

Transport and Environment Committee

10.00am, Thursday, 7 December 2017

Waste and Cleansing Improvement Plan – Update

Item number	7.5
Report number	
Executive/routine	Executive
Wards	All wards
Council Commitments	C23, C24

Executive Summary

Overall there continues to be good progress made in delivering the actions contained within the Waste and Cleansing Improvement Plan, with indications that the actions taken towards delivering the plan have had, and continue to have, an impact on the overall service performance.

Of the 65 actions outlined in the Improvement Plan, 57 have been delivered to date. The remaining eight actions, and additional activities identified, will continue to be taken forward as detailed in the main report and appendix. Progress against these will continue to be reported to Committee.

The governance put in place for the Improvement Plan meant that action leads were, in most cases, the responsible officer for continuing the delivery and management of the new working practices once the project closes. This approach has helped with the transition to business as usual for completed actions and provides confidence that the efforts made to date will be continued.

The service remains committed to delivering the outstanding actions and additional activities outlined in this report and the appendix to continue improving service performance and improved customer satisfaction.

Waste and Cleansing Improvement Plan – Update

1. Recommendations

- 1.1 It is recommended that Committee note the progress made on implementing the actions within the Improvement Plan to date, with majority of actions being completed.

2. Background

- 2.1 The Waste and Cleansing Improvement Plan was developed in response to concerns from Elected Members and members of the public over the 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 were provided to the Committee to give assurance that actions are being completed or on target. Update reports have been provided to each Committee meeting with this report being the final update on the project with a project closure report anticipated to March committee.

3. Main report

- 3.1 The Waste and Cleansing Improvement Plan set out 65 key actions that officers felt was required to help move the service forward and to deliver an improved local environment in Edinburgh.
- 3.2 Updates on all actions are attached at Appendix 1.
- 3.3 At the end of November, the Improvement Plan has delivered 57 of the 65 actions. The remaining eight actions, and additional activities, are being taken forward as detailed in this report and appendix.

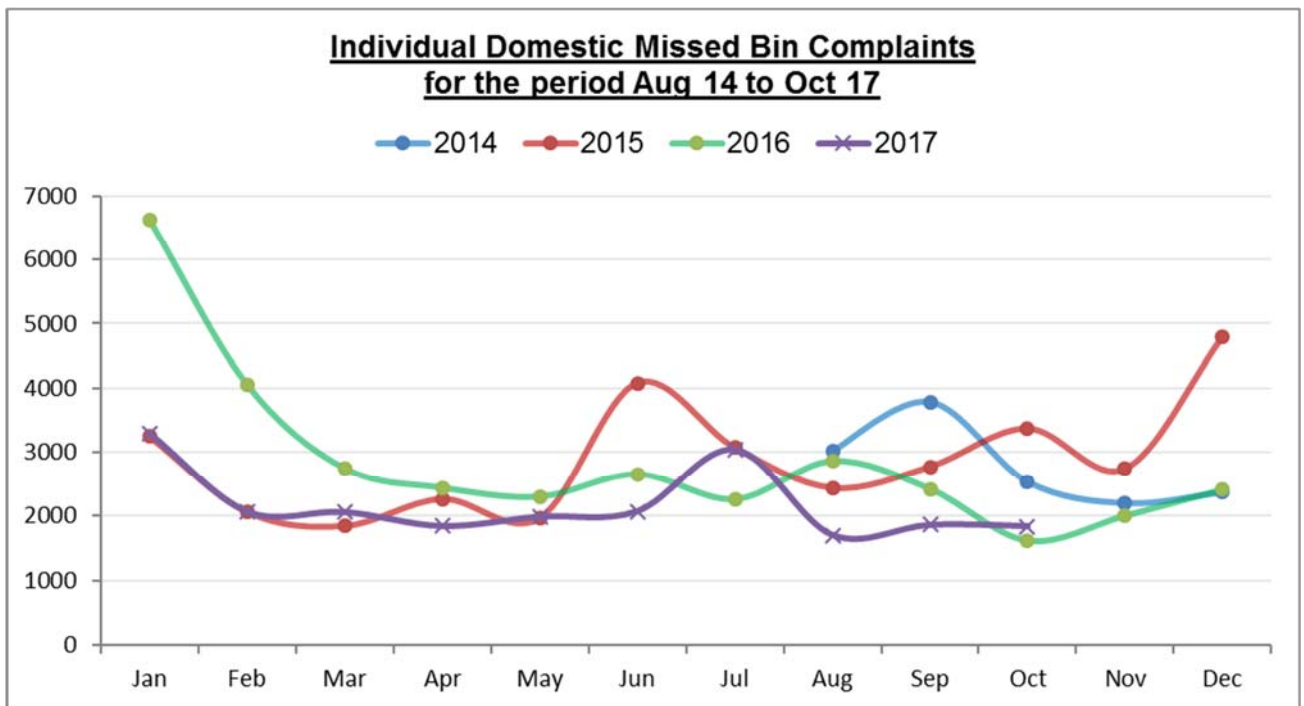
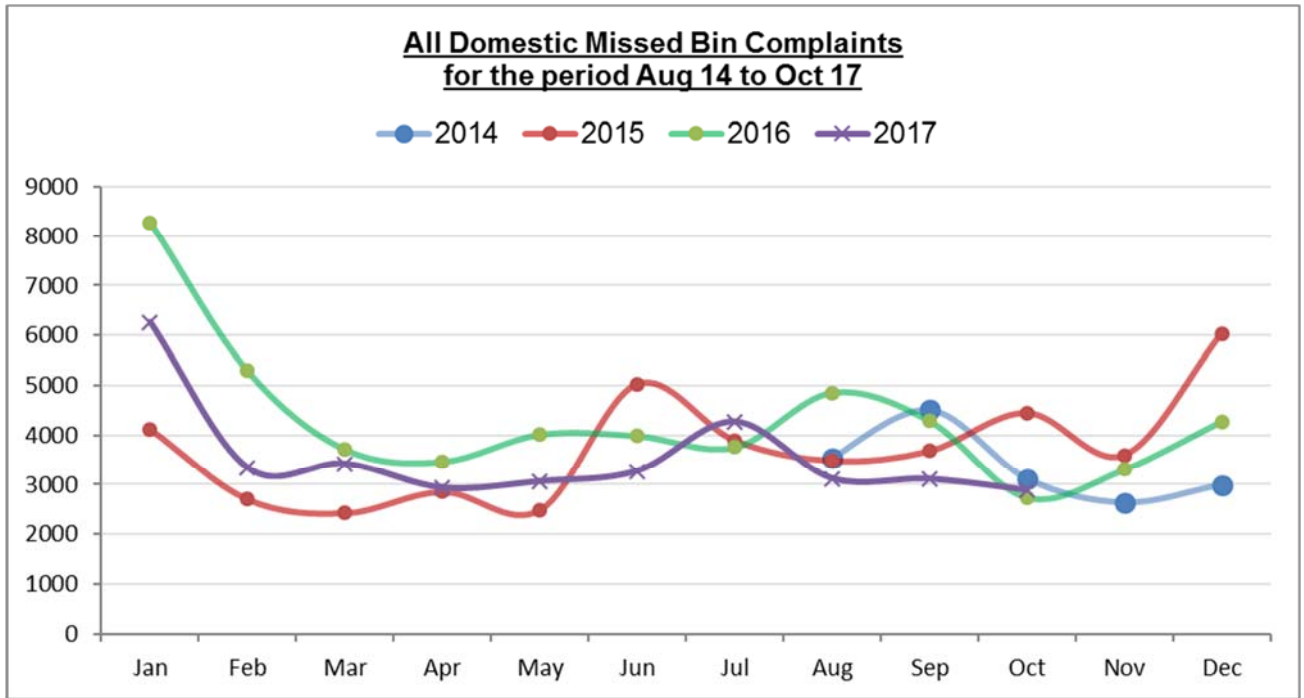
Project delivery

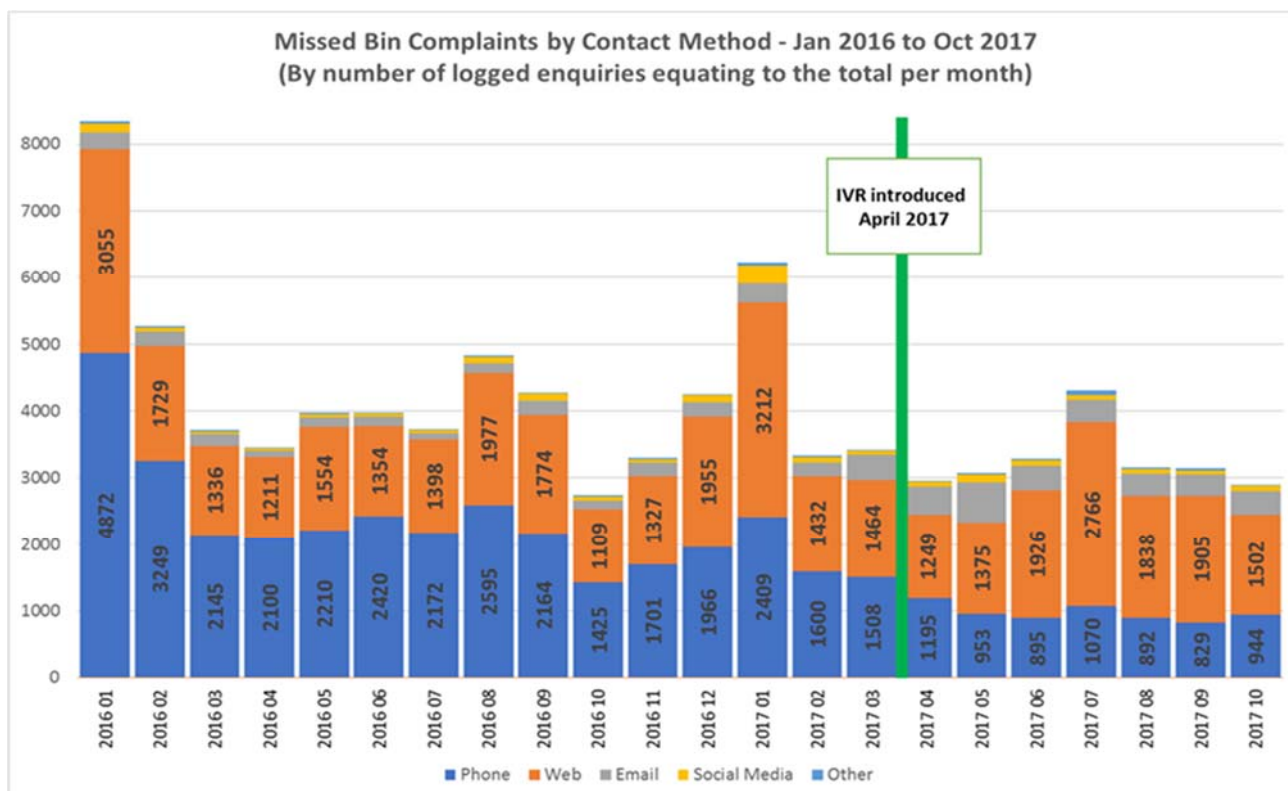
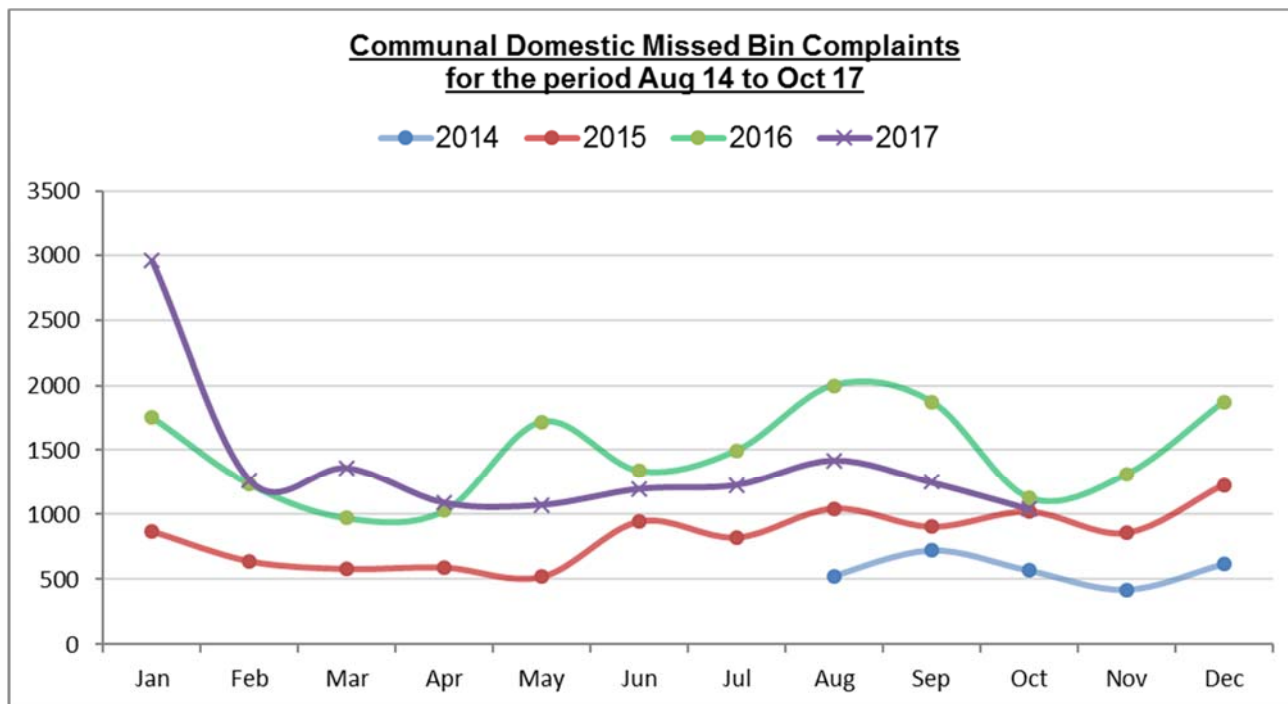
- 3.4 The Waste and Cleansing Improvement Plan has delivered a variety of changes and improvements to date. Further details are outlined in the appendix however the key deliverables include:
 - Implementing 3-weekly garden waste collections;

- Commencing the phased introduction of Routesmart Fusion and Navigator;
- Revising the charging structure for special uplifts to £5 per item;
- Ceasing the practice of 'Task and Finish' within the Waste Collection Service;
- Increasing resources for clearing fly-tipping, additional barrow-beat routes, supervising communal bin collections, special uplifts, and the Edinburgh Festival and Fringe;
- Undertaking a rapid improvement event on the most missed properties;
- Recruiting into the newly established Waste and Cleansing Service structure following the Transformation organisational review;
- Establishing a training programme;
- Increasing internal and external communications, including the 'Our Edinburgh' campaign, waste compliance engagement with businesses, and regular briefings with staff;
- Procuring larger food waste vehicles to increase collection capacity;
- Commenced the review of street cleansing routes, including the introduction of post work inspections and trialling new vehicles;
- Building stronger working relationships with the wider services across the Council; such as Customer, Localities, Fleet and Workshops; and
- Establishing and holding a quarterly Consultative Forum with individual residents and Community Council representatives.

Impact to date

- 3.5 There has been, and continues to be, positive signs of improvement across most areas of the service, with indications that the actions taken towards delivering the plan are having an impact on the overall service performance.
- 3.6 The following graphs show the number of missed bin complaints between August 2014 and October 2017. These have been shown as total missed bins complaints, and further split between individual bins and communal bins.





3.7 An analysis of the data shows that:

- Individual missed bin complaints remained low throughout September and October 2017. This follows the high levels experienced in July. Compared to the same period in previous years there has been a slight increase of 228 (or 14%) against 2016, a reduction of 1,532 (or 45%) against 2015, and 700 (or 28%) against 2014.
- Communal missed bin complaints remained below 2016 figures in October by 88 (or 8%), whilst continuing to remain higher than those experienced in

2015 by 22 (or 2%) and 2014 by 476 (or 84%). Proposals to redesign the communal bin service are subject to a separate report to this Committee.

- Overall, missed bin complaints continue to drop with October showing the lowest complaints level since the introduction of the improvement plan last November.
- The final graph illustrates that, following the introduction of the IVR (interactive voice response) system at the Contact Centre in April this year along with efforts to encourage more residents to use our online services, there has been a reduction in the number of reports received by phone with webforms now becoming the most popular method of reporting over the last six months.

3.8 It is evident from the graphs above that the actions taken within this plan are having a positive impact on the missed bin complaints however there are still improvements required to bring these levels down further. The implementation of the Routesmart routing software and the proposed review of the communal bin service, along with new working practices and additional activities from this plan, will see these figures continue to drop and remains a focus for officers within the service.

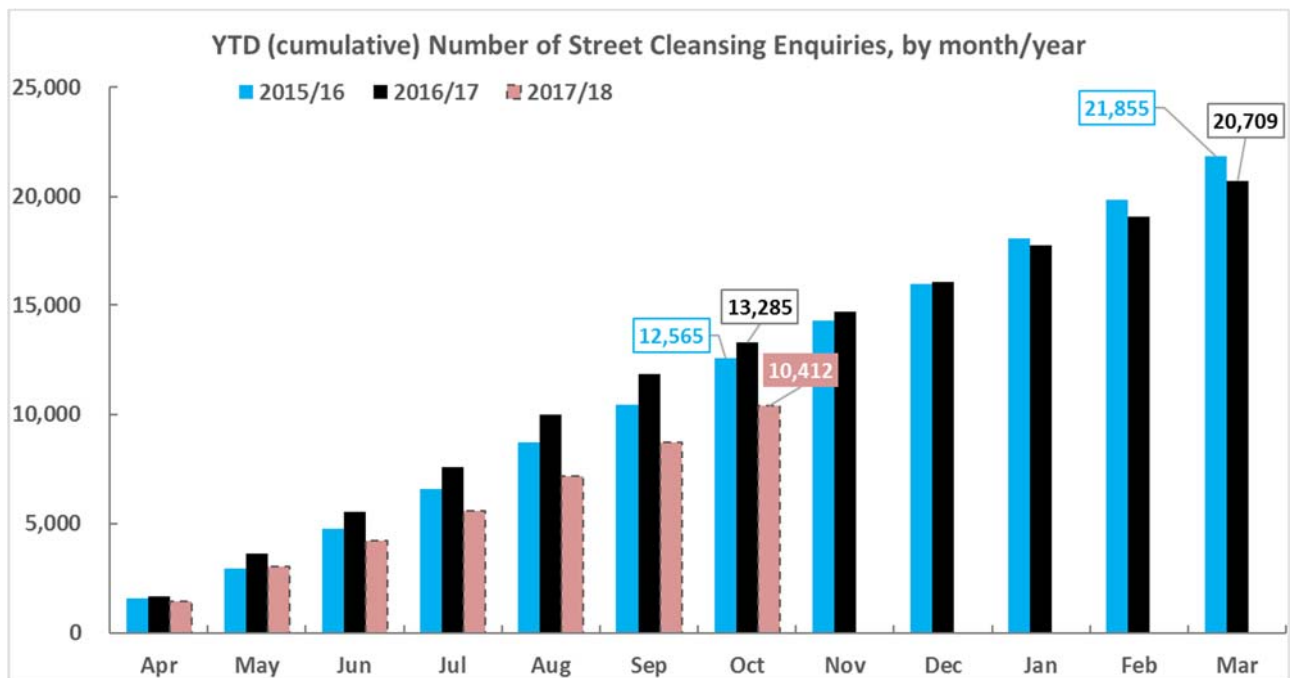
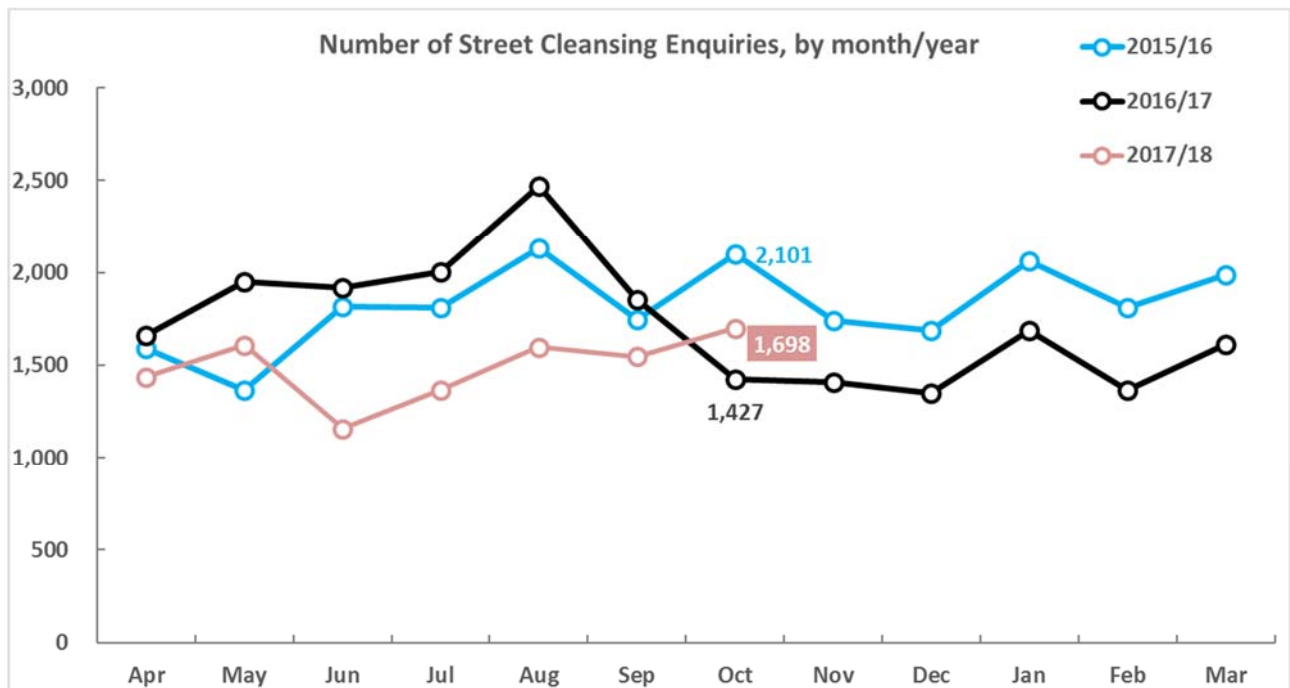
3.9 Performance in October for resolving enquiries within the minimum target (85%) improved to 87%, in comparison to October 2016's performance (82%) and is comparable to the previous month (86%). South East and South West Localities both met/exceeded the 85% response target. North East and North West both just missed the minimum target.

3.10 This performance is specifically impacted by dog fouling (55% resolved within timescales); offensive graffiti (40%); spillage of fluids (46%); and needles (25%). These are enquiries with 3-hour and 24-hour resolution commitments. As part of the review of how cleansing services are delivered a rapid response service is now in place to improve response times and the service will work more closely with the Contact Centre to ensure these issues are logged and followed up by phone call to Supervisors.

3.11 In the Year-to-date, street cleansing enquiries are markedly lower than previous years (see second graph below). Nevertheless, the number of street cleansing enquiries in October was relatively high, which is related to an increase in enquiries for dumping and fly-tipping.

- There was a 10% increase (+151 enquiries) in the number of enquiries received in October compared to the previous month (when 1,547 enquiries were received). This was primarily due to an increase in enquiries for: dumping and fly-tipping (+160) and leaves (+60). In contrast, October enquiries decreased from September for litter (-122).

- There were 19% more enquiries (+271) in October 2017 compared to October 2016. This follows an increase in enquiries for dumping and fly-tipping (+160), litter (+37) and leaves (+26).



3.12 On Tuesday 17 January 2017, Committee approved the introduction of a new charging structure for [Special Uplifts](#). The revised charges were implemented on Monday 23 January. The impacts of the new charges have been, and continue to be, monitored over the course of the 2017/18 financial year.

3.13 The table below compares the number of special uplift bookings and items in October against the number of dumping and fly-tipping reports:

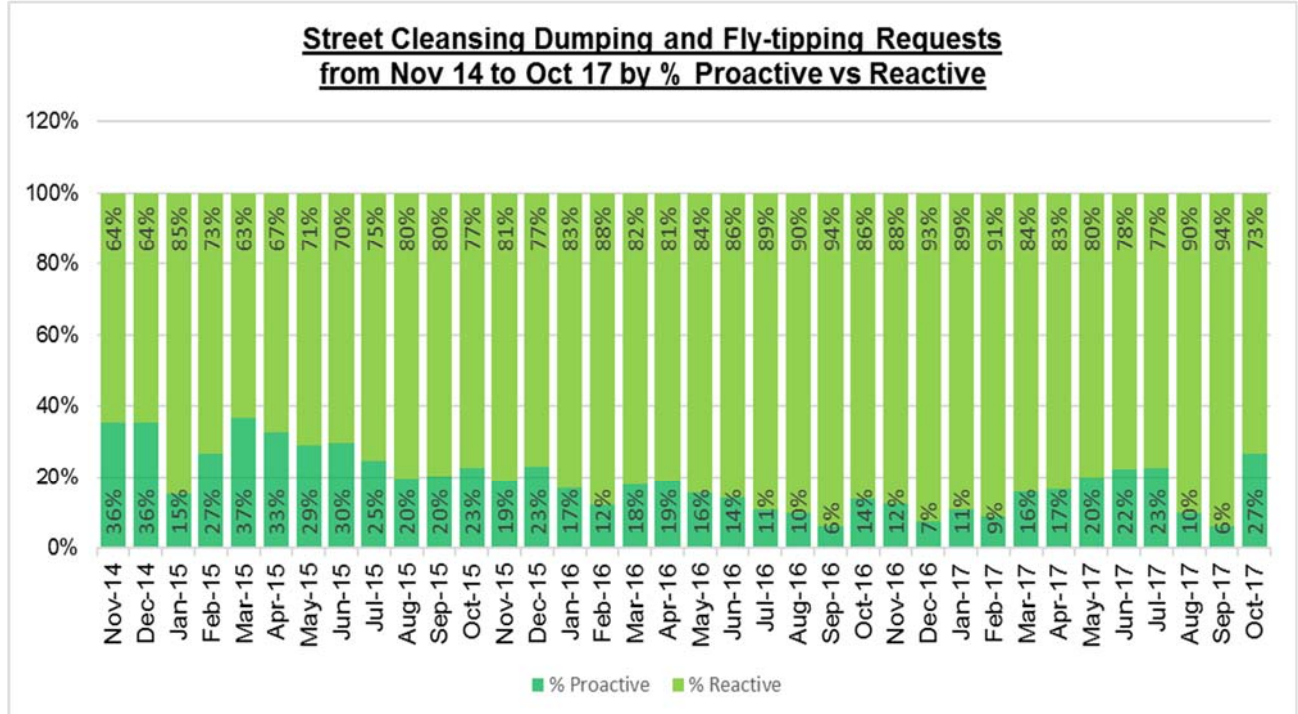
	Special Uplifts		Dumping and fly-tipping
	Uplifts	Items	
October 2016	664	2,646	510
October 2017	1,524	3,454	673
Difference	+860 (+130%)	+808 (+31%)	+163 (+32%)

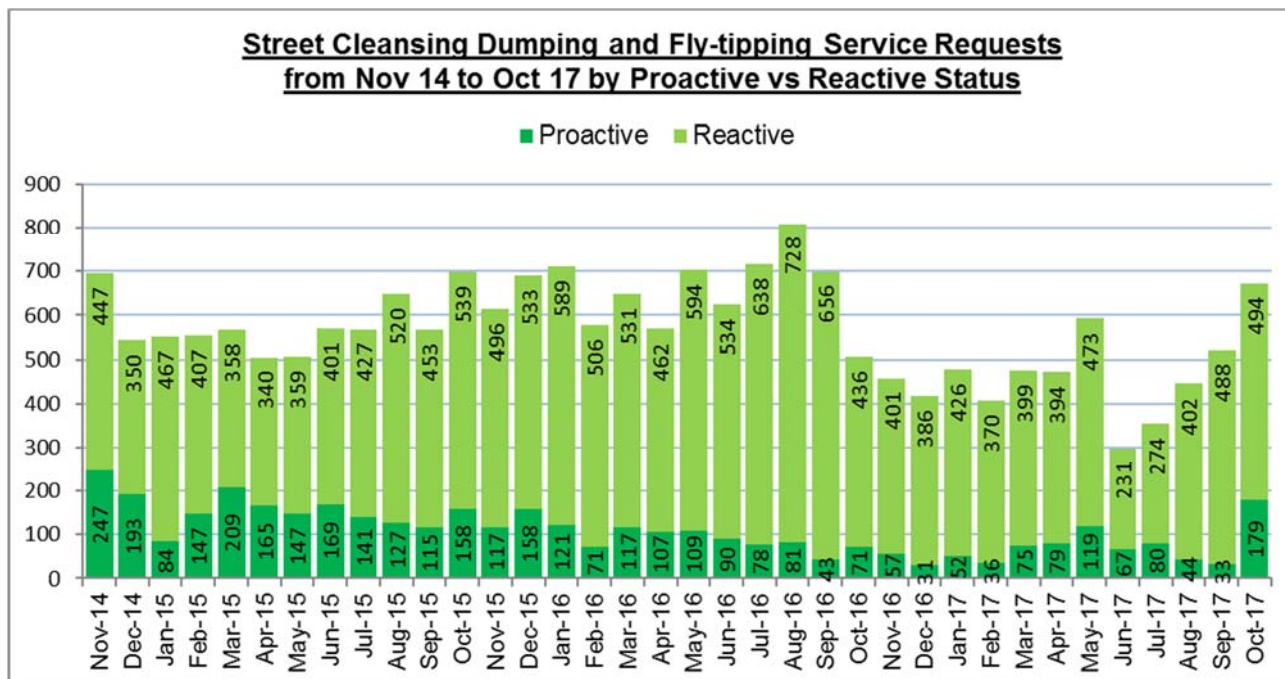
3.14 The current waiting time for a special uplift is three to four days on average.

3.15 Dumping and fly-tipping reports have increased in October predominately due to an increase in the number of proactive (staff-reported) service requests increasing from 71 in October 2016 (14% of reports) to 179 in October 2017 (27% of reports).

3.16 A separate report on the impact of the changes in charging for special uplifts will be reported to Transport and Environment Committee in March 2018.

3.17 Action 52 within the Improvement Plan seeks to increase the number of incidents of fly-tipping that are proactively reported. As illustrated in the following graphs, proactive reporting has generally been increasing with the highest percentage of proactive reports being received in October since 2015 at 27%.





Next Steps

- 3.18 The governance put in place for the Improvement Plan meant that action leads were, in most cases, the responsible officer for continuing the delivery and management of the new working practices once the project is brought to a conclusion. This approach has helped with the transition to business as usual for a number of the actions and provides confidence that the efforts made to date will be continued.
- 3.19 The service remains committed to delivering the outstanding actions and additional activities outlined in the appendix to continue improving performance and customer satisfaction. The following points highlight some of the key outstanding actions:
- 3.20 Routesmart Phase One – Following the roll out of Routesmart Route Management System into the garden waste routes in September and October there has been positive feedback received from the operational teams undertaking these routes. Drivers are actively feeding back route information and where collections have not been able to be completed, the reasons for it. This feedback has already been used to improve the routes and the system and the service has commenced its next stage of roll out. The system has been rolled out to kerbside residual and DMR (dry mixed recycling) routes and the remaining waste streams will follow shortly. Performance reporting will be amended as the system is embedded with a focus on the number of properties serviced on the scheduled day of collection and number of streets/properties missed as the main indicators moving away from the focus on the number of missed bins reported by residents. Initial indications are that the number of garden waste complaints have reduced, from 405 in October 2016 to 381 in October 2017 (a reduction of 24 complaints, or 6%) whilst the amount of waste collected increased from 1,832 tonnes to 1,985 tonnes.

- 3.21 Routesmart Phase Two - Discussions have commenced with CGI on phase two of the system roll out which will focus on integrating Routesmart with the Council's other systems to allow a more proactive approach to be taken. This would include online calendars with the dates of upcoming collections, integration with web forms, proactive notifications for residents, along with a proactive approach to dealing with issues (for example a job to repair a damaged bin is raised when a crew reports the issue on the in-cab device).
- 3.22 Repeat missed collections – following the investigation of top missed properties (Actions 3 and 13), work continues to regularly identify households with repeat missed collections. The reporting process is also being reviewed under Action 59 with consideration made as to how regularly missed properties can be escalated for investigation quicker, improving the chances of identifying the root cause and putting the appropriate solution in place.
- 3.23 Special uplifts – The feasibility study into the opportunities to work with the voluntary sector to undertake collections has been carried out by AEA Ricardo via funding from Zero Waste Scotland. The report suggests that there is interest from the voluntary sector to undertake collections. It should however be noted that no one voluntary sector organisation has the available capacity to deliver the service on a City-wide scale. Following approval at October's Transport and Environment Committee, a request has been submitted to Procurement to publish a request for notes of interest from suppliers to co-produce the service design and delivery model. This could include the involvement of the voluntary sector however it cannot be stipulated within the procurement process that this is a requirement.
- 3.24 Street Cleansing operations – Several actions within the plan relate to establishing routes for street cleansing, along with the procurement of new fleet to support the delivery of these. Delays to Routesmart and the upcoming changes to the Code of Practice for Litter and Refuse has impacted the full delivery of these actions. Work will continue against these actions and will be fully implemented once these two dependencies are complete. Work has started on reviewing the way in which the cleansing service is delivered; considering an increased number of barrow beats, small pavement sweepers and increasing resources on night shift to expand the range of work delivered at night. A trial rapid response service is also now in place.
- 3.25 Complaints Working Group – A review of the process for addressing missed bins complaints has been carried out by the Transformation Team and an action plan is now being delivered by the service via a small working group. This plan will be implemented in three phases with phase one now complete. The remaining two phases including actions that are dependent on wider changes across the service and the Council (for example Routesmart and Channel Shift).
- 3.26 Fleet Working Group – Similarly to the point above, a review of how the service worked with Fleet and Workshop Services has been carried out by the Transformation Team and an action plan is also being delivered by the service in this area.

- 3.27 Communal Bin Review - As highlighted in previous update reports to committee the frequency of uplifts was found to be a key contribution to the issue of overflowing communal bins. Because of this a review of the collection service has been proposed and is undergoing a feasibility study. A separate report on this review has been presented to this Committee.

4. Measures of success

- 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

- 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

- 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

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

8. Sustainability impact

- 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

- 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 individual residents and Community Council representatives has been convened and meets on a quarterly basis. The next meeting is scheduled to take place mid-January.

10. Background reading/external references

- 10.1 [Waste and Cleansing Improvement Plan – Item 7.1](#) Transport and Environment Committee 1 November 2016.
- 10.2 [Waste and Cleansing Improvement Plan - Progress Update - Item 7.7](#) Transport and Environment Committee 17 January 2017.
- 10.3 [Charges for Special Uplifts - Item 7.8](#) Transport and Environment Committee 17 January 2017.
- 10.4 [Waste and Cleansing Improvement Plan - Progress Update - Item 7.4](#) Transport and Environment Committee 21 March 2017.
- 10.5 [Redesign of Recycling Services in Tenements and Flats - Item 7.5](#) Transport and Environment Committee 21 March 2017.
- 10.6 [Waste and Cleansing Improvement Plan - Progress Update - Item 8.3](#) Transport and Environment Committee 10 August 2017.
- 10.7 [Waste and Cleansing Improvement Plan - Update - Item 8.3](#) Transport and Environment Committee 5 October 2017.

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11. Appendices

Appendix 1 – Waste and Cleansing Improvement Plan Action Tracker – December 2017

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

Action Point	Action	Target Date	Forecasted Date	Lead Team	Comments	Status
Waste Collection Route Management and Information	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. Anticipated Outcome A reduction in the number of reported missed collections and repeat missed collections					
1	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.	Achieved
2	Work with CGI to procure and embed the 'Routesmart' system within all operational routes	Feb-17	Early 2018	Technical Team	Spend-to-save proposal reported to Finance & Resources Committee on 19 January and Full Council on 9 February. Project team with representatives from the Council (including the service, ICT, Business Support and HR), CGI (Council ICT provider) and ISL (Routesmart supplier) are progressing the roll out of Routesmart. Delays to implementation were incurred due to delays to the final sign off of the Business Case, the manufacturing timescale for devices, and the security check requirements to ensure the system is compliant with the upcoming General Data Protection Regulation 2016. These have meant that the system commenced roll out in September. To date garden waste, kerbside residual and kerbside dry mixed recycling are implemented with the remaining streams continuing into early 2018.	Open
3	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 in November. A number of corrective actions have taken place to date with work ongoing to address the more difficult, lengthy, issues to resolve (such as streets with challenging access issues that would require double yellow lines). The most missed properties are regularly being identified and assessed by the team. The reporting process is being reviewed under Action 59 and consideration will be made as to how regularly missed properties can be escalated for investigation quicker improving the chances of identifying the root cause and putting a solution in place.	Achieved - with additional activities underway
Workforce Management	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. Anticipated Outcome 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.					
4	Reduce the use of agency staff and recruit a full establishment of permanent staff to improve route knowledge and ownership	Dec-16	n/a - complete	Waste Operations	This action links to Action 5 below with agency being reduced as permanent staff are recruited. Controls are in place to manage the use of, and minimise the need for, agency staff. As outlined in the update for Action 5 difficulties filling all vacancies within the service has meant the need for agency staff has not reduced as quickly as expected.	Closed - Ongoing
5	Finalise the implementation of the new Waste and Cleansing service structure and recruit to all vacant posts	Nov-16	n/a - complete	Waste and Cleansing Manager	With the majority of posts now recruited into new and remaining vacancies will be progressed as part of business as usual. Through extensive work between management, Human Resources and the Council's agency provider the difficulties filling driver/crew leader posts due to the national demand for HGV drivers and the level of candidates applying has reduced and returned to a manageable level. As referenced in Action 7, investment in HGV Licence training continues.	Closed - Ongoing

Action Point	Action	Target Date	Forecasted Date	Lead Team	Comments	Status
6	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 2016. The importance of ensuring staff remain until the end of the shift has been, and continues to be, emphasised to managers.	Achieved - manage transition
7	Ensure a full and effective training programme is in place for all frontline staff	Dec-16	n/a - complete	Technical Team	A training programme for the service has been developed in conjunction with the central Learning and Development Team; and priority training requirement identified. This programme also incorporates the SWITCH (Scottish Waste Industry Training, Competency, Health & Safety) competency framework developed by Zero Waste Scotland to promote safe working within the industry. A range of key training has taken place to date to provide support and ensure consistency amongst the service supervisors in workforce management, complaints handling and undertaking investigations. Frontline staff have received crucial health and safety training such as on-the-job manual handling training which helps ensure the job is undertaken safely and reduce the risk of injuries. Investment has also continued in HGV driving licence training.	Achieved - with additional activities underway
8	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 have been scheduled and are taking place.	Achieved - monitor effectiveness
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 issues they come across if they cannot deal with it 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
Garden Waste Collections	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. Anticipated Outcome An appropriately resourced garden waste collection service that is reliable and consistent with reduced missed bin complaint levels.					
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 has taken place to assess the number of properties with more than one garden waste bin. This data has been progressed in Actions 11 and 12. Once Routesmart is in place the system will be configured to allow crews to report additional bins not held on the system.	Achieved
11	Adjust the existing garden waste routes to account for up to date information on bins per property and participation	Dec-16	n/a - complete	Technical Team	This action has been carried out as part of Action 12.	Achieved
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	n/a - complete	Waste Operations	The 3-weekly garden waste collection service commenced 6 March 2017. An additional uplift was provided the week of 27 February 2017 for residents waiting over 4 weeks between uplifts during the transition. New routes were created for the change in service frequency and these are being actively monitored to address any issues that may arise. The success of this change has been impacted by the shortage of drivers referenced in Action 5.	Achieved - monitor effectiveness
Communal Bins	Anticipated Outcome 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.					

Action Point	Action	Target Date	Forecasted Date	Lead Team	Comments	Status
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	n/a - complete	Technical Team	306 sites were visited with the top three root causes identified as access issues, contamination and resourcing/routes not running. As highlighted in previous update reports to committee the frequency of uplifts was found to contribute to the issue of overflowing communal bins. As a result of this a review of this collection service has been proposed and is undergoing a feasibility study; this will be reported to this committee later in the year. In addition to this a new Stage 2 investigation process has been developed under Action 59 which will see full, detailed, investigations carried out on all Stage 2 complaints. The reporting process is being reviewed under Action 59 and consideration will be made as to how regularly missed properties can be escalated for investigation quicker improving the chances of identifying the root cause and putting a solution in place.	Achieved - with additional activities underway
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	Supervision within the communal bin collection service has increased from one supervisor per shift 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	n/a - complete	Communications	Initial campaign phase in the Leith Walk area has showed positive results with increased donations to the Reuse hotline and increased visits to relevant trade waste pages on the Council's website. There has been positive feedback on social media and positive media coverage. The next phase focused on the Gorgie/Dalry area which took place for four weeks over February with a focus on resident behaviour/issues such as dumping and dog fouling (along with trade waste abuse). Following these two campaigns a toolkit has been developed for the Locality Teams to use for any future campaigns within their area. Further targeted communication in communal areas is being progressed, including consultation to better understand areas of the city, the specific issues in that area and identify approaches to take.	Achieved - with additional activities underway
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	Focused compliance visits took place in the Leith Walk area between 14 and 25 November with further visits in the Gorgie/Dalry area during February as part of the 'Our Edinburgh' campaign. This has had positive results with a number of businesses found to be non-compliant since the campaigns there has been an increase to the relevant trade waste pages on the Council's website. Communal bins reported by the public; Elected Members or operations (as well as those identified through the sensor trial as having unusual fill levels) are also being searched for potential trade waste abuse with appropriate action being taken against identified businesses. Contact has 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. A trade waste leaflet was also included in the annual business rates statement sent to all businesses within the city.	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	n/a - complete	Communications	The boards used on the side loading bins have proved successful and represents a significant, and high visibility improvement, on labelling of these bins before. This approach cannot be replicated on the standard communal bins. The stickers purchased for Phase 1 of the 'Our Edinburgh' campaign were not of a durable standard, these were altered for Phase 2 and feedback has been positive. These will be used as and when stickers are refreshed on bins.	Achieved - with additional activities underway

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	n/a - complete	Technical Team	All 120 streets included in this action have been assessed for the viability of placing bins through a desktop exercise. Those more challenging streets are receiving a site visit to further assess options. Should containerisation be assessed as a possibility this will be investigated further as part of the review of the wider communal bin collections referenced in Action 13.	Achieved - with additional activities underway
20	Work with Parking Services to implement enforceable TROs to protect communal bins wherever possible	Mar-17	Dec-17	Waste Operations	Discussions are underway with Parking Services to trial extending double yellow lines in front of communal bins at a few selected sites. Should this prove successful it will be rolled out wider as part of the communal bin review referenced in Action 13. In addition to this, problematic sites are trialling a reflective 'No Parking' sign to encourage residents to leave access to the bin clear. Other local authorities have also been contacted to identify the approaches taken to protect communal bins and capture best practice and any lessons they have learnt that we can incorporate.	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	Early 2018	Technical Team	A discussions paper with options has been drafted, including approaches taken by other Local Authorities and input from wider Council services to ensure a consistent approach is taken for these types of properties. The proposals have been reviewed by Legal Services and the advise is being considered by management.	Open
23	Identify those communal bin sites where bins can be moved to improved locations where there is less opportunity for misuse	Jan-17	n/a - complete	Technical Team	Sites identified as being misused/potential misuse are being assessed and Environment Wardens involved. If the relocation of the bin is determined as necessary and simple to carry out these are being progressed. Should the relocation of the bin be more complex to arrange these will be addressed through the review of the wider communal bin collections referenced in Action 13.	Closed - Ongoing
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	n/a - complete	Building Services	Costs have been identified to fit key containers to bin stores. Whilst progressing this action, and Action 25, other potential options have been identified that may address this issue more effectively than key containers. Further consideration is being made into the wider issues with bin stores and the options available before moving to implementation. Future property developments will be encourages to consider bin huts over internal bin stores due to their flexibility to be adjusted should any future legislative changes be made to materials to be separated or the collection/storage methods.	Achieved - with additional activities underway
25	Ensure that a standard lock specification for bin stores is enforced for new developments as part of the planning process	Jan-17	n/a - complete	Planning	Amendments to the Instructions for Architects and Developers is complete. Officers are working closely with developers throughout the design and build process to ensure that the standard lock is incorporated.	Achieved - monitor effectiveness

Action Point	Action	Target Date	Forecasted Date	Lead Team	Comments	Status
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	n/a - complete	Technical Team	Due to the quantity of communal properties with individual bins, and the upcoming review of communal bin collections referenced in Action 13, this action will be split into two phases. The first phase has been focusing on problematic sites initially putting a communal bin solution in place to try rectify the issues. The second phase, which covers the remaining communal properties, will be considered as part of the communal bin review due to the scale of properties and the impact the review could have on what is put in place.	Achieved - with additional activities underway
Maintenance of Communal Bins	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. Anticipated Outcome 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	n/a - complete	Corporate Procurement	Research has identified that there is market interest and ability to deliver this service on behalf of the Council. The service specification will be developed and progressed through procurement with the aim of having a contract put in place during 2017/18.	Achieved - with additional activities underway
28	Work with Criminal Justice and other partners to build communal bin maintenance and painting into programmes for restorative work	Apr-17	n/a - complete	Criminal Justice	Discussions have taken place with the Criminal Justice team however due to the limitations they are bound by they cannot support the proposed restorative work. However, positive work is being undertaken in partnership with Police Scotland and the North East Locality to remove graffiti tags referred by the police.	Closed
29	Investigate the potential to install bin housings around wheeled communal bins to create more attractive and formal sites	Dec-16	n/a - complete	Technical Team	The Leith Walk Improvement Project is funding the use of bin housings/screens as part of their project. This will act as a trial which, should this prove successful, will be rolled out wider as part of the review of communal bin collections.	Achieved - with additional activities underway
Seasonal Resourcing	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. Anticipated Outcome 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	Early 2018	Technical Team /Changeworks	Agreement reached with the Edinburgh University Students' Association to further analyse information, survey students and identify drivers before fully approving proposals and implementing agreed actions (this will take place next year). In the interim, the Rapid Response service incorporated high student-populated areas into its daily work during May reducing the impact on communal bins and the surrounding areas. Discussions underway with the relevant Council services and Changeworks to identify landlords and letting agents, and work in partnership, to engage and inform tenants.	Open
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	n/a - complete	Technical Team	Links to the action above with the potential for mini-CRCs included in the proposal.	Achieved - with additional activities underway

Action Point	Action	Target Date	Forecasted Date	Lead Team	Comments	Status
32	Conduct a review of Waste and Cleansing resource requirements for the Edinburgh Festival and Fringe and implement the new requirements	Jul-17	n/a - complete	Waste and Cleansing Operations	A number of actions took place across the festival period, incorporating best practice from previous years. This includes 40 additional Cleansing staff on barrow beats (in addition to the existing 11 barrow beat staff within the city centre); using last year's bin fill rate sensor information to forecast how often to empty litter bins; Waste and Cleansing teams briefed to remove side waste, litter and spillage as soon as it is observed, and that they proactively report any issues (as set out in Action 9); 6 Environmental Wardens dedicated to the Festival footprint carrying out patrols, and in conjunction with the Waste Compliance Team dealing with any trade waste infringements; promoting the 'Our Edinburgh' campaign; and the introduction of Street Ambassadors and Festival City Volunteers.	Achieved - monitor effectiveness
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 coordinated resources to concentrate on leaf fall for winter 2016 and 2017. Leaf routes will be developed in Routesmart to ensure leaf fall clearance is effectively managed in future years.	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	n/a - complete	Cleansing Operations	The Waste and Cleansing service removes dead weeds and detritus (the usual growth medium) in streets and other hard-surface locations as part of its cleansing operations. Where time and resources permit, the Waste and Cleansing service will also attempt to remove weeds that have not yet been treated. This is more likely to take place in 'barrow beat' areas. The Parks, Greenspace & Cemeteries service also controls weeds in public parks, cemeteries, and other green spaces, as required.	Achieved - monitor effectiveness
Food Waste	<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>Anticipated Outcome 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	n/a - complete	Fleet Services	8 new food waste vehicles have been delivered and in service increasing the collection capacity and reducing the need for trips to tipping facilities.	Achieved
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	Hire vehicles were in place as an interim solution until the new vehicles outlined in Action 35 were delivered and operating.	Achieved
Manual Street Cleansing	<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>Anticipated Outcome 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>					

Action Point	Action	Target Date	Forecasted Date	Lead Team	Comments	Status
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	n/a - complete	Cleansing Operations	An interim review of the manual sweeping routes has been carried out and routes re-aligned as appropriate. A full routing review will be undertaken as part of the wider roll-out of the revised Code of Practice of Litter and Refuse (COPLAR) and the associated rezoning exercise that will take place across Scotland (which impacts the cleanliness standard and response times for different types of areas). This rezoning exercise will be supported by Zero Waste Scotland and the timescales for this are still to be confirmed.	Achieved - with additional activities underway
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 have been identified for barrow beats, along with potential accommodation options. Additional barrow beats have been implemented as part of the additional funded received by the service for 2017/18.	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	Dependant on Fleet Replacement Programme	Fleet Services	Work underway with Fleet Services to confirm the replacement requirements of all Cleansing vehicles. This has concentrated on the specialist vehicles first due to the additional lead time required for delivery and the annual financial limitations in place for vehicle procurement Council-wide.	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 of street cleansing with up to 25 a day carried out across the city with action taken to address those that do not meet the required standard. 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 referred to in Action 37.	Achieved - with additional activities underway
Mechanical Street Cleansing	<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>Anticipated Outcome 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	Dependant on Actions 2 and 42	Technical Team	Data gathered on the routes is complete, such as vehicle size to utilise in different areas and the frequency to sweep. The number of routes still needs to be established and the implementation of these routes is dependant on the procuring the smaller sized sweepers (as outlined in Action 42) and uploading these to Routesmart. As these are new routes (rather than revised routes) the timescales of unloading these to Routesmart is unknown until the task is started; this has been held up by delays to the Routesmart project.	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	Dependant on Actions 2 and 41	Cleansing Operations	Investigating longer-term hires options with Fleet Services which allows the service to retain an element of flexibility to adjust the fleet requirements at the end of the leasing period that purchasing vehicles would not allow. A trial of different medium sweepers is underway to assess the products available and identify requirements ahead of the procurement exercise however the number of sweepers required is impacted on the number of routes identified in action 41.	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 allocated additional mechanical sweeping duties.	Achieved - monitor effectiveness
Litter Bin Emptying	<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>Anticipated Outcome A reduction in the number of complaints regarding overflowing litter bins.</p>					

Action Point	Action	Target Date	Forecasted Date	Lead Team	Comments	Status
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 . 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	n/a - complete	Fleet Services	Due to problems with the initial tendering exercise this had to be stopped and undertaken again. Due to the timescale required to undertake a tendering exercise and the vehicles are manufactured hired vehicles are being brought in as an interim solution.	Achieved - with additional activities underway
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	n/a - complete	Cleansing Operations	Agreement reached that Cleansing will be notified when events are taking place in cemeteries and parks and will require the emptying of bins at weekends.	Achieved - monitor effectiveness
Fly-tipping and Dumped Bulky Waste	<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>Anticipated Outcome 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	Mar-18	Technical Team	<p><u>Charging:</u> Change to £5 per item was implemented 23 January. The waiting time between booking an appointment and the uplift taking place is being regularly monitored and currently sits at 3 to 4 days on average. A report on the impact of the charging change will be presented to this Committee in March.</p> <p><u>Voluntary sector:</u> The feasibility study into the opportunities to work with the voluntary sector to undertake collections has been carried out by AEA Ricardo via funding from Zero Waste Scotland. The report suggests that there is interest from the voluntary sector to undertake collections. It should however be noted that no one voluntary sector organisation has the available capacity to deliver the service on a City-wide scale. Following approval at October's Transport and Environment Committee, a request has been submitted to Procurement to publish a request for notes of interest from suppliers to co-produce the service design and delivery model. This could include the involvement of the voluntary sector however it cannot be stipulated within the procurement process that this is a requirement.</p>	Open
49	Improve information to residents on the disposal of bulky items and the opportunities for reuse and recycling	Dec-16	n/a - complete	Communications	<p>The use of lamp post wraps in areas targeted through the 'Our Edinburgh' campaign and an increase in social media/media engagement continues to provide information to residents on disposing of their bulky items correctly.</p> <p>Results from the 'Our Edinburgh' phase in Leith indicate that although special uplift bookings across the city have decreased by 7% citywide (24% in Leith Walk ward) during the campaign compared to the previous month, contacts to the National Reuse helpline have increased by 16% citywide (39% in Leith Walk ward).</p>	Achieved - with additional activities underway
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 special uplifts has identified capacity to increase appointments to 25 per day per crew (resulting in a total of 50 appointments a day across the city). Additional resources were temporary added following the introduction of the £5 per item charge implemented through Action 48 to manage any increases in demand and the service is currently operating at approximately 75 uplifts a day.	Achieved - monitor effectiveness

Action Point	Action	Target Date	Forecasted Date	Lead Team	Comments	Status
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 until the end of the financial year.	Achieved - monitor effectiveness
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. Due to changes within the Council's Corporate ICT contract it is no longer possible to use the 'Love Clean Streets' app and an alternative reporting method(s) is being investigated including the potential to use 'Confirm Connect' as part of the wider Confirm system review. However, as illustrated in the graphs under 3.17 in the main report, proactive reporting has generally been increasing with the highest percentage of proactive reports being received in October since 2015 at 27%.	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	n/a - complete	Environmental Wardens	Local Transport and Environment Managers to focus Environment Wardens on investigating fly-tipping. Refresher training will be arranged once a number of vacancies within the warden service are recruited into.	Achieved - with additional activities underway
Branding and Visibility	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. Anticipated Outcome 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.	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 has been undertaken. Website information revised where appropriate. Members waste account is in place and staffed by Customer Services staff. The IVR (interactive voice response) on the Environmental phone line is being amended to reflect customer feedback and expected to be in place in the coming weeks following a customer trial of the changes.	Achieved - monitor effectiveness
Customer Service	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. Anticipated Outcome 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.	Achieved

Action Point	Action	Target Date	Forecasted Date	Lead Team	Comments	Status
59	Carry out a review of the existing reporting processes and make improvements to allow for quick resolutions and accurate customer feedback	Jan-17	Dependant on wider changes	Customer Services	New Stage 2 complaint investigation protocol established to ensure root cause is identified. A review of the process for addressing missed bins complaints has been carried out by the Transformation Team and an action plan is now being delivered by the service. This plan will be implemented in three phases with phase one now complete and the remaining two phases including actions that are dependent on wider changes across the service and the Council (for example Routesmart, Channel Shift, and the Corporate Complaints Review).	Open
Communications and Behaviour Change	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. Anticipated Outcome 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	Initial focus was on litter in the festival, message testing in Leith to tackle trade abuse and latterly focusing on dog fouling and dumping in Gorgie/Dalry. A toolkit has since been developed to allow Locality teams to identify, and lead, further areas of engagement. The campaign was also awarded LEQ Awards (Local Environmental Quality Awards) Programme of the Year.	Closed - Ongoing
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	Waste and Cleansing Officers continue to develop working relationships with key partners including Business Improvement Districts, Commerce Groups, Community Groups, Housing and Environment Wardens to share key messages and raise awareness around waste management and street cleanliness.	Closed - Ongoing
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	A consultative forum with a focus group of individual residents and Community Council representatives has been convened and meets on a quarterly basis. The next meeting is scheduled to take place mid-January.	Closed - Ongoing
Partnership Working	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. Anticipated Outcome 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.					
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	Agreement reached on roles and responsibilities for central and locality services and the two teams are actively working together to resolve issues across the city.	Achieved - monitor effectiveness
64	Initiate dialogue with Registered Social Landlords regarding public realm management partnering arrangements	Feb-17	n/a - complete	Housing Services	Registered Social Landlords contacted to clarify responsibilities in regards to the management and maintenance of the public realm and discuss potential partnering arrangements.	Closed - Ongoing
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	A bid to access ZWS funding for food waste communications was not progressed. As an alternative discussions are underway with the Council's food waste recycling partner to assist in funding communications activities to build on the positive performance improvements that the food waste service is showing. Continue to review opportunities for funding from Zero Waste Scotland and other bodies. Using Waste Managers network effectively to benchmark new initiatives and existing levels of service.	Closed - Ongoing