

# Report to Environment & Economy Overview and Scrutiny Panel

Agenda  
Item:  
**A.5**

Meeting Date: 27th October 2016  
Portfolio: Environment and Transport  
Key Decision: Not Applicable:  
Within Policy and  
Budget Framework NO  
Public / Private Public

Title: RETHINKING WASTE PROJECT  
Report of: The Deputy Chief Executive  
Report Number: SD.24/16

## Purpose / Summary:

This report provides an update on the progress of the Rethinking Waste Project.

## Recommendations:

Scrutiny Panel is recommended to receive the report and note the progress made.

## Tracking

Executive:	
Overview and Scrutiny:	
Council:	

## **1. BACKGROUND**

At its meeting on Thursday 28 July 2016, Scrutiny received a presentation and update on the Rethinking Waste Project highlighting the actions taken to date and the key actions going forward as the project now moves towards implementation in line with the Project timescale established. This report provides a further update on progress.

## **2. DEPOT IMPROVEMENTS**

Work continues to improve the access arrangements at the Bousteads Grassing depot. A separate pedestrian gate and path has been installed to segregate pedestrians from moving vehicles. Quotes are being received for the installation of the powered electric gate for the vehicle entrance. Once installed, access to the site will be restricted to authorised staff and visitors only using either a key-fob or key-pad access-control system. The separate access for customers to our vehicle MOT test station will remain unchanged.

The store of wheeled bins has now been transferred to the depot at Bitts Park to free up space in the depot for parking vehicles and improving safe access.

Demolition of the older disused buildings on site is still to go ahead (date tbc). This will further improve the appearance of the depot and increase space for the parking and safe movement of vehicles.

## **3. PROCUREMENT OF NEW VEHICLES**

At its meeting in August 2016, Executive approved the release of capital funds to support the Council's vehicle replacement programme for 2016-17 totalling £2,077,400. This included:

- £1,221,000 2016-17 budget
- £597,100 2015-16 carry forward
- £259,300 insurance for vehicles and plant lost in the flood

A range of vehicles have been evaluated by our front-line staff. The preferred vehicle options support the financial case and the round review, reduce health and safety risks and improve safe access for our collection vehicles. The table over page lists the key vehicles procured to date:

Service	Vehicle	Qty	Status
Refuse	26ton RCV Rotopress Rear steer vehicle	2	In service from October 2015
Refuse	16ton RCV	1	On order.
Street cleaning	7.5ton cage tipper with bin-lift	1	Expected Nov. 16
Recycling	26ton RCV – split body SWB - Rear steer vehicle	5	On order. Expected Feb. 17
Refuse	26ton RCV Rotopress SWB rear steer vehicle	1	On order. Expected Feb. 17
Refuse	26ton RCV Rotopress SWB rear steer vehicle	1	To be ordered Oct. 16 Delivery tbc
Refuse	26ton RCV Rotopress Rear steer vehicle	2	To be ordered Oct. 16 Delivery tbc
Street cleaning	15ton mechanical sweeper	2	To be ordered Oct. 16 Delivery tbc
Neighbourhood Services	4x4 pick up vehicle crew cab	2	To be ordered Oct. 16 Delivery tbc

Further vehicles will be procured in line with the fleet replacement programme.

#### 4. HEALTH AND SAFETY

The replacement of vehicles provides for the introduction of safety measures, features and technology to improve operational safety and staff comfort, such as:

- Cleaner tail-pipe emissions – new vehicles are rated to Euro VI standards
- LED beacon lighting - more efficient / effective / reliable improving visibility and reducing vehicle down-time
- Illuminated 'staff at work' signs on vehicles
- Drive-lock system
- Reversing camera
- On-board vehicle cameras (4 camera system with hard-disk recording and auto-download through secure Depot Wi-Fi)
- Vehicle tracking systems – GPS location / speed monitoring
- Rear steering improves access / reduces turning circle
- Emergency vehicle stop button
- Air conditioning
- In-cab communication – eg route guidance

Adopting new technology is clearly important but needs to be supported by fully trained and competent staff and followed up with robust monitoring to ensure compliance with safe working practices and to ensure services are delivered to standard in these very high profile areas.

In addition, all collection routes are individually risk assessed to ensure that high risk areas are avoided at key times and any requirement to reverse is minimised etc. Drivers are ultimately responsible for the vehicle and also carry out dynamic risk assessments each day as road, traffic and weather conditions constantly change. In the event of an incident involving one of our vehicles, individual route risk assessments / route maps are reviewed and amended as necessary.

## 5. REVIEW OF COLLECTION ROUNDS

Work continues on the development of the new rounds and developing options to shape the new service. The detail is not available at this time but can be shared at a future meeting. At this point, the general shape of the service may look something like:-

	Existing:	Possible (draft):
<b>Refuse</b>	5 vehicles	6 vehicles
<b>Garden waste</b>	3 vehicles (4 in Summer)	3 vehicles (4 in Summer)
<b>Recycling</b> Plastic and cardboard	3 - 4 vehicles	6 vehicles
<b>Recycling</b> Glass, cans and paper	4 vehicles * FCC Ltd	

Recycling of glass, paper and cans is collected by four vehicles operated by FCC Ltd. This contract ends on 28 February 2017 and will return to City Council operation from 01 March 2017. From May 2017, the rounds will be merged to create new recycling rounds using a single collection vehicle for glass, cans, paper, plastic and card.

## 6. COMMUNICATION

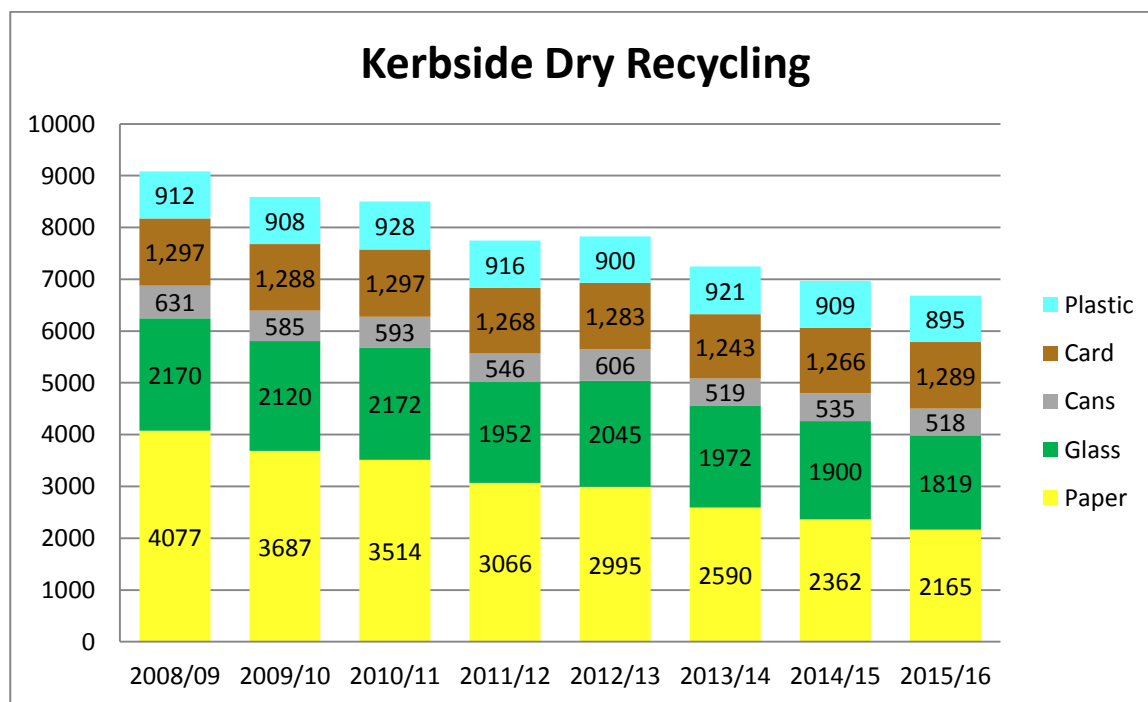
Work continues on the communications activities connected to Rethinking Waste. Information was included in the recycling / refuse calendars (August 2016), FAQs are being prepared and key messages will be included in the Council's residents' magazine (distributed late November).

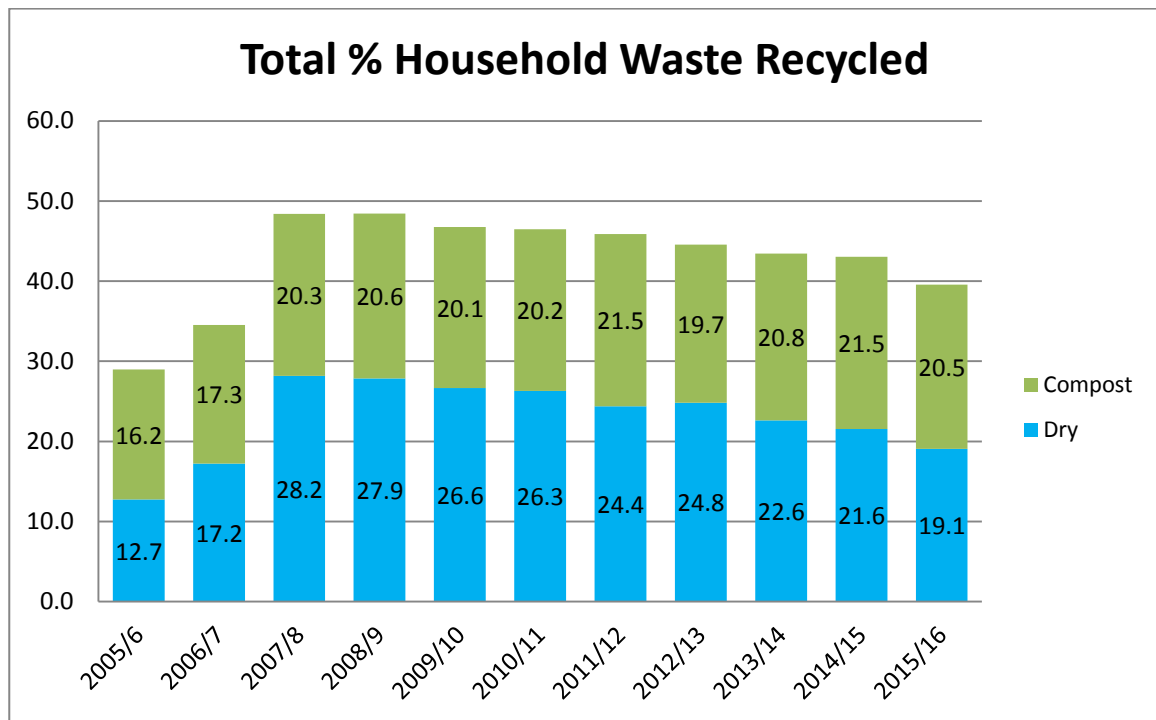
The level of detail and approach to communications will be determined by the round changes and the potential impact on residents. Although most residents won't notice a big difference to how they recycle, there may be some changes to the day they put out their recycling / refuse. When the rounds have been finalised, we will

work with the communications team to assess the impact and how we will communicate the changes. Information for Members, staff and partners will be factored into this and we will also work closely with the Customer Contact team to manage public information, including online and social media.

## 7. INCREASED RECYCLING

Dry recycling trends continue to fall with the biggest and perhaps most expected fall in the amount of paper collected as demands for this product change with increased use of alternative electronic technology. Manufacturers also continue to work on reducing packaging waste, introducing smaller, lightweight alternatives. As we expand the kerb-side recycling collections to those new build properties that currently do not receive such a collection we expect to see an increase in the amounts collected. Whilst residents have the opportunity to take their recycling to the local bring site, some will see this as a barrier and will inevitably drop some recycling into their refuse bin.





From May 2017 all properties, where practically possible, will have the opportunity to be added to the kerbside collection of dry recycling and garden waste. The green bag and green box schemes will be merged and there will be one recycling service. This should promote recycling through:

- increased participation - residents who don't already receive a collection will receive the full recycling service
- collection using a single split-back vehicle that should reduce litter / spillages as crews will be tipping into the back of the vehicle rather than sorting into separate compartments at the side of the vehicle
- simplifying the collection calendars eg refuse and garden waste Monday week 1, dry recycling Monday week 2

Communicating key messages to residents about recycling and service standards such as putting your bin out with a closed-lid and no side-waste will continue to be promoted.

Any additional bags (side-waste) not inside the gull sack or bin are currently 'stickered' to advise the resident to take the bags back in until next collection or take them to their nearest Household Waste and Recycling Centre. Properties where bags are not removed within 48 hours are sent a letter offering advice on recycling but also reminding people of the service standards and risk that they could face a fine for littering or fly-tipping. When evidence is found in fly-tipped bags this is followed through with the resident issued a fixed penalty notice for littering.

Neighbourhood Services, Technical Officers continue to promote recycling, particularly in gull sack areas where generally we experience reduced levels of recycling and increased incidence of side-waste. Feedback from resident surveys in these areas suggests that some people see the lack of space for storing recycling in smaller properties as the barrier. We have had some success in this regard offering smaller recycling bags to these residents instead of the larger green box.

As the new changes are introduced, officers will be visible on collection days monitoring levels of participation in recycling and compliance to service standards. Advice as necessary will be given to residents to reduce waste and encourage recycling.

An additional 500 new build properties were added to the garden waste scheme in September 2016. This will add to our recycling rates and divert garden waste from some people's refuse bins. Where possible, some other new build areas will be included in the scheme as when homes are occupied and the service offer will be further extended again from May 2017.

## **8. APPRENTICESHIP OPPORTUNITIES**

Five new apprenticeship opportunities have been advertised with roles in the Council's garage as an apprentice mechanic and up to four in Neighbourhood Services. The number and quality of the applications for the Neighbourhood Apprentice opportunities has been initially disappointing and has now been re-advertised.

## **9. PROJECT GOVERNANCE**

The Project Board met in June 2016 and agreed the direction of travel for the Project. This was subsequently supported by the Cross Party Working Group and Scrutiny in July following separate presentations to both groups. Officers continue to work on the delivery of the project, working on the key areas of:

- Round review
- Procurement:
  - Vehicles
  - In-cab technology
  - End-markets provider
- TUPE transfer of staff in to the Council
- Communication.

The Project Board will next meet in November to review progress against the project plan.

## **10. CONCLUSION AND REASONS FOR RECOMMENDATIONS**

Scrutiny Panel is recommended to receive the report at this time and to note the progress made. Further updates on the project will be provided to Scrutiny on:

- Thursday 19 January 2017
- Thursday 20 April 2017

## **11. CONTRIBUTION TO THE CARLISLE PLAN PRIORITIES**

Continue to improve the quality of our local environment and green spaces so that everyone can enjoy living, working in and visiting Carlisle.

**Contact Officer: Darren Crossley**

**Ext: 7004**

### **Appendices**

Appendix 1: Update report Project Board June 2016

### **attached to report:**

Appendix 2: Project: Key dates

**Note: in compliance with section 100d of the Local Government (Access to Information) Act 1985 the report has been prepared in part from the following papers:**

- None

## **CORPORATE IMPLICATIONS/RISKS:**

**Chief Executive's -**

**Deputy Chief Executive –**

**Economic Development –**

**Governance –**

**Local Environment –**

**Resources -**



## Update Report

<b>Project title</b>	Rethinking Waste Project		
<b>Project Sponsor</b>	Darren Crossley	<b>Project Manager</b>	Colin Bowley

<b>Report author</b>	Caroline Wightman	<b>Title</b>	Programme Lead – Rethinking Waste Project
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**Distribution:** This document has been distributed to:

Name	Title	Date of issue	Version
Cllr Colin Glover, Cllr Chris Southward, Cllr Les Tickner, Darren Crossley, Sarah Irving, Steven Tickner, Colin Bowley, Caroline Wightman	Rethinking Waste Project Board	20/06/16	V.01

<b>Date presented</b>	Thursday 30 <sup>th</sup> June 2016
<b>Period covered</b>	January – June 2016

### Follow-ups from previous reports

- **Development of transfer station** - In November 2015, Eunomia provided information and anticipated costs for the potential development of the Bousteads Grassing depot as a bulking and transfer station for recyclable materials. It is expected that significant investment would be needed on site to mitigate noise, particularly associated with the unloading / loading of glass that would in all likelihood require the construction of a large shed and other works. This level of investment at this time along with the decline in the recycling markets does not support the business case therefore alternative options have been developed which will be discussed at the Project Board meeting.
- **Revised job descriptions for drivers** - The revised job description and improved pay structure for HGV Drivers from a C to a D was welcomed by the drivers and was implemented in December 2015. The reasons for this were that we were unable to recruit drivers due to the low pay grade and to enhance the service, promote health and safety and improve customer care by delegating responsibility of each crew to the drivers.
- **Waste Team Leader** - Dave Brereton (Agency) has been covering for the vacant Team leader in Waste through agency since November 2015. The restructure of Neighbourhood Services will address this for the long term.
- **Improved depot controls** – Segregation of pedestrians from moving vehicles is a key priority in terms of reducing health and safety and financial risks and improving controls and security at the Bousteads Grassing depot. The plan to install an automatic, electric gate was deferred last year due to the flood recovery work which diverted resources. Action will be taken to install the separate pedestrian gate in the next month and the work on the electric gate will follow later in the year. Further demolition of old, vacant buildings on site will be also be carried out to create more space for vehicles.

## Work completed during the period

- **Project resources** – Caroline Wightman has been seconded from the role of Technical Manager to the role of Programme Lead for the Rethinking Waste Project. This dedicated resource was vital to ensure successful delivery of the project and already positive progress is being made.
- **Soft market testing day** – This was originally deferred from January due to the flooding; the soft market testing day was held on 17 March. The information provided on the day with regard to the impact different collection options will have on the value of our recycling material has helped guide future direction. With Carlisle being quite remote, there are normally only a couple of bidders therefore their input is vital.
- **Recycling trials** – Vehicle trials are taking place for recycling rounds to determine the best way of collecting recycling and to collate sufficient data to be able to accurately determine the numbers of properties for the new recycling rounds.
- **Back lane collections** – An order has been placed for a 16 tonne refuse collection vehicle (RCV) to improve safe access for our back lane collections. Pending delivery, a hired vehicle is in service.
- **Fleet developments** - Officers attended a demonstration of the new 'emergency stop' button to be installed on the dashboard of refuse vehicles to bring the vehicle to a safe stop in the event of the collapse of the driver. This is a recommendation following the Glasgow bin lorry incident. Early feedback from the demonstration is encouraging and the new system looks very effective and affordable, suitable for fitting in new vehicles and for retro-fitting in existing fleet to address this concern.

We are also considering the installation of a drive-lock system to reduce the risk of vehicles being stolen whilst in service and to protect our drivers when they need to leave the vehicle with the engine running.

Officers, including a refuse driver, also travelled to Leeds to view some different RCVs currently used by Leeds City Council. This follows the purchase and operation of our 26 tonne Rotopress vehicles which have proved very effective and popular with our drivers. Leeds are currently operating the larger 32 tonne version which is the same size as a standard RCV but has greater capacity. It was felt that these vehicles could lead to operational efficiencies on key routes in Carlisle. Feedback from the visit is encouraging.

Images are included in appendix one.

- **HSE inspection** – This was deferred from December due to the flooding, the HSE carried out an inspection visit of our refuse and recycling service in March / April 2016. This involved spending time with two crews on their rounds followed by an evidence gathering exercise. Initial feedback from the HSE is very positive. Whilst the final report has not been received, the HSE have confirmed in an email that they do not expect to be giving any formal advice regarding the Council's own collection services. They still need to follow up their inspection with FCC and this will form part of the final report.
- **Driver vacancies** – All vacancies have now been filled to reduce the demand on agency drivers. As above, all drivers have now been appointed / assimilated to the new improved salary band (grade D).

- **Green box contract (FCC Ltd)** - This contract was due to terminate at on 31<sup>st</sup> May 2016 but there was the option in the contract to extend this for up to a further 12 months. FCC provided rates for an extension to the end of February 2017 to allow time for new recycling vehicles to arrive. The initial revised rates proposed by FCC for a 9 month extension were not affordable (+36% increase or £90,000 pressure). Negotiations continued and it was finally agreed that they would provide the service at the current monthly rate. Any extension longer term would be much more expensive as their vehicles require replacement.
- **Carry forward/reserves** – These were agreed for the new powered gate and pedestrian gate at the depot, additional crew to provide an extra garden waste round over the busy summer months to ensure collections are missed due to time constraints and to continue with Clean Up Carlisle project of two full time rapid response operatives for a further year & 5 Apprentices for 2 years (4 in Neighbourhood services, 1 in Garage).
- **Vehicle trackers/cameras** - Presentations from suppliers have taken place for new cameras and vehicle trackers for the new vehicles to be procured.
- **Vehicle procurement** - Options for replacement vehicles are now out for procurement. A number of different vehicle models have been requested to inform the business case and improve service responsiveness / flexibility.
- **New waste budgets** – This is covered under item 5.
- **Visit to Eden DC** – Cumbria Waste collect recycling in Eden on a 50/50 split back vehicle with paper and card in one side and glass, cans and plastic in the other side. The collections seem to run smoothly but it was noted that properties only had one box and 2 green bags each whereas in Carlisle some properties have double that and some have even more. The process would be the same though but with fewer properties per round.
- **Webaspx** – Two officers attended a three day training programme and user-group seminar last week to import Carlisle data (tonnages collected / times etc) into optimisation software to support the remodelling of collection rounds.

#### **Problems or deviations from the plan**

- As above, the information provided by Eunomia on the likely costs for the development of the depot has helped to narrow the options going forward.

#### **Planned work for the next period**

- Meetings of the Service Improvement Group which has recently been re-established will continue to provide a regular, structured forum for staff representatives to meet with managers to discuss service (quality, health and safety and performance) issues generally. This forum will also support the rethinking waste project.
- Budget development / re-build work underway
- In cab technology which integrates with the Council's customer relationship management (CRM) systems are being explored
- Project plan to be further developed
- Business case to be developed
- Report to E+EOS
- Communication plan to be developed
  - Councillors / Staff / Residents
- Vehicle procurement
- Update risk profile

Planned work for the future		
<ul style="list-style-type: none"> <li>Development of 3-5 year plan for the service to: <ul style="list-style-type: none"> <li>address budget pressures forecast</li> <li>review of bulky waste collections</li> <li>review garden waste</li> </ul> </li> </ul>		
Approvals	Name and post	Date
Project Manager	Colin Bowley Neighbourhood Services Manager	27 June 2016
Project Sponsor	Darren Crossley Deputy Chief Executive	

## 26tonne Rotopress refuse collection vehicle



## 32tonne Rotopress refuse collection vehicle



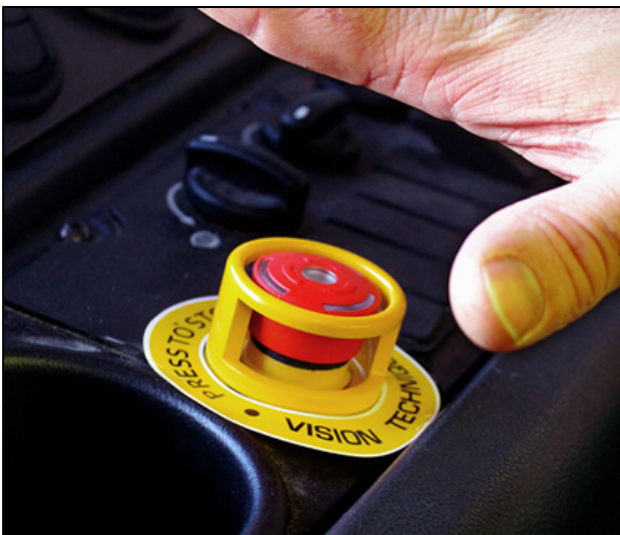


## Tipper + side bin lift



## Safety improvements

Stop-safe button



Drive-lock system



## Rethinking Waste Project: KEY DATES

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