

# Transport and Environment Committee

10.00am, Tuesday, 17 January 2017

## Waste and Cleansing Improvement Plan – Progress Update

Item number	7.7
Report number	
Executive/routine	Executive
Wards	All wards

### Executive Summary

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There has been good progress to date in delivering the actions contained within the Waste and Cleansing Improvement Plan.

There are some early positive signs of improvement, particularly relating to missed collections, but there is no sense of complacency within the service.

There are some actions where there are delays and these are detailed in the report. The majority of the actions in the report are either on target or have been completed.

### Links

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Coalition Pledges	<a href="#">P44, P49, P50</a>
Council Priorities	<a href="#">CP8, CP9</a>
Single Outcome Agreement	<a href="#">SO4</a>

## Waste and Cleansing Improvement Plan – Progress Update

### 1. Recommendations

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- 1.1 That the committee note the progress made on implementing the actions within the improvement plan to date, with majority of actions being on track or completed.

### 2. Background

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- 2.1 The Waste and Cleansing Improvement Plan was developed in response to concerns from Elected Members and members of the public over the perceived poor quality of waste collection and street cleansing services.
- 2.2 The [Improvement Plan](#) was approved at Transport and Environment Committee 1 November 2016.
- 2.3 As part of the approval of this plan, Elected Members requested that regular progress updates are provided to the committee to provide assurance that actions are being completed or on target.

### 3. Main report

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- 3.1 The Waste and Cleansing Improvement Plan sets out 65 key actions that officers feel are required to help move forward the service and to deliver an improved local environment in Edinburgh.
- 3.2 Updates on all actions are attached at appendix 1.
- 3.3 Good progress has been made to date, out of a total of 65 actions, with 28 actions having been achieved and 29 actions progressing on target. The remaining 8 actions are being taken forward as detailed in the Appendix.

#### **Impact to date**

- 3.4 There is a good understanding of the need for improvement and there have been some positive early signs. There has been a general reduction in the number of reported missed collections and an increase in the percentage of street cleansing enquiries that are dealt with within timescale.

- 3.5 However, it is acknowledged that there are still examples of repeat missed collections continuing for certain households and locations. These issues are being taken very seriously and are being prioritised for investigation.
- 3.6 The delay in Progress is being made in recruiting additional permanent Supervisors and frontline staff, and it is hoped that that this will be addressed in the coming weeks. Once we have a settled permanent workforce, it is anticipated that there will be further reductions in missed collections as we have dedicated crews will become more familiar with their routes.
- 3.7 The ongoing focus on trade waste abuse of communal bins has been very successful, with significant local and national media coverage and positive feedback from residents and businesses.
- 3.8 The rollout of the 'Our Edinburgh' campaign in the Leith Walk area has also been welcomed, with good coverage on social media.
- 3.9 Whilst progress has been positive, it is acknowledged that a significant and sustained improvement is required. This requires a major focus from the Council and the delivery of all of the actions within the plan, alongside a high quality day-to-day frontline service.
- 3.10 A key action within the plan is the introduction of a new charging structure for the Special Uplift service with the aim of increasing usage and decreasing fly-tipping. The new charging structure is outlined a separate report to this committee.

#### **4. Measures of success**

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- 4.1 The number of complaints about waste and cleansing services will reduce.
- 4.2 Customer satisfaction with waste and cleansing, as measured by the Edinburgh People's Survey, will increase.
- 4.3 The percentage of enquiries relating to Waste and Cleansing Services logged via the Customer Service Centre that are resolved at the point of contact will increase.

#### **5. Financial impact**

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- 5.1 Any expenditure associated with the Improvement Plan is anticipated to be contained within existing resources. If a need for additional funding is identified then this will be progressed through a separate report following the appropriate governance arrangements.

#### **6. Risk, policy, compliance and governance impact**

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- 6.1 The information contained in this report is a progress update on an approved plan. There are no perceived governance, policy or risk implications associated with this report. Where policy changes may be required as a result of the actions within the

Improvement Plan, these matters will be taken forward by way of a separate report to the relevant committee for approval.

## **7. Equalities impact**

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- 7.1 There are no identified equalities impacts resulting from this report.

## **8. Sustainability impact**

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- 8.1 Improvements in the quality of our Waste and Cleansing Service will contribute towards a reducing the amount of waste to landfill, increasing the amount of recycling and improving the quality of Edinburgh's local environmental quality.

## **9. Consultation and engagement**

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- 9.1 Officers from the Waste and Cleansing Service have been attending local community meetings to give an overview of the plan to residents
- 9.2 A consultative forum with a focus group of residents has been convened, with the first meeting taking place in December 2016.

## **10. Background reading/external references**

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- 10.1 [Waste and Cleansing Improvement Plan – Item 7.1](#) Transport and Environment Committee 1 November 2016.

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## 11. Links

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<b>Coalition Pledges</b>	P44 Prioritise keeping our streets clean and attractive P49 Continue to increase recycling levels across the city and reduce the proportion of waste going to landfill P50 Meet greenhouse gas targets, including national target of 42% by 2020
<b>Council Priorities</b>	CP8 – A vibrant, sustainable local economy CP9 – An attractive city
<b>Single Outcome Agreement</b>	SO4 -Edinburgh's communities are safer and have improved physical and social fabric
<b>Appendices</b>	Appendix 1 – Waste and Cleansing Improvement Plan Action Tracker – January 2017

## Waste and Cleansing Improvement Plan Action Tracker - January's Transport and Environment Committee

Action Point	Action	Target Date	Forecasted Date	Lead Team	Comments	Status
<b>Waste Collection Route Management and Information</b>	Our approach to organising and completing waste collection routes needs to change to provide information in a format that allows crews to complete collections on a 'right first time' basis. We should design the service to avoid repeat complaints. <b>Anticipated Outcome</b> A reduction in the number of reported missed collections and repeat missed collections					
<b>1</b>	Complete the trial of the 'Routesmart' system and in-cab device and evaluate the effectiveness of the system	Oct-16	n/a - complete	CGI	Trial complete. Evaluation completed and shows successful outcome. Outline costs proposals submitted by CGI and being taken forward with Corporate Finance.	Achieved
<b>2</b>	Work with CGI to procure and embed the 'Routesmart' system within all operational routes	Feb-17	Apr-17	Technical Team	Spend-to-save template required for the funding of Routesmart in-cab software. Work started to cleanse current data and gather the road network information required. There will be a phased roll-out of routes starting with garden waste (to link with Actions 11 & 12) and mechanical sweeping (to link with Action 41). However there has been a delay to the implementation due to final sign off of the Business Case.	Open
<b>3</b>	Undertake a rapid improvement event to identify the most missed properties by stream and resolve the root cause of the misses	Nov-16	n/a - complete	Technical Team	372 most missed properties investigated with 115 residents reporting that there is no longer a problem. Remaining properties have either had corrective action taken or no response received from residents and no root cause identified through assessing the situation on information available. An assessment is underway of whether the corrective actions taken have been successful, with further investigation if required. A report summarising the findings and any additional recommendations will be presented to management for consideration.	Achieved - with additional activities underway
<b>Workforce Management</b>	It is recognised that improvements need to continue to be made to the working practices, management and working culture within Waste and Cleansing services in order to further move the service forward and reduce the number of complaints received. <b>Anticipated Outcome</b> A settled workforce of City of Edinburgh Council employees, at all levels, who are properly trained in the role they perform with that role being performed to a consistently high standard.					
<b>4</b>	Reduce the use of agency staff and recruit a full establishment of permanent staff to improve route knowledge and ownership	Dec-16	Depend on Action 5	Waste Operations	This action links to Action 5 below with agency being reduced as permanent staff are recruited. Management are currently reviewing the use of agency and relevant controls required to minimise the ongoing need for agency.	Open
<b>5</b>	Finalise the implementation of the new Waste and Cleansing service structure and recruit to all vacant posts	Nov-16	Mar-17	Waste and Cleansing Manager	Remaining Supervisor and Waste and Cleansing Driver/Crew Leader vacancies are in the process of recruitment. Remaining vacancies will be recruited to in a phased approach grade by grade.	Open
<b>6</b>	Cease the practice of 'Task and Finish' across the Waste Collection Service	Nov-16	n/a - complete	Waste Operations	The 'Task and Finish' practice ended 1 November.	Achieved - manage transition
<b>7</b>	Ensure a full and effective training programme is in place for all frontline staff	Dec-16	Dec-16	Technical Team	A 5-year training programme is currently being developed and is on track for December. This will incorporate the SWITCH (Scottish Waste Industry Training, Competency, Health & Safety) competency framework. Training currently underway includes manual handling; supervisor workforce management training; complaints handling; and LGV driving licence training.	Open
<b>8</b>	Ensure that Supervisors and Managers are conducting regular team briefings (i.e. at least monthly) with all frontline staff on an ongoing basis	Ongoing	n/a - complete	Waste and Cleansing Operations	Monthly briefings with staff arranged. An approach to ensuring a consistent message is being cascaded by Waste and Cleansing Supervisors and Managers is being developed.	Achieved - monitor effectiveness

Action Point	Action	Target Date	Forecasted Date	Lead Team	Comments	Status
9	Provide refresher briefings to all waste collection staff on the importance of removing side waste, litter and spillage as appropriate	Oct-16	n/a - complete	Waste and Cleansing Operations	Frontline staff have been briefed to report these issues they come across if this cannot be dealt with immediately. A formal briefing has been given to staff and will be repeated at key points of the year, such as the festival season.	Achieved - monitor effectiveness
<b>Garden Waste Collections</b>	<p>It is recognised that improvements need to continue to be made to the working practices, management and working culture within Waste and Cleansing services in order to further move the service forward.</p> <p><b>Anticipated Outcome</b> An appropriately resourced garden waste collection service that is reliable and consistent with reduced missed bin complaint levels.</p>					
10	Assess the number of properties with more than one garden waste bin	Nov-16	n/a - complete	Technical Team	A review of information held on the system with the Supervisors has taken place to assess the number of properties with more than one garden waste bin. This data has been collated and passed to the Operational Support team to progress with Action 11.	Achieved
11	Adjust the existing garden waste routes to account for up to date information on bins per property and participation	Dec-16	Mar-17	Technical Team	This action is dependant on the data from Action 10 and will be carried out as part of Action 12.	Open
12	Implement the new 3 weekly garden waste collection service, to replace the current fortnightly and four weekly service, with new fit for purpose routes	Mar-17	Mar-17	Waste Operations	This action is dependant on receiving the data from Action 10 and gaining access to the Routesmart software to develop routes. 2017 calendars will be circulated to assisted collections from 16 December.	Open
<b>Communal Bins</b>	<p><b>Anticipated Outcome</b> Reduced complaints relating to missed and overflowing communal bin collections. Bins are located in the right areas with reductions in inappropriate use and according reductions in landfill waste.</p>					
13	Undertake a rapid improvement event to identify the most missed communal bins by stream and resolve the root cause of the misses.	Nov-16	Jan-17	Technical Team	306 sites were visited with the top three root causes identified as access issues, contamination and resourcing/routes not running and the findings reported to management. In addition to this a new Stage 2 investigation process has been developed under Action 59 which will see full investigations carried out on all Stage 2 complaints.	Open
14	Increase supervision resource within the communal bin collection services to improve service quality and resolve customer issues more effectively	Nov-16	n/a - complete	Waste Operations	The initial proposed structure included one Supervisor per Red and Blue shift for the communal bin collection service - this has been increased to two per shift covering the East and West of the city.	Achieved - monitor effectiveness
15	Develop a communications campaign to make residents in communal areas aware of how to manage their waste and recycling effectively	Jan-17	Jan-17	Communications	Social media engagement approach is in development. Campaign has commenced in the Leith area and to date has attracted some positive news coverage and comment.	Open
16	Develop a communications campaign to ensure that businesses are aware of their legal responsibilities when disposing of their waste	Nov-16	n/a - complete	Communications	Campaign has been developed. Focused compliance visits took place in the Leith Walk area between 14 and 25 November. 406 compliance visits were carried out with 191 businesses compliant and 215 to be issued with a Reg 4 as non-compliant. <b>Additional activities are underway to support this action:</b> Communal bins identified with unusual fill levels are being targeted for searches to identify any commercial waste abuse. A recent service of 4 communal bins identified abuse by 9 businesses. A further 12 bins have been identified to be checked in mid-December. Contact has also been made with Business Gateway to help raise business awareness of their legal responsibilities as part of the support framework they have in place for businesses.	Achieved - with additional activities underway
17	Improve the labelling and information on communal bins to illustrate the types of waste the bin can receive and how and where to dispose of bulky items	Jan-17	Jan-17	Communications	All new bin decals now in place across trial area. Costs being sought for further printing and distribution.	Open

Action Point	Action	Target Date	Forecasted Date	Lead Team	Comments	Status
18	Investigate the use of QR codes to allow residents to easily report missed or overflowing communal bins and locate collection dates	Nov-16	n/a - complete	Technical Team	The practicality of using QR codes has been assessed and found to require a high level of administration to maintain; however the improved web forms, and responsive website, should make it easier for people to report issues.	Achieved
19	Assess options for the containerisation of those streets that remain on gull proof sack or sack collections	Jan-17	Jan-17	Technical Team	Action recently commenced and project plan developed.	Open
20	Work with Parking Services to implement enforceable TROs to protect communal bins wherever possible	Mar-17	Mar-17	Waste Operations	Parking Services contacted to agree how to progress and develop an action plan.	Open
21	Ensure access to communal bins for residents and waste collection staff is accounted for in traffic management arrangements when road works take place	Oct-16	n/a - complete	Transport	Guidance circulated by Network Management to all Locality Teams and the Central Roads Network team to ensure that waste collections are factored into roadworks planning and applications.	Achieved - monitor effectiveness
22	Develop a policy on holiday lets and party flats to identify whether this waste should be treated as commercial waste	Jan-17	Jan-17	Technical Team	Investigating via landlord registration and Valuation Board to ascertain how we identify such properties. Contact made to other Local Authorities on approaches taken. A briefing note with options is being developed for management consideration in the first instance.	Open
23	Identify those communal bin sites where bins can be moved to improved locations where there is less opportunity for misuse	Jan-17	Mar-17	Technical Team	An action plan will be devised in December with sites identified as being misused addressed first.	Open
24	Identify costs to fit key containers to all bin stores (where applicable) to ensure that all crews have access to the required key therefore avoiding missed collections due to access issues	Dec-16	Dec-16	Building Services	Work underway to identify how many bin stores there are across the city. Discussions taking place with Building Services to identify costs to procure and install containers.	Open
25	Ensure that a standard lock specification for bin stores is enforced for new developments as part of the planning process	Jan-17	Jan-17	Planning	Draft Instructions for Architects and Developers are complete, and await sign off by management in first instance. However in addition the opportunity has been taken to update the text relating to waste in the Edinburgh Design Guidance (EDG) so that it complements the new document. This has been provided to Planning to feed into their own update of the EDG.	Open
26	Identify those communal properties where there are multiple individual bins and provide an alternative communal bin solution where this is required and appropriate	Feb-17	Feb-17	Technical Team	Approach and action plan to be developed in December.	Open
<b>Maintenance of Communal Bins</b>	The appearance and cleanliness of our communal bins is not in line with that which we should expect on Edinburgh's streets. Improving the appearance of our communal waste and recycling bins will contribute to fostering greater care and ownership in our communities. <b>Anticipated Outcome</b> An improvement in the appearance of our communal bin stock with reductions in complaints regarding bin maintenance and cleanliness.					
27	Identify potential solutions to procure a contract for the supply and/or maintenance (repair, cleaning and renewal) of all communal bins and quantify the cost implications of these solutions	Mar-17	Jan-17	Corporate Procurement	Procurement Requirement Form submitted 30/11 on basis that there is both market interest and ability to meet Service requirements. Will now proceed to procurement.	Open
28	Work with Criminal Justice and other partners to build communal bin maintenance and painting into programmes for restorative work	Apr-17	Apr-17	Criminal Justice	Action not yet started.	Open
29	Investigate the potential to install bin housings around wheeled communal bins to create more attractive and formal sites	Dec-16	Dec-16	Technical Team	Unit costs provided for bin housings and screens. Full options report to be concluded in December.	Open
<b>Seasonal Resourcing</b>	We need to deliver a service that is responsive to the changing demands of the city that our student and tourist population bring and ensures that Edinburgh is portrayed in the best possible way. <b>Anticipated Outcome</b> Reduced complaints relating to Waste and Cleansing Services during peak seasons. A reduction in the amount of waste that is sent to landfill in areas containing high levels of student housing.					
30	Work with Universities, landlords and letting agents to ensure students and tenants are aware of how to dispose of waste appropriately	Jan-17	Jan-17	Technical Team /Changeworks	Discussions underway with the National Union of Students with a proposal in development.	Open



Action Point	Action	Target Date	Forecasted Date	Lead Team	Comments	Status
31	Work with the Universities to investigate the potential for mini-CRCs in areas of higher student population around the beginning and end of the academic year	Mar-17	Jan-17	Technical Team	Links to the action above with the potential for mini-CRCs to be included in the proposal.	Open
32	Conduct a review of Waste and Cleansing resource requirements for the Edinburgh Festival and Fringe and implement the new requirements	Jul-17	Jul-17	Waste and Cleansing Operations	Additional staffing for the Winter Festival started 30 November. Work to commence on resource requirements for the Edinburgh Festival and Fringe, incorporating best practice from previous years.	Open
33	Work with Parks, Greenspace and Cemeteries colleagues to allocate staff and mechanical sweepers to tackle leaf fall during the autumn/winter months	Nov-16	n/a - complete	Cleansing Operations	Cleansing and Parks, Greenspaces and Cemeteries agreed to coordinate resource to concentrate on leaf fall.	Achieved - monitor effectiveness
34	Work with Parks, Greenspace and Cemeteries to allocate resources to undertake a clearance of street weeds to allow for an effective base level to be treated going forward	Nov-16	Jan-17	Cleansing Operations	Cleansing are undertaking some targeted work to remove street weeds. Further discussion required with Parks, Greenspaces and Cemeteries to agree an approach and identify available resources and machinery to undertake duties.	Open
<b>Food Waste</b>	<p>Waste Composition Analyses have shown that there is still a significant amount of food waste that is being sent to landfill. However, our success in recycling around 10,000 tonnes of food waste has placed strain on our current vehicles and meant that we need to equip our workforce to ensure that we can continue provide the best quality service to encourage increased use of this service. The procurement of new larger vehicles will assist with this aim.</p> <p><b>Anticipated Outcome</b> Reduced missed collections and uncompleted food waste routes as of a result in increased productive time that has been created by a reduced need to tip midway through the shift.</p>					
35	Replace the existing 7.5 tonne vehicles with the purchase of 12 tonne vehicles to increase collection capacity and reduce the need for trips to tipping facilities	May-17	May-17	Fleet Services	This action is in progress and is currently going through Procurement. After the order has been placed there will be a 20-26 week lead-in time for delivery.	Open
36	Replace the existing 7.5 tonne vehicles with hired 10 tonne vehicles as an interim solution pending the arrival of the 12 tonne vehicles	Oct-16	n/a - complete	Fleet Services	There are currently three 10t vehicles hired as an interim solution however we will not be able to replace them all due to the short-term nature of the hire and therefore is not cost-effective	Achieved
<b>Manual Street Cleansing</b>	<p>Our manual street cleansing resource needs to be visible and effective and focussed on those areas where it is needed most at an appropriate frequency. We need to move to a model where brushes are used as the norm and there is less of a reliance on litter pickers.</p> <p><b>Anticipated Outcome</b> A reduction in litter complaints and an improvement in our LEAMS score as a result of more effective manual sweeping in those areas where it is most required.</p>					
37	Conduct a review of all resources available to undertake manual sweeping and the current areas of deployment. Re-align routes to address hotspot areas where appropriate	Jan-17	Jan-17	Cleansing Operations	This action will be carried out in two phases due to the upcoming changes to the Code of Practice of Litter and Refuse (COPLAR) and the associated rezoning exercise that will take place across Scotland. Meeting with Zero Waste Scotland and Keep Scotland Beautiful scheduled for December to discuss the rezoning exercise for Edinburgh and what this involves. In the meantime, the manual sweeping routes will be adjusted as required with the full routing review carried out as part of the roll-out of the revised COPLAR and zoning changes.	Open
38	Identify options for the deployment of barrow beat staff and suitable accommodation for the employees and barrows in the immediate area	Nov-16	n/a - complete	Cleansing Operations	Routes identified for barrow beats along with potential accommodation options. Further work taking place to implement these routes.	Achieved - with additional activities underway
39	Procure replacement street cleansing vans that will allow crews to be properly equipped to be able to tackle all issues that they face during the working day	May-17	May-17	Fleet Services	Work underway with Fleet Services to confirm the replacement requirements, concentrating on specialist vehicles first due to the additional lead time required for delivery. Once the vehicles has been procured there will be a 6-month delivery wait.	Open
40	Introduce an effective post-work inspection regime to ensure that street cleansing is being delivered to the required standard	Nov-16	n/a - complete	Cleansing Operations	Supervisors are now undertaking daily post-work inspections. These are currently carried out using a paper-based system until the Code of Practice of Litter and Refuse (COPLAR) toolkit (including inspection forms) is put in place as part of the review of the Code of Practice and associated rezoning exercise referred to in Action 37.	Achieved - with additional activities underway

Action Point	Action	Target Date	Forecasted Date	Lead Team	Comments	Status
<b>Mechanical Street Cleansing</b>	<p>We have a significant amount of funding invested in large mechanical sweepers that can not access the areas where we need them. We need to reconfigure this fleet to provide more small mechanical sweepers that can operate on footpaths and in areas around parked cars.</p> <p><b>Anticipated Outcome</b> An increase in small and medium mechanical sweepers will contribute to an improvement in our LEAMS score as well as improved customer satisfaction in recognition of the increased visibility of service.</p>					
41	Re-design mechanical sweeper routes to ensure that the fleet is being effectively utilised	Mar-17	Mar-17	Technical Team	Agreed approach to data gathering on routes. Process of re-designing will start 5 December.	Open
42	Reduce the fleet of large mechanical sweepers and procure additional small and medium sized sweepers to focus on pavement areas and streets with limited access	Mar-17	Mar-17	Cleansing Operations	Work underway to assess the cost difference of current and future fleet. Routing exercise will determine requirements. Procurement will be complete by March 17 and the delivery of the vehicles will follow.	Open
43	Reconfigure the current fleet to place additional mechanical sweeping resource into the night shift to make a more significant impact on those areas that can not be accessed during the day	Nov-16	n/a - complete	Cleansing Operations	Two nightshift staff members have been trained on the mechanical sweeper and will be allocated additional mechanical sweeping duties.	Achieved - monitor effectiveness
<b>Litter Bin Emptying</b>	<p>There are around 3000 litter bins in the city. We regularly receive complaints from members of the public regarding overflowing litter bins. We need to employ effective collection schedules that minimise complaints.</p> <p><b>Anticipated Outcome</b> A reduction in the number of complaints regarding overflowing litter bins.</p>					
44	Adopt a standard of providing larger capacity litter bins where locations allow	Oct-16	n/a - complete	Cleansing Operations	A major review of bins in city centre has been carried out and a number of bins changed to larger capacity litter bins with housings. Protocol agreed to assess whether a larger bin would be suitable for the location when placing bins.	Closed - Ongoing
45	Continue with the trial of fill sensors to identify optimal collection schedules and trends relating to overflowing bins	Mar-17	n/a - complete	Technical Team	The trial of fill sensors continues and now extends to night shift. As outlined in Action 16, communal bins with unusual fill rates are being investigated for potential commercial waste abuse.	Closed - Ongoing
46	Procure replacement mini-RCVs for litter bin emptying to allow for a more reliable collection service	May-17	May-17	Fleet Services	Mini-RCVs are in the process of being procured.	Open
47	Provide a more joined up service in relation to the emptying of bins in parks, open spaces and cemeteries alongside street litter bins where appropriate	Dec-16	Dec-16	Cleansing Operations	Meeting being arranged between Cleansing and Parks to agree the approach.	Open
<b>Fly-tipping and Dumped Bulky Waste</b>	<p>We have problems with many levels of fly-tipping, ranging from serious incidents as a result of organised crime through to dumped items of furniture around communal bins. We need to be better at removing this waste quicker and preventing future recurrences through engagement and enforcement efforts.</p> <p><b>Anticipated Outcome</b> A reduction in the number of fly-tipping incidents reported by members of the public, and increase in the number of fly-tipping incidents reported by our own staff and an improvement in response times when removing fly-tipping. An improved special uplift service that encourages compliance with the law and not fly-tipping and an effective enforcement resource that gets positive results where required.</p>					
48	Undertake a review of the special uplift service with particular focus being placed on the charging structure (e.g. moving to a service that charges £5 per item) and opportunities to work with the voluntary sector to undertake collections	Jan-17	Jan-17	Technical Team	<u>Charging</u> : Work underway to identify the financial impact of moving to a £5 charge per item. <u>Voluntary sector</u> : Feasibility study currently being carried out by Changeworks and AEA Riccardo via funding from Zero Waste Scotland.	Open
49	Improve information to residents on the disposal of bulky items and the opportunities for reuse and recycling	Dec-16	Dec-16	Communications	Lamp post wraps are now in place. Social media/media is underway and there has been an increase in the number of visits to the website following the social media posts about dumped items/special uplifts.	Open
50	Add additional resources into the existing special uplift service to minimise waiting times for residents	Oct-16	n/a - complete	Waste Operations	A review of current resources, and allocation of available appointments, for the Special Uplift Service has identified capacity to add an additional 5 spaces per day per crew (resulting in a total of 40 appointments a day across the city). This will be reviewed after the change to the charging structure for uplifts.	Achieved - monitor effectiveness
51	Add additional resources into Street Cleansing teams to focus on responding to fly-tipping complaints and removing waste in a more timely manner	Oct-16	n/a - complete	Cleansing Operations	Additional staff have been added to clearing fly-tipping activities. Currently the maximum response time is 2 days.	Achieved - monitor effectiveness

Action Point	Action	Target Date	Forecasted Date	Lead Team	Comments	Status
52	Place a focus on increasing the number of incidents of fly-tipping that are proactively reported by Council employees versus those reported by members of the public	Oct-16	n/a - complete	Cleansing Operations	Frontline staff have been advised to report issues they come across if this cannot be dealt with immediately. In addition to this, the possibility of having the 'Love Clean Streets' app on all Council mobile phones is being investigated; this would all employees Council-wide to proactively report fly-tipping.	Achieved - with additional activities underway
53	Focus resources from the Environment Warden and Waste Compliance Teams on regularly investigating those incidents of fly-tipping where there is evidence to pursue and investigate options to use CCTV to enhance evidence gathering	Nov-16	Jan-17	Environmental Wardens	Request made to Local Transport and Environment Managers to focus local Environment Warden on investigating fly-tipping with performance being monitored weekly. Further training to be arranged with Locality teams.	Open
<b>Branding and Visibility</b>	Our service needs to be visible and recognisable so that we are noticed for the good work that we do and not for failings in services. It is essential that residents and businesses know how to access our service and what we do. <b>Anticipated Outcome</b> Increased customer satisfaction in reflection of the improved visibility of our staff and vehicles.					
54	Ensure all staff are consistently wearing the correct PPE/uniform and area easily identifiable as Council employees	Oct-16	n/a - complete	Waste and Cleansing Operations	Specification of PPE has been outlined in the risk assessments. This is being enforced by management with any issues being actively addressed. The 'Our Edinburgh' logo will start to be put on the back of hi-vis vests in support of the 'Our Edinburgh' campaign; other PPE/uniform items will continue to include the standard logo.	Achieved - with additional activities underway
55	Brand all newly purchased Waste and Cleansing vehicles so that members of the public can identify them easily	May-17	n/a - complete	Fleet Services	This is standard practice now when procuring new fleet, however branding requirements will also be built into the specifications for the new fleet.	Closed - Ongoing
56	Ensure that all contact channels that can be used to access the Waste and Cleansing service are well advertised and effectively monitored	Oct-16	n/a - complete	Customer Services	Review of reporting options undertaken. Website information revised where appropriate. Members waste account created and staffed by CSC staff.	Achieved - monitor effectiveness
<b>Customer Service</b>	The current customer journey is frustrating for residents and Elected Members. We need to ensure that we minimise failures in service, but when we can't then our customers need to be able to report issues easily and receive timely and relevant feedback. <b>Anticipated Outcome</b> Improved response times to enquiries and an increase in the percentage of contacts that are resolved at the point of contact by Customer Services colleagues. Simpler but more effective customer journeys that allow customers to report issues easily and receive timely updates.					
57	Co-locate staff from Customer Services and Waste and Cleansing Services to allow for quicker customer resolutions and reduced duplication	Nov-16	n/a - complete	Waste and Cleansing / Customer Services	Two Waste & Cleansing Officers now co-located alongside a Support Officer within the Contact Centre.	Achieved - monitor effectiveness
58	Provide Elected Members with key local contacts from the Waste and Cleansing service to allow to issues to be resolved routinely as required	Oct-16	n/a - complete	Waste and Cleansing Manager	Circulated as part of the wider Locality Directory developed.	Achieved
59	Carry out a review of the existing reporting processes and make improvements to allow for quick resolutions and accurate customer feedback	Jan-17	Jan-17	Customer Services	Quality Assurance Procedures are being put in place. Call allocations and call flows have been reviewed. New Stage 2 complaint investigation protocol established to ensure root cause is identified. Customer journey is being mapped to identify areas of improvements. A review of the process for addressing missed bins is underway through support from the Transformation Team.	Open
<b>Communications and Behaviour Change</b>	Notwithstanding the importance of getting our operational services right, we need to engage the wider population of Edinburgh in playing a role in maintaining the quality of our local environment. <b>Anticipated Outcome</b> Increased advertising and media coverage of our campaigns alongside increased resident and business awareness of the importance of maintaining our local environment and how they can assist in doing so.					
60	Continue to develop the 'Our Edinburgh' campaign to focus on social responsibility and community participation	Ongoing	Ongoing	Communications	Trade waste campaign is the current focus of the 'Our Edinburgh' initiative. Campaign currently being rolled out in Leith. 'Our Edinburgh' development is ongoing.	Open

Action Point	Action	Target Date	Forecasted Date	Lead Team	Comments	Status
61	Develop improved links with key partners such as the Business Improvement Districts, Commerce Groups and Community Groups to share key messages and raise awareness around waste management and street cleanliness	Ongoing	Ongoing	Technical Team /Localities	An approach and action plan for this will be developed in December 16.	Open
62	Establish a consultative forum with representatives from groups whom have an interest in the local environment to discuss current performance and customer perceptions and frustrations	Oct-16	n/a - complete	Waste and Cleansing Manager	Invitations sent to nominations 1 December. Delay was due to late nominations.	Closed - Ongoing
<b>Partnership Working</b>	<p>We need to establish and maximise partnerships where there is the shared aim of improving the quality of Edinburgh's local environment and reducing the amount of waste sent to landfill.</p> <p><b>Anticipated Outcome</b> We exploit more opportunities for external or joint funding for local environment improvement initiatives. We continue to work at a local level to understand the needs of our communities and accommodate these needs into service delivery schedules.</p>					
63	Clarify roles and remits for environmental issues with Locality Teams. Establish mechanisms for ensuring responsiveness to local priorities and hotspots and accountability for levels of service	Nov-16	n/a - complete	Technical Team	Briefing note on central and locality based responsibilities developed and monthly meetings between the central and locality Waste & Cleansing Officers have been arranged.	Achieved - monitor effectiveness
64	Initiate dialogue with Registered Social Landlords regarding public realm management partnering arrangements	Feb-17	Feb-17	Housing Services	An approach and action plan for this will be developed in December 16.	Open
65	Continue to work with organisations such as Keep Scotland Beautiful, APSE and Zero Waste Scotland to explore opportunities for external funding and keep abreast of best practice within the sector	Ongoing	Ongoing	Technical Team	Zero Waste Scotland funding opportunity published to support food waste improvements. Bid likely to be submitted if the funding criteria is met (low performance).	Closed - Ongoing