

# Transport and Environment Committee

10.00am, Thursday, 16 May 2019

## Waste and Cleansing Services Performance Update

Executive/routine	Routine
Wards	All wards
Council Commitments	<a href="#">23</a> , <a href="#">24</a> , <a href="#">25</a>

### 1. Recommendations

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- 1.1 It is recommended that Committee notes the contents of this report; including the activities, and dependencies outlined and the progress made towards these.

**Paul Lawrence**

Executive Director of Place

Contact: Andy Williams, Waste and Cleansing Service Manager

E-mail: [andy.williams@edinburgh.gov.uk](mailto:andy.williams@edinburgh.gov.uk) | Tel: 0131 469 5660

## Waste and Cleansing Services Performance Update

### 2. Executive Summary

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- 2.1 This report updates Committee on the Waste and Cleansing Services performance for the final two quarters of financial year 2018/19, along with an update on the progress made towards the activities to revise the suite of performance reporting measures for the service and the next steps involved.
- 2.2 Due to the direct link with performance and actions tracked in the performance report, the following has been integrated into this report:
  - 2.2.1 Addendum by the Conservative Group to Item 7.13 Waste and Cleansing Services Performance Update on 6 December 2018 for a report reviewing the implementation and operation of Routesmart.

### 3. Background

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- 3.1 This is a routine report presented to Committee every second cycle providing ongoing updates on the Waste and Cleansing Services performance and the progress made towards revising the suite of performance reporting measures for the service. This report covers the period of October 2018 to March 2019 (quarters three and four) along with year-end performance.
- 3.2 The report also includes a review of the implementation and operation of the Routesmart route management system, the lessons learnt, and the outstanding actions required to ensure the service achieves the previously stated benefits of this technology.

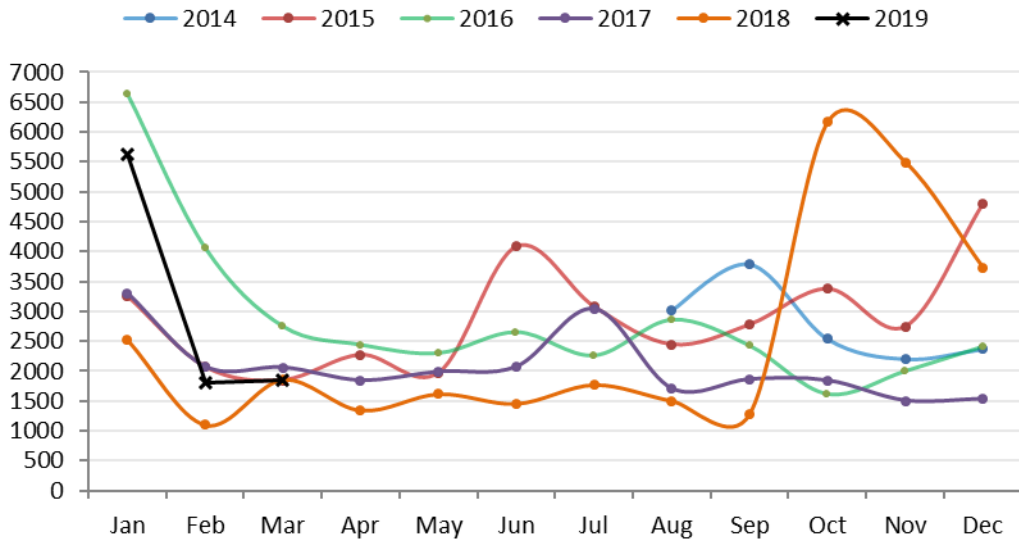
### 4. Main report

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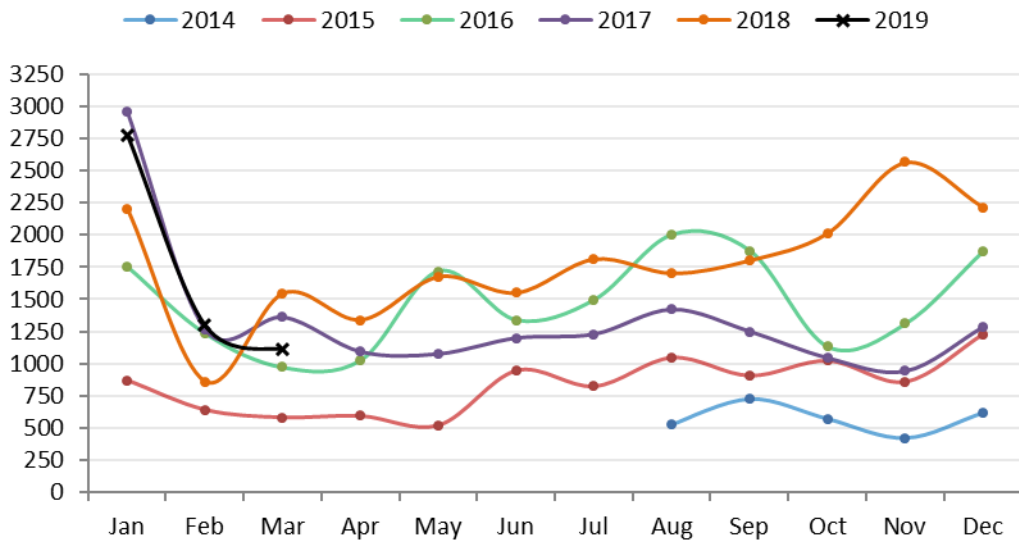
#### Current Service Performance

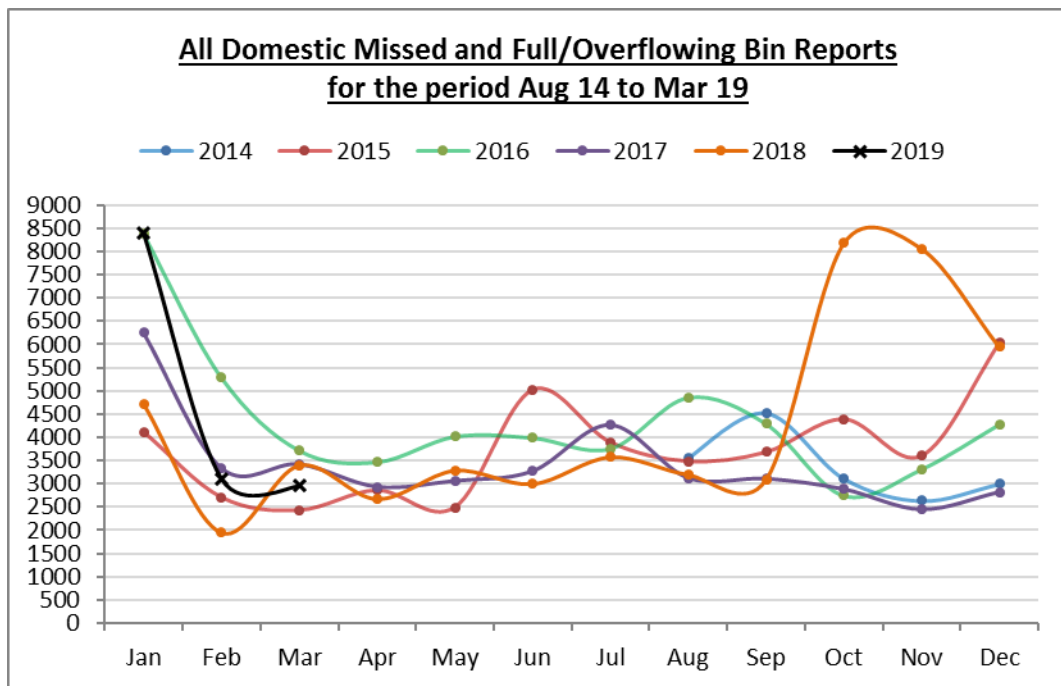
- 4.1 The end of year performance dashboards for Waste and Cleansing Services can be found in Appendix 1 and 2.
- 4.2 Key service performance factors show:
  - 4.2.1 the number of missed bin complaints between August 2014 and March 2019:

**Individual Domestic Missed Bin Reports  
for the period Aug 14 to Mar 19**



**Communal Domestic Full/Overflowing Bin Reports  
for the period Aug 14 to Mar 19**





- 4.2.2 For individual bins, the service experienced the lowest levels of missed bin reports compared to the previous three years between January and September 2018. Levels increased in October following the implementation of the four-day week kerbside collection model and chargeable garden waste service.
- 4.2.3 When making a change to any service there is a period of transition where performance is impacted whilst it embeds, and improvements realised. These changes anticipated a transition period of up to three months based on evidence from previous changes both within Edinburgh, such as the New Recycling Service Project implemented between 2014 and 2015, and other Local Authorities.
- 4.2.4 The issues experienced during this transition have been well documented; however as outlined in the graphs above performance is restoring with a significant reduction demonstrated between January's levels and February's along with the lowest March individual bin levels since 2015.
- 4.2.5 For communal bins, a mix of factors have contributed to this including the increase in new developments built in the City; contamination of recycling bins; capacity; locations; trader abuse; resident misuse; and other factors highlighted as the need for a communal bin review.
- 4.2.6 Actions recently undertaken or planned, to address this include the review of vehicle servicing with Fleet Services, splitting the communal bin service from operating at one depot to an East and West split reducing travel time to increase productive time of each route; and increasing collection frequency at areas known for high usage of bins.
- 4.2.7 In addition to this, work underway to review the communal bin routes. This will be carried out in three phases: phase one focuses on immediate routing issues (this will be a focus over the next two months and then

ongoing until phase two is complete) whilst a bin audit is carried out for phase two; phase two will reroute all communal collections and move these onto Routesmart replacing the current paper routes during 2019/20; and phase three is the longer-term Communal Bin Review project which is planned over the next three years.

- 4.2.8 In 2018/19 there were 125,067 waste service requests. Of the total, 4,584 requests (3.7%) escalated to a Stage 1 complaint and 896 (0.7%) escalated further to Stage 2. In 2017/18 these were: 2,605 (2.8%) and 258 (0.3%) of 93,375 requests escalate to a Stage 1 and 2 complaint; and 2016/17 saw 10,064 (9.3%) and 1,838 (1.7%) of 107,922 requests escalate to Stage 1 and 2.
- 4.2.9 The number of special uplifts increased from 18,149 uplifts (of 42,076 items) during 2017/18 to 18,729 uplifts (of 39,189 items) during 2018/19 (3.2% increase in uplifts and a reduction of 6.9% in items uplifted).
- 4.2.10 The chargeable garden waste service saw over 56,000 households register in the first sign up window meeting the target levels set out in the business case. A further two sign up windows took place in 2018/19 which saw the number of registered households rise to over 68,000 with over 73,000 registered bins.
- 4.2.11 The Cleanliness Index Monitoring System (CIMS) score in quarter three was 69 with 92% of streets recorded as clean, this is the same as quarter three in 2017/18. Whereas in quarter four the score was 75 with 97% of streets recorded as clean, this is an increase of six points and 4% on quarter four in 2017/18.
- 4.2.12 The annual waste arisings for 2018/19 was 207,157 tonnes. This is a decrease in waste arising of 1.2% compared to 2017/18 (214,399 tonnes).
- 4.2.13 The amount of non-recyclable waste disposed of via landfill has decreased significantly in 2018/19 as the new Energy from Waste plant at Millerhill moved into commissioning phase in November 2018. The percentage of non-recyclable waste sent to landfill in 2018/19 was 67% compared to 95% in 2017/18. Breaking this down by quarter demonstrates this drop further: quarter 1 saw 94% of non-recyclable waste sent to landfill, quarter 2 also saw 94%, quarter 3 saw this reduce to 57% and quarter 4 saw this drop further to 16%.

Non-recyclable Waste: Disposal method and tonnage and % waste arisings			
Disposal Method	Tonnes 2017 -2018	Tonnes 2018 – 2019	% by weight of waste arisings (2018/19)
Landfill	115,200	81,922	39.5
Energy from Waste (M'hill)	n/a	32,591	15.7
Refuse Derived Fuel (RDF)	5,324	7,476	3.6
	120,524	121,990	58.9

- 4.2.14 The citywide recycling rate in 2018/19 was 41.1%, a 1.5% decrease on the 42.6% recycled in 2017/18. A breakdown of recycling tonnages by

collection scheme is provided in Appendix 1 however some of the key areas are highlighted below.

- 4.2.15 Garden waste operated on a three-weekly collection frequency for the first six months of 2018/19 then in October 2018 this became a chargeable service and returned to two-weekly. So far it looks as if this has resulted in a reduction in tonnage collected but no transfer to residual waste. Accordingly, it would appear that this is in line with the business case, as laid out previously. A greater factor influencing garden waste tonnages is likely to be the extremely hot dry spell which occurred at what would normally be the peak growing season in the summer of 2018.
- 4.2.16 In 2018/19, 25,737 tonnes of waste was collected for recycling from kerbside. This is an increase of 600 tonnes compared to 2017/18. However, challenging market conditions have caused higher contamination and rejection rates at the sorting facilities. Rejected recycling tonnages increased from 5,324 tonnes in 2017/18 to 6,861 in 2018/19. The work is ongoing with the reprocessing partner to look at ways in which the amount of waste rejected can be reduced.
- 4.2.17 The mixed recycling material collected from communal bins goes to the same re-processing facility as recycling collected at the kerbside and is therefore impacted by those issues outlined in the previous paragraph. The re-processor has agreed to provide funding of £10,000 to try and improve the quality of recycling collected and thereby reduce contamination.

### **Review of Performance Measures**

- 4.3 The opportunities to report performance are evolving as the service continues to roll out new technology, reporting options for the public improve, and methodologies are revised both internally and nationally within the industry.
- 4.4 These opportunities allow the service to report increasingly meaningful performance information against a variety of indicators and addresses a number of the limitations experienced with the current set up.
- 4.5 A progress update on the areas outlined in the report to Transport and Environment Committee in [August](#) can be found in Appendix 3. These areas include the review of: bin collection performance, LEAMs (Local Environmental Audit and Management System) and CIMS (Cleanliness Index Monitoring System).
- 4.6 As each of these areas are progressed the performance information reported in committee reports – along with the more regularly daily, weekly, and monthly reports as well as management information, corporate key performance indicators (KPIs) and complaints reporting – will be revised to incorporate this new information.

## **Routesmart Route Management System**

- 4.7 Following a trial of the Routesmart route management system, the business case to procure this system was approved by Finance and Resources Committee and Council in the [early part of 2017](#). The provision of this system will make a major contribution towards delivering the Council's goals as we will be presenting our operational crews with higher quality information to reduce the number of missed bins and will be receiving higher quality data from crews to allow for more first touch resolution of customer queries.
- 4.8 The implementation of this system was progressed, and reported, through the Waste and Cleansing Improvement Plan with a multi-disciplinary project team established with representatives from the Council (including the service, ICT, Business Support and HR), CGI, and ISL (Routesmart supplier).
- 4.9 The project was split into two phases with a range of sub-phases (or workstreams). Phase one is the operational roll out of the collections and cleansing routes onto Routesmart devices (currently complete for kerbside collections). Phase two is the integration of Routesmart into other Council systems such as Confirm Asset and Works Order Management System, the Customer Relationship Management (CRM) system, as well as the webpage and online forms.
- 4.10 Both of these phases are still in progress and therefore the full benefits of the system are yet to be realised. That aside, there has been a number of benefits realised/partially realised since the introduction of the systems including:
- 4.10.1 improved quality of route information provided to crews to carry out collections;
  - 4.10.2 devices can be used in "drive mode" (sat-nav) to navigate to route, tip or depot along with directions to complete the route for collections currently rolled out;
  - 4.10.3 live route performance available for kerbside collections allowing operations to monitor progress, identify issues and take corrective action throughout the day;
  - 4.10.4 issues captured by crews are available to the Contact Centre in real time during collections, and thereafter, via the property's service history along with date and time of the last service for each material stream; and
  - 4.10.5 the system has been used to develop the collection routes for four day week kerbside collection model and chargeable garden waste service (and the resource requirements for each of these material streams) along with assessing impact of route/day changes against resources ahead of implementing changes.
- 4.11 Focusing on the missed bin performance between January and September 2018 (the period where Routesmart was in place for garden waste, kerbside residual and dry mixed recycling bins and before the October service changes), there has been a significant reduction in missed individual bins reported. Cumulatively, this period encountered the lowest levels of missed individual bin reports since 2015 with



14,441 reports. This is a reduction of 5,494 (or 28%) from the same period in 2017; 13,910 (or 49%) from 2016; and 9,318 (or 39%) from 2015.

- 4.12 Further details on the implementation and operation of the Routesmart route management system, the lessons learnt, and the outstanding actions required can be found in Appendix 4.

## **5. Next Steps**

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- 5.1 The next steps taken following this Committee report are:
- 5.1.1 To continue activities towards improving service performance.
  - 5.1.2 To continue activities towards revising the performance measures.
  - 5.1.3 To continue activities towards the full implementation of Routesmart system and integration.

## **6. Financial impact**

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- 6.1 Any expenditure associated with the actions required in order to revise the Waste and Cleansing performance reporting is anticipated to be contained within existing resources or funded as part of wider change projects.
- 6.2 Due to the end of the financial year, the accounts are still being finalised at the point of writing this committee report. Once finalised, this information will be circulated to members in a briefing note.

## **7. Stakeholder/Community Impact**

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- 7.1 This report does not impact on any existing policies and no risks have been identified pertaining to health and safety, governance or compliance. Further, there are no regulatory implications that require to be taken into account.
- 7.2 The Waste and Cleaning service meets the public sector duty to advance equal opportunity by taking account of protected characteristics in designing services, and by seeking to make services more accessible to all citizens.
- 7.3 The achievement of high cleanliness standards throughout the city fosters good relationships between the Council and residents through the provision of high quality services. It can also lead to safer routes free from potential obstructions and trip hazards for all pedestrians, particularly those with visual impairments.
- 7.4 Sustainability is one of the Council's 'cross-cutting themes' and the Council has made a corporate commitment to address the social, economic and environmental effects of activities across Council services.
- 7.5 Continued efforts towards improvements in the quality of our Waste and Cleansing Service, and the communication with the public, will contribute towards reducing the



amount of non-recyclable waste, increasing the amount of recycling and improving Edinburgh's local environmental quality.

- 7.6 Consultation and engagement is carried out as new services and initiatives are rolled out and this work continues to respond to customer enquiries around service changes, to both support and encourage residents to maximise the use of services.

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

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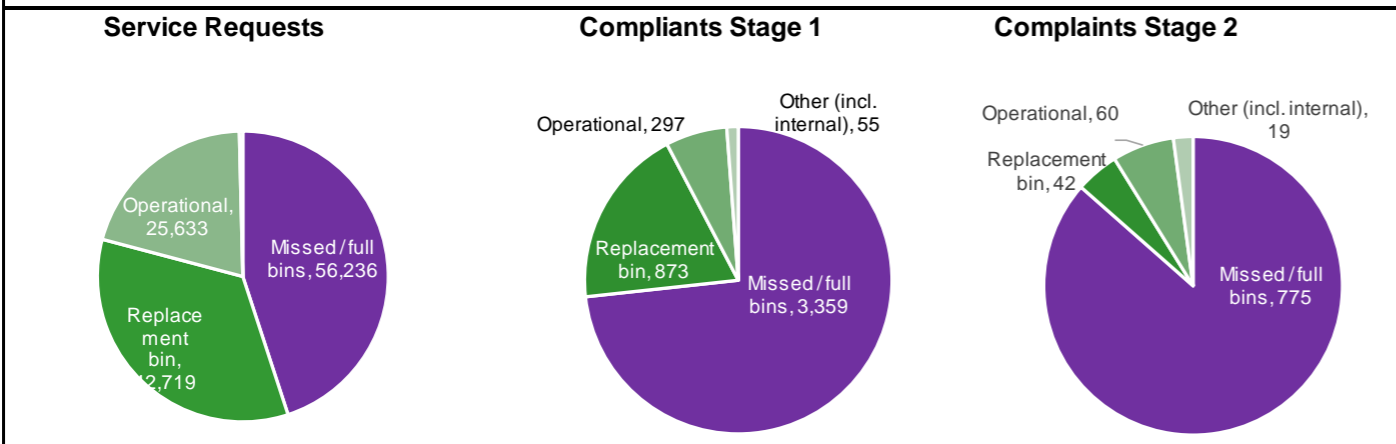
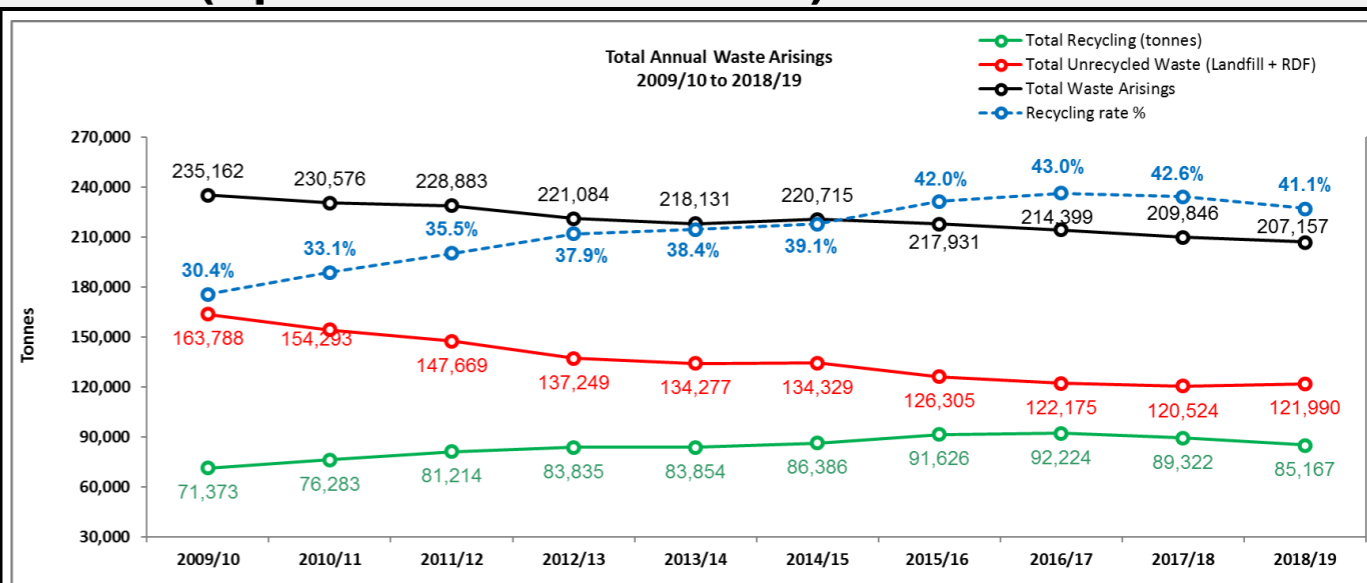
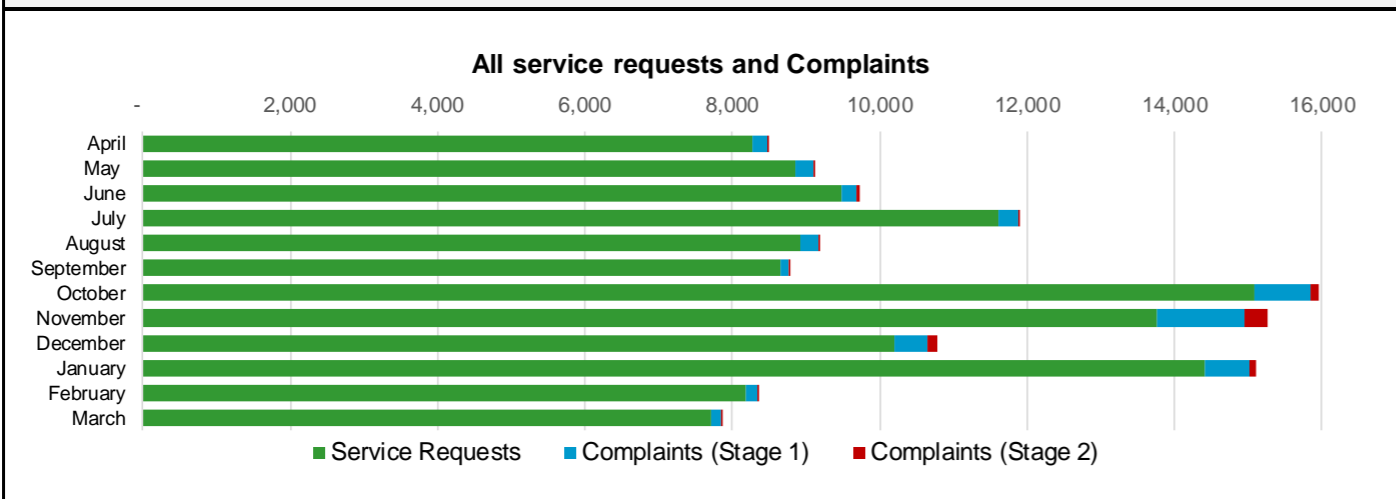
- 8.1 [Waste and Cleansing Services Performance](#) – Report to Transport and Environment Committee, 9 August 2018.
- 8.2 [Waste and Cleansing Services Performance Update](#) – Report to Transport and Environment Committee, 6 December 2018.
- 8.3 [Addendum by the Conservative Group to Item 7.13 Waste and Cleansing Services Performance Update](#) – Report to Transport and Environment Committee, 6 December 2018.

## **9. Appendices**

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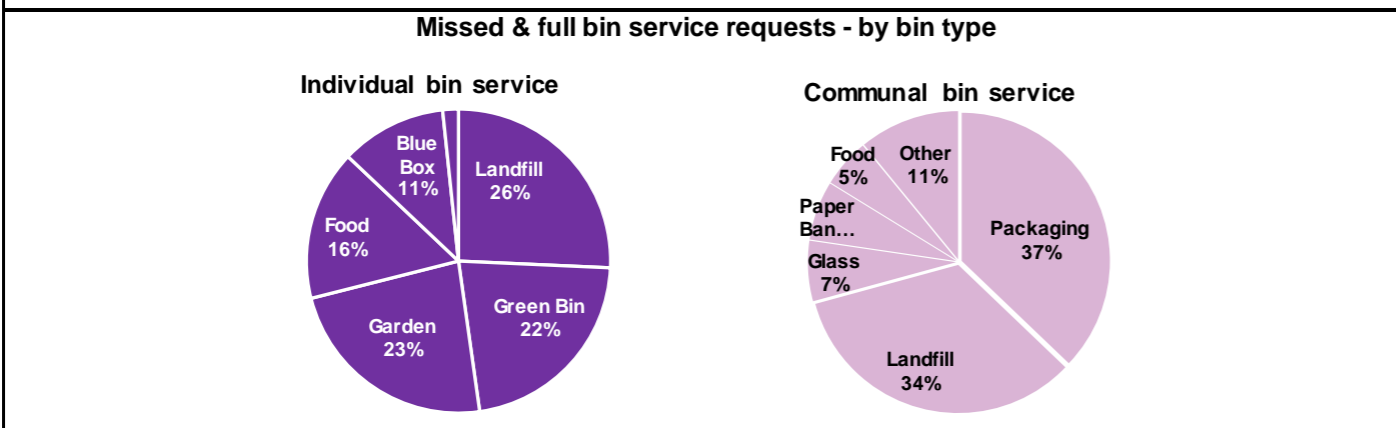
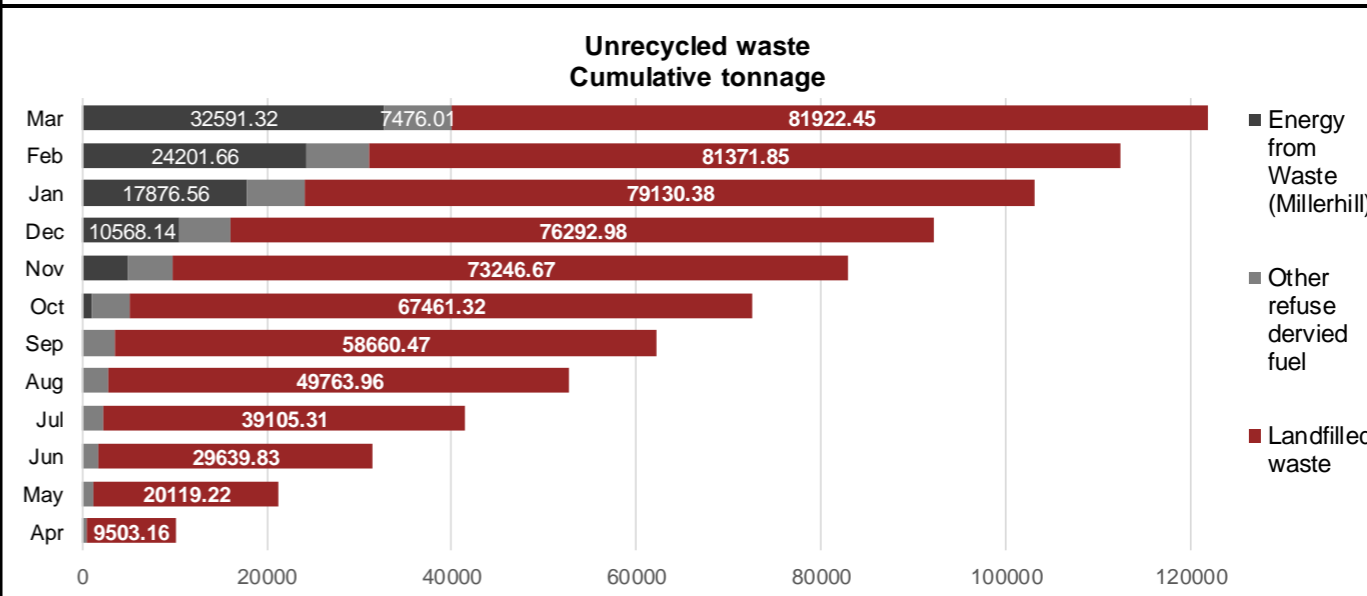
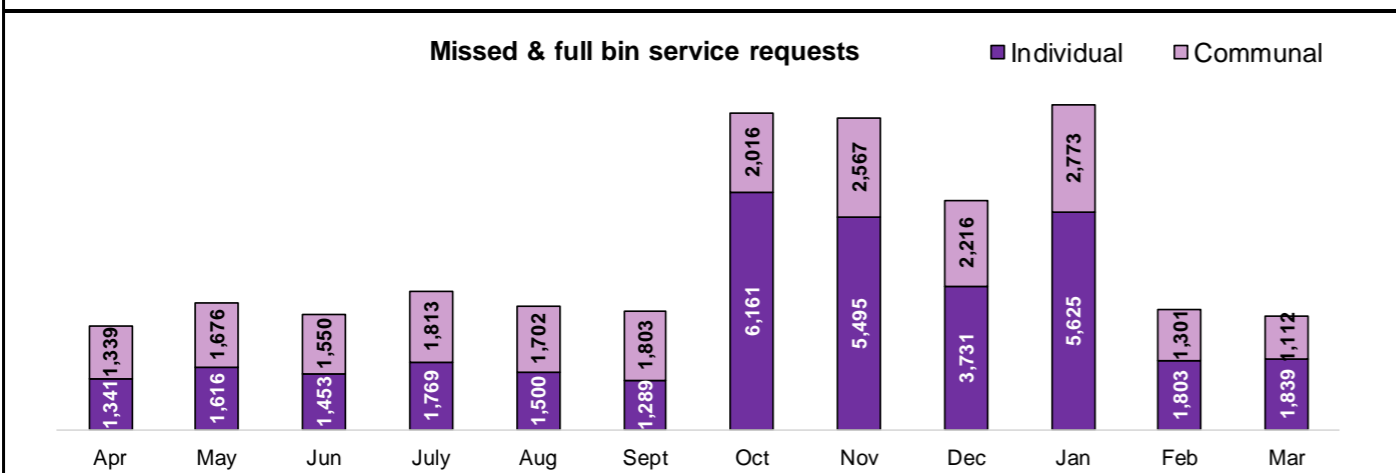
Appendix 1	Waste Performance Dashboard – End of Year 2018/19
Appendix 2	Cleansing Performance Dashboard – End of Year 2018/19
Appendix 3	Review of Performance Measures Tracker – March 2019
Appendix 4	Routesmart Route Management System

## Waste Performance Dashboard - 2018/19 (April 2018 - March 2019)

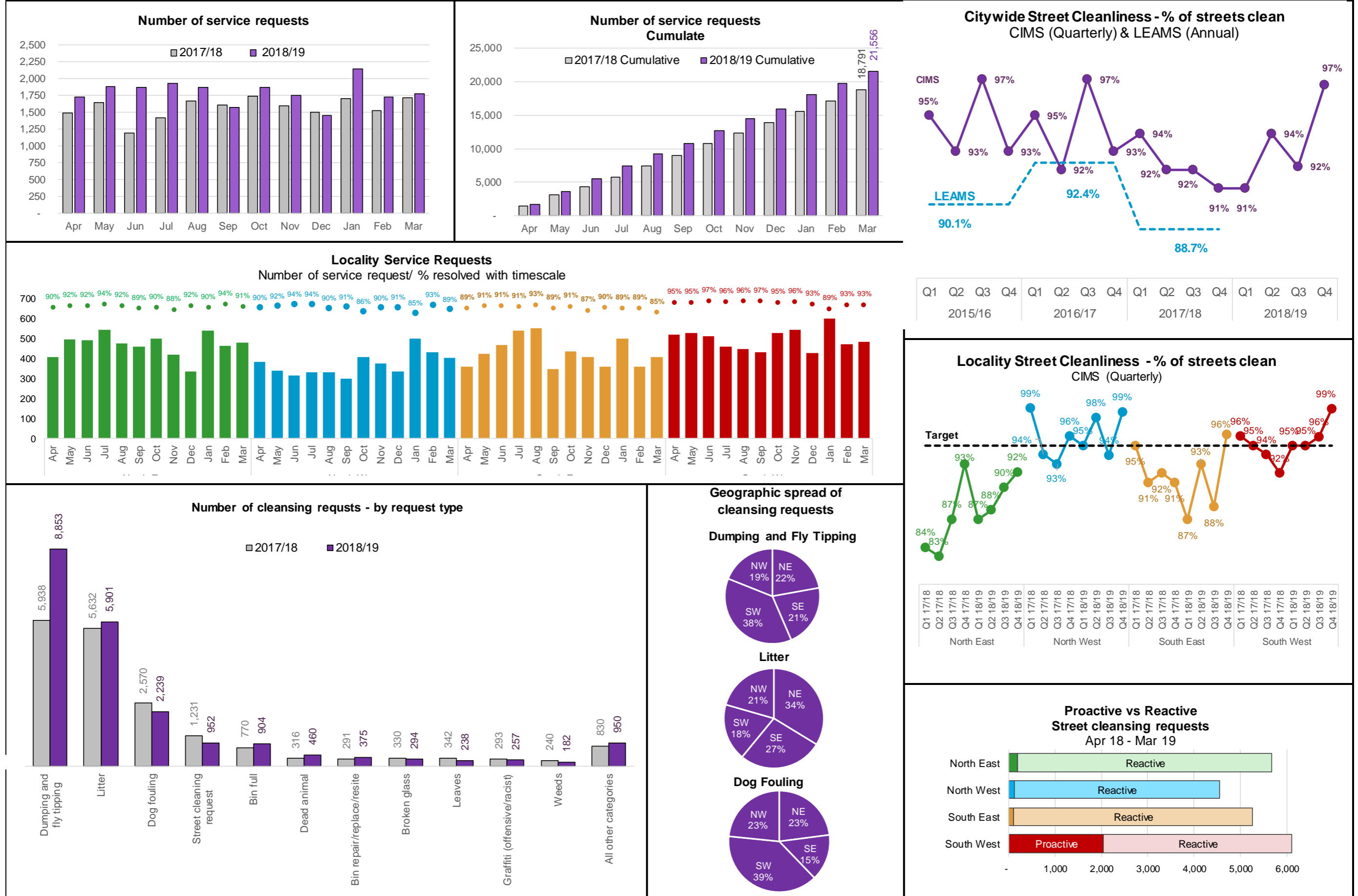


### Recycling tonnages

Waste Stream	2017/18	2018/19	Difference	
	tonnes	tonnes	tonnes	%
Garden Waste - brown bin kerbside	21,377	19,017	-2,360	-11%
Community Recycling Centres	17,531	17,747	215	1%
Kerbside Recycling - green bin & blue box	19,812	18,876	-937	-5%
Food Waste	9,550	9,151	-399	-4%
Recycling Banks (glass, paper, textiles, books)	4,441	4,360	-81	-2%
Packaging bins - on street, communal	6,806	5,197	-1,609	-24%
Other streams	4,757	4,882	125	3%
Mechanised street sweepings	3,294	3,287	-6	0%
Paper - wheeled bins	694	851	157	23%
Manual Street sweeping	1,061	1,799	739	70%
<b>Total Recycling</b>	<b>89,322</b>	<b>85,167</b>	<b>-4,155</b>	<b>-5%</b>



## Cleansing Performance Dashboard - 2018/19 (April 2018 - March 2019)



### Appendix 3 – Review of Performance Measures Tracker – March 2019

Ref	Outcomes Being Sought	Actions Required	Dependencies	Progress	Status
1.1	Reporting the number and percentage of bins collected/not collected on the scheduled day of collection; removing the reliance to use customer contact as an assessment of overall service performance	Link the Application Programming Interface (API) in place for Routesmart to the Council's corporate Business Intelligence (BI) solution to allow performance reporting from Routesmart to commence.	<ul style="list-style-type: none"> <li>• Strategy and Communications (S&amp;C)</li> <li>• ICT</li> <li>• CGI</li> </ul>	The Council and CGI have set up a business Intelligence (BI) project team to replace the legacy BI System within the corporate systems estate with the latest software version. Once the latest infrastructure is in place Routesmart integration will be one of the early workstreams progressed within this project. The service has started discussions with the CGI project lead to capture requirements and functionality needs to incorporate into the system.	In progress
1.2	Reporting the number of servicing issues impacting collection of bins on the scheduled day (including access issues, bin not out, contaminated bin etc); allowing the cause of bins that have not been collected to be known				
2.1	Providing information on the Council website's delays page at a street level making this information more relevant to the public (this is currently provided at ward level)	The amendments to the web pages and web forms to achieve these outcomes will be delivered by the Customer Digital Enablement Project with involvement from the service area. The delivery of these changes requires integration points to be created (or amended) between Fusion (Routesmart's back office system), Confirm, the corporate CRM, the website/ forms, and supporting back office systems along with the supporting procedures to be created or amended accordingly.	<ul style="list-style-type: none"> <li>• Customer Digital Enablement Project team</li> <li>• CGI</li> <li>• ISL (Routesmart provider)</li> <li>• Verint (sub-contractor of CGI) <i>changed from Connect Assist</i></li> <li>• ICT</li> </ul>	Work has been carried out to understand the requirements from these changes and the actions required to implement these. These elements were previously put on hold whilst resources were prioritised to the forms and systems set up required for the implementation of the chargeable garden waste service. Planning activities will take place by the Customer Digital Enablement (CDE) project in the summer with a view to implement solution in 2020; in line with the wider Digital Strategy. The delays page is now updated to area rather than ward level as an interim improvement. System changes required to integrate Confirm to the new Verint CRM and provide updates to customers has commenced.	In progress
2.2	As well as more user-friendly webforms for reporting missed individual bins, it will also inform residents whether there have been any service or crew-reported issues that meant the bin was not collected (such as the bin was not presented, it was contaminated, there were access issues, route or city-wide issues) and advise the resident of the next appropriate steps. This will provide residents with the necessary feedback and what they should expect to happen next whilst ensuring that the reports received by operations are justified reports				
2.3	The communal bin webform is different in that residents are reporting a full or overflowing bin rather than a missed collection. Due to the shared nature of these bins, it is possible for multiple reports to be raised for the same bin resulting in an increased workload and service statistics. Therefore, the revised form will link duplicate reports for the same overflowing bin together so that only one request is received by operations without preventing citizens from reporting bins that have already been raised by others. The system could then either prevent citizens from needing to raise another report or allow them to raise a linked report				
3	Without impacting on customers, the system will distinguish reports of full or overflowing bins collected on the scheduled day (those where the scheduled collection took place but the bin has filled again) from those that are due to a late/missed collection (i.e. the bin was due for uplift yesterday but has not yet taken place). Statistics from this will be used to identify the root cause/areas of further investigation into the cause of the overflowing bin (for example, not being serviced as scheduled; trader abuse or incorrect capacity provided) and allow corrective action to be taken	Investigate the potential to set the systems up that would allow a report of a full or overflowing communal bin to be assessed against the collection information captured on Routesmart. The report will continue to be processed so that the bin gets emptied however this breakdown would allow the service to carry out further analysis of the cause of the full bin and allow corrective action to be taken in areas with consistent issues.	<ul style="list-style-type: none"> <li>• CGI</li> <li>• Verint (sub-contractor of CGI) <i>changed from Connect Assist</i></li> <li>• ISL (Routesmart provider)</li> <li>• ICT</li> <li>• Pitney Bowes (Confirm provider) <i>potentially</i></li> </ul>	This action is included as part of the wider Routesmart and Web/CDE projects outlined above.	Not yet started
4	The Code of Practice on Litter and Refuse is a statutory guidance document relating to section 89 of the Environmental Protection Act 1990. It defines cleanliness standards for areas of land owned and/or managed by Duty Bodies and Statutory Undertakers, including Local Authorities. This forms the basis of the LEAMS criteria used by authorities to assess cleanliness of relevant land. This information also informs the national Local Government Benchmarking Framework Performance Indicator for street cleanliness score. The revised Code of Practice clarifies organisational responsibilities; support more effective cleanliness standards covering a range of land types, features and landscaping; and support a proactive approach to litter prevention. The updated monitoring system provides a more modern platform to support the revised Code of Practice. Subject to the outcomes of the trial and resulting review, as well as discussions between Zero Waste Scotland (ZWS), Keep Scotland Beautiful (KSB) and COSLA, SOLACE and the Improvement Service, it is intended to begin the implementation of any updates to the monitoring system in 2019/20	The revised Code of Practice also requires Councils to make their street zones publicly accessible within one year of the Code of Practice becoming enacted. Within Edinburgh this will require a city-wide rezoning exercise to be carried out initially. A rezoning exercise will be required to align to the revised zoning criteria.	<ul style="list-style-type: none"> <li>• Scottish Government</li> <li>• Zero Waste Scotland</li> <li>• Keep Scotland Beautiful</li> <li>• COSLA</li> <li>• SOLACE</li> <li>• The Improvement Service</li> </ul>	Colleagues in Waste and Cleansing have started to re-zone the streets, while colleagues in Parks and Greenspaces have started to zone the open spaces which the Council has responsibility for. Zero Waste Scotland will be giving a presentation to the Place Extended Senior Management Team on the implications of the new guidance.	In progress
5	CIMS is the method used by The City of Edinburgh Council to assess street cleanliness. KSB manages the CIMS scheme nationally and carries out four independent assessments each year. Each assessment is a snapshot of the cleanliness of the streets, with a 50 metre transect surveyed from a random sample of 10% of the city's streets and is graded on the presence of litter on a scale from 'A' to 'D' as detailed in the Code of Practice on Litter and Refuse (Scotland 2006). The percentage of streets clean figure shows the percentage of streets meeting Grade B or above and can therefore be viewed as a more accurate indicator of cleanliness of the streets throughout the city. Broadening the survey to include other issues such as the presence of A boards would identify the overall impact the street scene has on pedestrians	Work with KSB to review how the CIMS surveys they undertake could be broadened to encompass other issues which are relevant to the street scene and the impact it has on pedestrians including the presence of A boards, illegal parking, discarded traffic management items (e.g. sand bags).	<ul style="list-style-type: none"> <li>• Keep Scotland Beautiful</li> </ul>	KSB carried out a pilot survey in Ward 11 during the June 2018 CIMS survey to assess how these issues could be surveyed and how this data, along with the LEQs and litter types, could be presented in a meaningful manner. Next steps are to consider if the new methodology should be introduced once the outcome of the revised LEAMS (action above) is understood.	In progress

## **Appendix 4 – Routesmart Route Management System**

### **Background**

Following a trial of the Routesmart route management system between the service and CGI, the business case to procure this system was approved by Finance and Resources Committee and Full Council early 2017. The implementation of this system was progressed, and reported, through the Waste and Cleansing Improvement Plan with a multi-disciplinary project team established with representatives from the Council (including the service, ICT, Business Support and HR), CGI, and ISL (Routesmart supplier).

The provision of this system will make a major contribution towards delivering the Council's goals as we will be presenting our operational crews with higher quality information to reduce the number of missed bins and will be receiving higher quality data from crews to allow for more first touch resolution of customer queries.

The project experienced initial delays to implementation 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 General Data Protection Regulation 2016. These meant that the system commenced roll out in September 2017 with garden waste collections following by kerbside residual and recycling collections at the end of 2017.

The project was split into two phases with a range of sub-phases (or workstreams) under each phase. Phase one is the operational roll out of the collections and cleansing routes onto Routesmart devices. Phase two is the integration of Routesmart into other Council systems such as Confirm Asset and Works Order Management System, the Customer Relationship Management (CRM) system, as well as the webpage and online forms.

### **Phase One**

#### Scope

The procurement and implementation of the system, in-cab devices for vehicles and training for staff, including:

- Routesmart Design software to the Operational Support Team (and training)
- Fusion system (back office) to the service area and support services such as the Contact Centre
- Navigator system (in-cab devices) to kerbside collections streams, communal collection streams, cleansing services

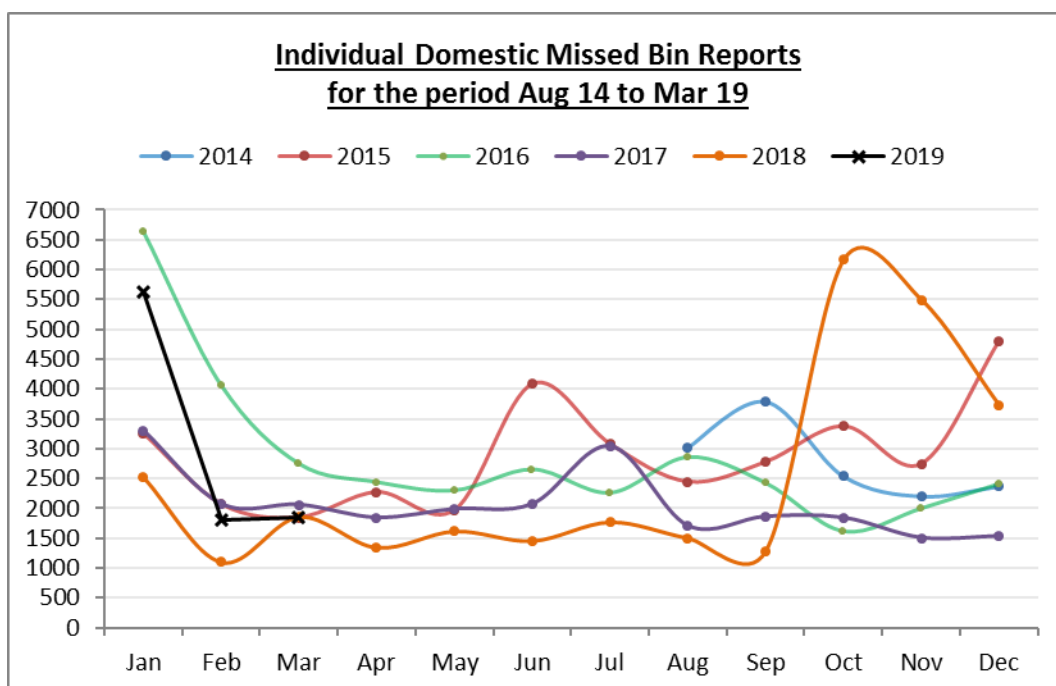
#### Progress

Phase one has currently been completed for garden waste in September 2017; kerbside residual and recycling at the end of 2017; as well as kerbside glass, food and communal food in October 2018 during the implementation of four-day week collections.

The remaining workstreams are the communal streams and cleansing services. These were put on hold in 2018/19 whilst officers were reprioritised to the routing and calendar mailing activities required for the October changes (four-day week and chargeable garden waste), followed by the corrective activities required to resolve the issues experienced during the transition phase. These workstreams will now be progressed in 2019/20.

Impact on performance to date

Focusing on the performance between January and September 2018 (the period where Routesmart was in place for garden waste, kerbside residual and dry mixed recycling bins and before the October service changes), there has been a significant reduction in missed individual bins reported. Cumulatively, this period encountered the lowest levels of missed individual bin reports since 2015 with 14,441 reports. This is a reduction of 5,494 (or 28%) from the same period in 2017; 13,910 (or 49%) from 2016; and 9,318 (or 39%) from 2015.



Whilst the roll out of Routesmart has not been the only improvements to delivery of the kerbside collections between 2017 and 2018, due to the other actions within the Waste and Cleansing Improvement Plan, it does represent the largest change to the kerbside service in this period. Therefore, the performance outlined above broadly illustrates the benefits realised from the use of Routesmart. Performance is expected to further improve as the October changes fully embed, the remaining material streams are rolled out onto Routesmart and the integration of systems outlined in Phase Two are implemented.

Next Steps

As outlined in 4.2.7 in the main report, before the communal service is transferred onto Routesmart a bin audit is being carried out to ensure the asset information is up to date. The communal bin routes currently work in the same way as kerbside routes did before moving to Routesmart in that they are set up by street not bin location as is required on Routesmart. This audit will ensure records are amended to include any changes to communals, in particular bins that have migrated to other areas of the street over time.



Options to progress the cleansing routing and roll out are currently being investigated, including the need for temporary additional resources, to deliver this in 2019/20.

## **Phase Two**

### Scope

- The integration of the system with the CRM system, Confirm system, and web forms to allow for up to date collection information to be relayed from frontline crews to customers on a real time basis.
- Revised performance measures to account for increased information available.
- Online calendar production pulling data from Routesmart

### Progress

Due to the overlap of Phase Two with the Customer Digital Enablement (CDE) Project being delivered by Customer and Digital Services directorate the scope has been reviewed and elements will be delivered by the CDE project with involvement from the service.

The split between the two projects has been agreed that the service will progress the integration requirements to the CRM system, along with the calendar production and performance reporting changes, and the CDE project will progress the integration requirements from the CRM to the website and webforms with close inter-dependencies.

The integration activities were put on hold whilst the development of the garden waste registration form and set up was prioritised. Planning activities will take place by the CDE project in the summer with a view to implement solution in 2020; in line with the wider Digital Strategy.

Progress against several actions within this phase are reported within the performance report in actions 1 through to 3 in Appendix Three above.

### Impact on performance to date

Whilst the implementation of Routesmart into the operational routes will improve service performance as crews are provided with higher quality data on bin locations, most of the benefits from the system will be realised at the completion of Phase Two. This is due to the inability currently to check for, and filter out, unjustified reports (for example, a resident reporting a bin as missed that was contaminated, not presented, or frozen for example or is trying to report the bin on the day of collection or the wrong day) when using the webforms. During 2018/19 webforms equated for 55% of the missed or full bin reports received.

### Next Steps

As highlighted above the majority of the actions within this phase are reported and monitored within Appendix Three above.

The service has also met with CGI to review progress and a revised plan for 2018/19 is being developed for the service-led elements of this phase.



## **Day to Day Operations**

The day to day operations of Routesmart are managed by the Operational Support and Operational teams within Waste and Cleansing Services. This includes use of the system when carrying out collections (including reporting problems such as access issues); device management (including allocation to vehicles, maintenance of devices, cradle installation, troubleshooting issues, and working with CGI to repair damaged devices); maintenance of routes (including updating assisted collection details on routes, adding new developments, adjustments identified, along with transferring the amended routes to Fusion (back office system) and Navigator (in-cab device system) every 3 weeks).

In addition to this the system is also used to identify improvements to routes to balance the work across crews each day for an effective service, and in some cases identify areas that would receive a more consistent service if it transferred to a different day (in these cases the residents are contacted to advise of the change and provided a new calendar).

Fusion is used by Operations to monitor route progress throughout the day allowing for corrective actions to be identified if required. In addition to this, Fusion is used by the Contact Centre when speaking to residents reporting missed collections, this provides the agents with details of any issues captured by the crews as well as whether that street had been serviced (and if so when). This allows the agents to advise the resident accordingly and achieve first point resolution.

## **Lessons Learnt to Date**

There has been a range of lessons learnt since the roll out of Routesmart commenced. The list below highlights some of the key lessons that have had a direct impact on performance or benefits realisation:

- Infrastructure requirements – whilst the procurement of devices and installation of cradles into vehicles was built into the project activities the timescales required for both of these elements were underestimated. The project experienced delays early on due to an extended manufacturing timescale required due to the number of devices being purchased; this held up the roll out of any devices. The recommendation to avoid a repeat of this going forward would be for project timescales to be developed in conjunction with CGI and the relevant supplier at full proposal stage. This followed the installation of cradles into vehicles, this was carried out by Fleet Services and took place at times when the impact on the service could be minimised whilst balancing against the rest of Fleet's workload. It was agreed that future work programmes like this would benefit from the installation of equipment being part of the contract allowing for dedicated resources to carry out the work in a shorter timescale.
- Data quality – It has been well documented that there were data quality issues experienced as part of the implementation of four-day week kerbside collections. Although these issues were caused by the data quality within the Confirm system it had a detrimental impact on the routes developed in Routesmart. This was caused in part by the routes previously being delivered at a street level rather than property

level as required within Routesmart. This had meant that flaws in the property level information were transferred into Routesmart and subsequently the new routes; these flaws had not been identified until the collections started to be missed however the service worked hard to ensure collections were carried out as soon as possible whilst the systems and routes were updated. It was also noted that there had been some properties that were previously receiving informal assisted collections where crews had provided this service (usually as a result of a request from the resident whilst at the property) without central records being updated. This meant that these informal collections were then not recorded in the new route data and the newly assigned crews did not know about them.

- System implementation issues – There has been ongoing systems issue with the implementation and licence of the Routesmart Design system that resulted in only one computer being able to work the system for a number of months. Whilst this initial issue was resolved last summer there has been ongoing system performance issues. These have been investigated and possible corrective actions taken by CGI has partially improved however system reliability issues are still ongoing. Given this, the service and CGI are currently investigating a different option to host this system that should rectify these remaining issues. Whilst these issues are being actively progressed by the service it does have a knock-on impact to the ability to deliver.
- Dependencies to other projects/service areas – As highlighted in this appendix, and the dependencies column of actions 1 through 3 in Appendix Three, the service is heavily reliant on other sections of the Council to deliver the changes that will allow the full benefits of Routesmart to be realised. The service is working closely with each of these areas to progress the actions however the implementation and timescales often end up dependant on other changes taking place first or in conjunction.
- Timescales to implement – As highlighted above, a number of these lessons were either impacted by tight timescales or caused delays to the project.