different collection rounds and increased monitoring from Team Managers

Ward	Region	% Successful			Collections (per qtr)	Actual Reported Missed		
		Mar - May	Jun - Aug	Sep - Nov		Mar - May	Jun - Aug	Sep - Nov
ABBEY	City	99.5	99.8	99.8	56,570	284	125	96
ARBURY	City	99.6	99.8	99.8	45,650	162	94	88
CASTLE	City	99.8	99.9	99.8	49,803	102	67	120
CHERRY HINTON	City	99.6	99.8	99.8	60,138	215	117	111
COLERIDGE	City	99.7	99.8	99.9	55,166	143	113	63
EAST CHESTERTON	City	99.5	99.8	99.8	53,177	240	130	84
KINGS HEDGES	City	99.9	99.9	99.9	137,943	137	71	100
MARKET	City	99.6	99.8	99.8	29,874	123	65	54
NEWNHAM	City	99.8	99.9	99.8	28,275	62	30	47
PETERSFIELD	City	99.7	99.8	99.9	71,721	197	112	90
QUEEN EDITHS	City	99.6	99.8	99.9	67,529	280	150	52
ROMSEY	City	99.7	99.9	99.9	75,251	203	99	106
TRUMPINGTON	City	99.7	99.8	99.8	87,594	278	209	187
WEST CHESTERTON	City	99.7	99.9	99.9	84,650	237	126	120
BALSHAM	SCDC	99.7	99.7	99.8	36,863	107	95	64
BAR HILL	SCDC	99.7	99.9	99.9	41,588	128	31	49
BARTON	SCDC	99.7	99.8	99.9	46,969	152	77	67
BASSINGBOURN	SCDC	99.8	99.8	99.9	10,856	18	23	13
BOURN	SCDC	99.7	99.8	99.8	88,313	258	186	144
CALDECOTE	SCDC	99.8	99.9	99.8	18,694	31	12	32
COMBERTON	SCDC	99.7	99.8	99.9	18,431	63	43	14
COTTENHAM	SCDC	99.8	99.8	99.8	64,388	135	127	102
DUXFORD	SCDC	99.9	99.9	99.9	20,775	31	18	12
FOWLMERE & FOXTON	SCDC	99.8	99.8	99.9	19,800	41	48	23
FULBOURN	SCDC	99.8	99.8	99.7	39,694	90	63	128
GAMLINGAY	SCDC	99.8	99.9	99.9	40,969	73	52	44
GIRTON	SCDC	99.8	99.9	99.9	30,881	65	25	31
HARDWICK	SCDC	99.9	99.9	99.9	19,875	17	14	22
HARSTON & HAUXTON	SCDC	99.8	99.8	99.8	21,769	46	45	41

Ward	Region	% Successful			Collections (per qtr)	Actual Reported Missed		
		Mar - May	Jun - Aug	Sep - Nov		Mar - May	Jun - Aug	Sep - Nov
HASLINGFIELD & EVERS.	SCDC	99.9	99.9	99.8	21,694	28	24	34
HISTON & IMPINGTON	SCDC	99.6	99.7	99.8	79,706	352	231	155
LINTON	SCDC	99.7	99.8	99.9	38,063	121	64	51
LONGSTANTON	SCDC	99.8	99.9	99.9	26,700	64	33	37
MELBOURN	SCDC	99.7	99.8	99.9	39,413	120	66	57
MELDRETH	SCDC	99.7	99.8	99.9	21,319	55	47	31
MILTON	SCDC	99.8	99.9	99.8	35,700	74	33	70
ORWELL & BARRINGTON	SCDC	99.8	99.9	99.9	19,481	31	28	27
PAPWORTH & ELSWORTH	SCDC	99.8	99.9	99.9	42,956	93	48	64
SAWSTON	SCDC	99.7	99.8	99.8	55,763	177	128	101
SWAVESEY	SCDC	99.7	99.9	99.9	20,194	57	29	28
TEVERSHAM	SCDC	99.8	99.9	99.9	18,994	36	25	27
THE ABINGTONS	SCDC	99.6	99.8	99.8	24,188	86	40	51
THE MORDENS	SCDC	99.7	99.9	99.8	23,925	60	33	54
THE SHELFORDS & STAPLE.	SCDC	99.6	99.8	99.9	62,813	259	145	94
THE WILBRAHAMS	SCDC	99.4	99.8	99.7	17,906	102	36	62
WATERBEACH	SCDC	99.8	99.9	99.8	47,813	118	63	101
WHITTLESFORD	SCDC	99.8	99.9	99.9	23,606	52	23	32
WILLINGHAM & OVER	SCDC	99.8	99.9	99.9	54,619	96	50	56

### Collection Rates for Flats / Bin Stores

The table below presents the number of reported missed collections per individual flat/bin store who have experienced 6 or more reported missed collections during this 9-month period. During this period, locations were scheduled to have 39 individual collections across the two material streams (recycling and waste). These figures are based on reported missed collections only, due to the way that operation missed collections are recorded.

The majority of issues around missed collections from flats and bins stores occurred in the months directly after service change. There are a range of reasons for these misses including: -

- New developments being occupied without the knowledge of the service. This demonstrates that additional work is required to foster improved relations with site developers.
- Non-standard collection locations, staff on new collection rounds not aware of all bin store locations.

- Access issues to bin stores – not allocating keys or access code to rounds correctly.

Address	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Total
BIN STORE, NEWMARKET ROAD	2	2	1	2	1	4	2			14
BIN SHARE, MILL ROAD	4		1	2		1	2	2	1	13
BIN STORE, SHERBOURNE CLOSE	5		5	1		1		1		13
BIN STORE, WHITTLE AVENUE	4	3		1		1	1		3	13
BIN SHARE, HILLS ROAD	4		3	2	2	1				12
BIN STORE, LICHFIELD ROAD	3		5	1				1	1	11
BIN STORE, SHERLOCK CLOSE	10									10
BIN SHARE, DENHAM PLACE, COLERIDGE ROAD	2	2	2	2	1					9
BIN STORE, NEW STREET	6	1	2							9
BIN STORE, THE WICKETS, HIGH STREET TRUMP						3	3	2	1	9
BIN STORE, BAILEY MEWS	2			4		1		1		8
BIN STORE, COLVILLE ROAD		2	1	2	1		2			8
BIN STORE, NEATH FARM COURT	1	1			1	1	2	1	1	8
BIN STORE, WESSEX COURT, QUEEN EDITHS W	2	4	2							8
BIN STORE, WINDSLOW HOUSE, GREEN LANE	2	1	2	3						8
BIN SHARE, THE MALLARDS, RIVER LANE	1				2	1	2	1		7
BIN STORE 1, FREEMAN HOUSE, ELMFIELD RD	1	2	2			1	1			7
BIN STORE, WARREN CLOSE				7						7
1 1-4, BIN STORE, KITE HOUSE, ADAM & EVE			1	1		2		1	1	6
BIN SHARE, CARL HUNTER HOUSE, ADAM & EVE	1			1					4	6
BIN SHARE, CHESTERTON ROAD	4	1							1	6
BIN SHARE, EKIN ROAD	5				1					6
BIN SHARE, HOMERTON COURT, HILLS ROAD	3	2	1							6
BIN STORE 1, BRADMORE COURT, BRADMORE	1	1	1			3				6
BIN STORE 2, FREEMAN HOUSE, ELMFIELD RD	2	1	2			1				6
BIN STORE 9, ST MATTHEWS GARDENS	4							1	1	6
BIN STORE P, FITZGERALD PLACE	2	1		1	1				1	6
BIN STORE, BENIANS COURT					2			4		6
BIN STORE, BRIDGE VIEW, VICTORIA AVENUE	1				4			1		6
BIN STORE, CROFTGATE, FULBROOKE ROAD	4	2								6
BIN STORE, FALLOWFIELD		2	2			1			1	6
BIN STORE, FREEMAN HOUSE, INVERNESS CL	1	3		1				1		6
BIN STORE, KNIGHTLY AVENUE			3	3						6
BIN STORE, LILAC COURT	3						3			6
BIN STORE, MEADOWCROFT HOUSE, TRUMP	2	1				3				6
BIN STORE, PEARL CLOSE		2	2	2						6
BIN STORE, ROBERT JENNINGS CLOSE		1	1					4		6



## Collection Rates for Households

The table below presents the summary of the reported missed collection per individual household during this 9-month period. These figures are based on reported missed household collections only, due to the way that operation missed collections are recorded.

During this period, each of the 108,000 standard households in the collection area were scheduled to have 59 individual collections across the three material streams (recycling, organic and waste). 7,318 individual households reported a missed collection, however from the table below it is clear that only a relatively small number of these experience multiply missed collection

<b>Number of repeated reported missed collections</b>	19	18	17	16	15	14	13	12	11	10	9	8	7	6	5	4	3	2	1
<b>Number of households</b>	1	0	1	1	2	3	3	4	11	11	23	34	50	75	111	193	367	1134	5294

The table below shows individual missed collection per household (property numbers/names have been removed) who have experienced 9 or more missed collections during this 9-period. In reviewing this data, several trends appeared including: -

- The majority of issues occurred in the first quarter after service change as staff become familiar with new collection rounds. This increase in missed collection has added an additional budget pressure as the service, as additional resources was required to ensure that collections were made once reported.
- Many of the multiply missed collections location are for properties with assisted collections, we believe this is due to issues with the assisted collection data within the in-cab systems and staff not using the system correctly.
- Properties have non-standard collection location, ie collection point, collect and return points or remote locations.

Address	A/C	Authority	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Total
Denson Close, Waterbeach	Y	SCDC		1				4	8	6		19
Chaston Road, Great Shelford	N	SCDC	3	3	6	3	1	1				17
Nuns Orchard, Histon	Y	SCDC	1	1	2	3	3	2	2	2		16
Mill Lane, Shingay Cum Wendy	N	SCDC	2	4	2	6	1					15
High Street, Linton	N	SCDC	1	3	2	1		1	2	3	2	15
North End, Meldreth	Y	SCDC	3	3	2	2	2	1	1			14

Address	A/C	Authority	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Total
Tempest Road, Cambourne	N	SCDC		6	2	2	1		1	1	1	14
Saffron Road, Sawston	Y	SCDC	2	6	3	2			1			14
Cheyney Street, Steeple Morden	N	SCDC		1		1	1	1	2	4	3	13
Uffen Way, Sawston	Y	SCDC	4	2	2	1				3	1	13
Royston Road, Caxton	N	SCDC		2	2	3	1	1	1	2	1	13
Station Road, Great Shelford	N	SCDC	2		4	6						12
Church End, Coton	N	SCDC	3	2	4	2		1				12
DERWENT CLOSE	Y	CITY				2	3	3	2	1	1	12
BUCKINGHAM ROAD	N	CITY	3	1	2		1	2	1	2		12
Albacore Road, Cambourne	Y	SCDC	3	1	2	1	1		2		1	11
Cottenham Court, Cottenham	N	SCDC		3	4	3		1				11
Saddleback Lane, Bassingbourn	Y	SCDC	3	3	2	2				1		11
High Street, Fen Ditton	N	SCDC	2		6	1			2			11
Macaulay Avenue, Great Shelford	Y	SCDC	1	1	3	1	2	2	1			11
Cambridge Road, Waterbeach	N	SCDC	4	2	2			1	2			11
Potton Road Mill Hill, Gamlingay	N	SCDC	3	4	4							11
DITTON FIELDS	Y	CITY	3	2		3	1	1			1	11
VICTORIA AVENUE	N	CITY	1				4		2	2	2	11
EDEN STREET	Y	CITY		1	4	1	1	2		1	1	11
HILLS ROAD	Y	CITY	6	3	1				1			11
Kingsway, Histon	N	SCDC		1	2			2	1	2	2	10
Old School Court, Great Shelford	Y	SCDC		2	1	1	2	3	1			10
High Street, Sawston	Y	SCDC	2	4		2			2			10
Harvey Way, Waterbeach	N	SCDC						6	2	2		10
Hereward Close, Impington	Y	SCDC	1	3	1	3		1	1			10
High Street, Histon	N	SCDC	2		3	3	2					10
Russet Way, Melbourn	N	SCDC	5	4	1							10
Glebe Road, Barrington	Y	SCDC	5	1	2	2						10
Hinton Way, Great Shelford	N	SCDC	2	3	3	1	1					10
SPRINGFIELD ROAD	N	CITY	2	1					2	2	3	10
NEWTON ROAD	Y	CITY		1	1	3	3	1	1			10
Comberton Road, Little Eversden	N	SCDC	1	1	1	1	1	1	1	1	1	9
Elm Gardens, Fowlmere	N	SCDC	1			1	2	2	2		1	9
High Street, Linton	N	SCDC		2	1	1		1	2	1	1	9
Jubilee Close, Waterbeach	Y	SCDC	1	2	3	1			1	1		9
The Spinney, Bar Hill	Y	SCDC	3	4		1			1			9
Cambridge Road, Foxton	N	SCDC	1		2	2		3			1	9
Cambridge Road, Hauxton	N	SCDC			1	3	2		1	2		9
Wren Park, Whittlesford	Y	SCDC								6	3	9
King Street, Rampton	Y	SCDC	1	2	1		1			1	3	9
Harding Way, Histon	Y	SCDC	4	3	2							9
Franklin Gardens, Cottenham	N	SCDC	3	1	1		1		1	2		9
Cottenham Road, Histon	Y	SCDC		1	1	2	1	2		1	1	9

Address	A/C	Authority	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Total
Chapelfield Way, Sawston	Y	SCDC						2	4		3	9
Cambridge Road, Great Shelford	Y	SCDC	3	2	1	1		2				9
Dale Way, Sawston	Y	SCDC	2	1	1	2			1	1	1	9
The Grip, Linton	N	SCDC	2	2	2	1	1	1				9
Chalky Lane, Babraham	N	SCDC		4	3	1					1	9
Dernford Farm Road, Sawston	N	SCDC	1	2	2	2		1	1			9
Catleys Walk, Sawston	N	SCDC	2	1	1	1	2	2				9
ELIZABETH WAY	N	CITY	4	2	3							9
EAST ROAD	N	CITY	2	2	2	1			1	1		9
CHERRY HINTON ROAD	N	CITY	2	3	1	1					2	9
CHESTERTON ROAD	N	CITY	5	4								9

## 5.0 Recycling Tonnage and Rates

The recycling rate for the service has been reasonably consistent but slightly lower than hoped over this 9-month period once season variations, such as holiday periods and growing seasons are taken into account. Currently it is estimated the service is on track to achieve an annual recycling rate in the region of 50% for 2017/18.

It has been modelled that with the changes in South Cambs to a fully commingled dry recycling service this may help to increase the recycling rates in the future. The collection service is also planning a material focused communication programme across the complete collection area to encourage residents to recycle more high value metal items such as tins and cans. Any increase in dry recycling across the collection area will support the service budget due to increased recycling credits and increased income from the collected material.

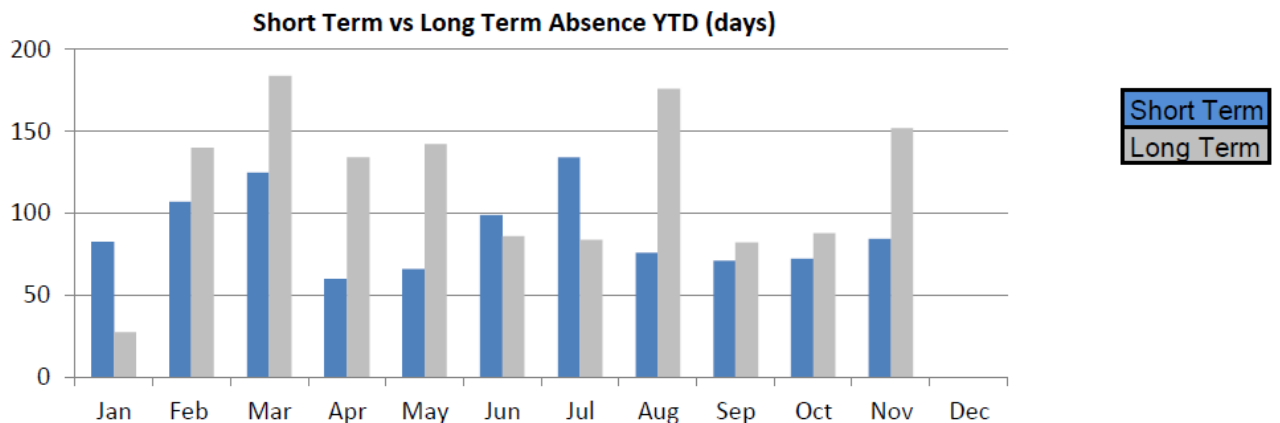
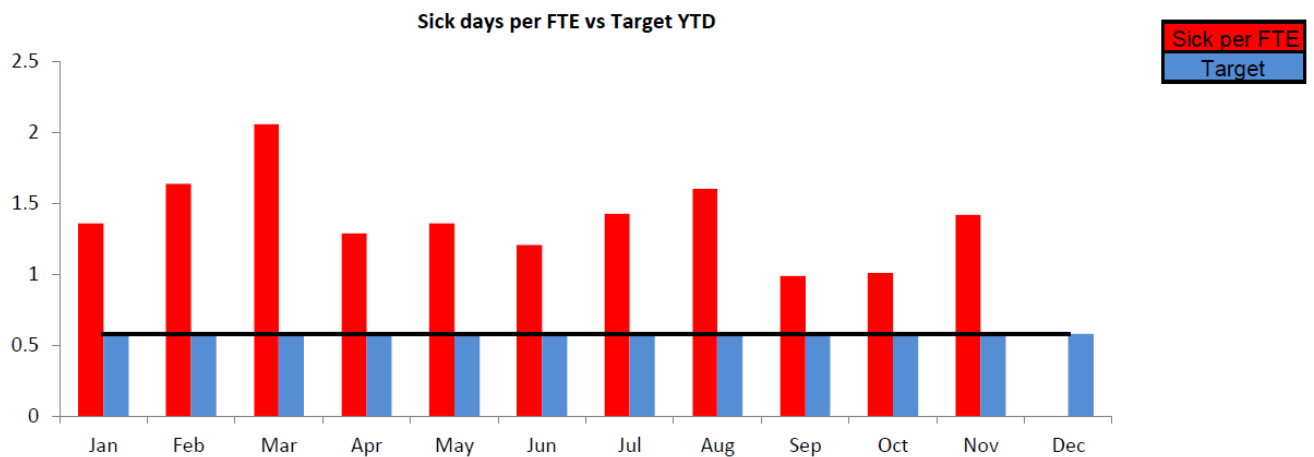
	Residual		Organics		Dry Recycling		Total Recycling	
	Tonnage	%	Tonnage	%	Tonnage	%	Tonnage	%
<b>March</b>	4385.39	48.5%	2805.78	31.0%	1852.62	20.5%	4658.40	51.5%
<b>April</b>	4454.43	48.0%	2944.88	31.7%	1890.32	20.3%	4835.20	52.0%
<b>May</b>	4932.41	47.1%	3474.26	33.1%	2076.63	19.8%	5550.89	52.9%
<b>June</b>	4508.25	48.5%	2758.78	29.7%	2018.90	21.7%	4777.68	51.5%
<b>July</b>	4447.82	46.0%	3390.58	35.1%	1821.95	18.9%	5212.53	54.0%
<b>August</b>	4839.58	48.1%	3208.82	31.9%	2006.37	20.0%	5215.19	51.9%
<b>September</b>	4426.68	52.7%	3175.14	34.0%	1750.52	18.7%	4925.66	52.7%

October	4385.39	48.5%	2805.78	31.0%	1852.62	20.5%	4658.40	51.5%
November*								

\*Waiting for audited collection figures from Cambridgeshire County Council.

## 6.0 Staff Sickness

During this period, the service has experienced an elevated level of sickness, both short and long term. This sickness has caused additional pressure on the service, due to having to rely on agency staff to backfill posts and has had an adverse effect on the service staffing budget. The worst of the sickness spike coincided with the start of the new service. Service managers are working closely with South Cambs Human Resources team to support staff to return to work as soon as possible and where this was not possible, to investigate other options for the employee.



## 7.0 Post Service Change Activities

Immediately following the service change, several activities were undertaken to improve the collection service, some of which are now embedded into the service as 'business as usual'.

- Team managers track the progress of rounds and send early completing crews to assist where possible.
- All collection teams are required to contact the office once they have completed their round prior to returning to Waterbeach Depot.
- We issue drivers with detailed maps and reminders of individual repeat missed bins and keep this under review; supervision of crews on the collection rounds has also increased.
- We have changed out drivers on some rounds to see if different experience and approaches will make a difference. We will continue to swap drivers to test achievability of rounds.
- We continue ask staff for feedback and make small changes to make collection rounds and timings easier.
- We are analysing the results of the 'meaningful' round data (durations, number of tips and weights collected).
- Continue to make small changes to rounds (within day) based on how they are operating.
- We are currently reviewing all policies and procedures to ensure that the are joined up and fit for purpose, whilst procuring a new service wide ICT solution to provide resident to vehicle data management.
- Using missed collection data focus of repeat missed collections location both household and flat, looking to put in long term solutions.

## **7.0 Lessons Learnt**

The following learning points below represent a selection of those logged to date, and should be adopted in future change projects.

- Utilise varied and bespoke approaches to resident communications – this worked very well.
- Follow standardised project management approaches from the start.
- Consider a range of alternative approaches to staff consultation – maps were not suitable for all. Take more staff members off collections to support the round development work.
- Undertake desktop 'Walk throughs' for week 1 / month 1 to pre-empt some of the logistical issues that could have been foreseen.
- Engage a wider stakeholder group eg housing colleagues, which may have picked up flats issues and challenged our assumptions.
- Involve all support services from the start of the project.

- Investing in change, with extra vehicles and staffing at the change point – not to cut resources too early.
- Ensure that policies and procedure are clear, correct and understood, with cross authority service consider harmonising them if possible prior to changing services.
- Ensure that software can communicate and is integrated, if software is to be replaced this should be done prior to implementing changes.
- Ensure that staffing issues such as sickness, recruitment and conduct are being robustly managed prior to change.
- Avoid major changes whilst undertaking staff restructuring or during a period of reduced management.