

**London Borough Barnet
Recycling and Waste
Round Change Review**

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Recycling and Waste Round Change Review

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1. Introduction and Background

1.1 Introduction

On the 5th November 2018 changes to Barnet's recycling and waste rounds were implemented. This was the largest whole scale change to the collection rounds in over 15 years. Following serious problems over the Christmas and New Year Holiday on the 21st January, the Environment Committee requested a written report reviewing the recycling and waste round changes, what had gone unexpectedly wrong over Christmas and New Year, and what the financial implications of the corrective measures taken had been.

This report:

- Documents the drivers for the change and what the change looked to achieve
- Reviews the planning of the changes
- Reviews the implementation of the changes and the problems that arose
- Highlights lessons learnt and the next steps which are needed

1.2 Background

The recycling and waste collection rounds in place before the reorganisation had evolved over a number of years. As such they were no longer efficient or equitable in terms of staff daily tasks. The last significant changes to the service was in 2013, when the blue recycling bin and food bin were implemented. At that time there was no fundamental change in the black bin collection rounds. Progressively the old rounds no longer reflected an efficient use of resources due to changes in recycling and waste composition, the depot changes and the growth of the Borough.

Before the reorganisation the collection rounds were still set up as if the service operated from the former depot at Mill Hill. The Street Scene Service, however, had moved fully from Mill Hill Depot by August 2017, following part of the service moving in November 2016. Since this date the recycling and waste service has been split across two depots i) Oakleigh Depot, a new purpose-built depot in the East of the borough, and ii) Harrow Depot, a facility close to the West of the borough, shared with and located in Harrow. Following this move the rounds had become even more unbalanced with some collection crews finishing work by 11:30am while others were working to 5pm. As a result, a comprehensive round rescheduling exercise was needed, which would change the make up of the collections rounds and involve recycling and waste collection days changing for many residents. This would enable work to be more evenly distributed between crews. It would also remove the need for weekend garden waste collections, as they should all be able to be collected within the normal working week.

1.3 Aim of the Changes

The aim of the recycling and waste round restructure was to:

1. Bring the recycling and waste service costs to within the budget envelope of the service, including the MTFP 2018/19 saving of £450k, and eliminating inherent historical service pressures of £800 - £900K

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2. Balance the rounds using both data and local knowledge to ensure a more equitable work load between staff
3. Create an easier system for residents with all bins collected in one day
4. Create more productive rounds
5. Create a more resilient service by area based working mirroring of recycling and refuse rounds
6. Move garden waste collections into the week

To achieve this, the changes would be delivered employing the following principles:

1. **Area Based:** Collection teams will work broadly within constituency boundaries, and where possible ward boundaries, under an “area supervisor”. This will enable the service to be more familiar with and responsive to local issues and needs.
2. **Two Depots:** The recycling and waste service will continue to be operated out of the two sites of Oakleigh Depot and Harrow Depot
3. **Disposal Points:** The collections vehicles will be able to tip at Oakleigh Depot, Hendon Transfer Station and Edmonton Eco Park
4. **Week Day Garden Waste:** We will schedule all garden waste collections to be done Monday to Friday, and not on Saturday. This will simplify collection days for residents and enhance service resilience.
5. **Low Rise Properties:** The service provided to “low rise” residents (and those in building of less than that six dwellings) will include:
 - Weekly¹ Black Bin Refuse
 - Weekly Blue Bin Recycling
 - Fortnightly Garden Waste
6. **Flats and Multi Dwelling Properties:** The service provided to buildings of more than that six dwellings will include:
 - Weekly Black Bin Refuse
 - Weekly Blue Bin Recycling (to be rolled out over the coming 24 months)
7. **Flexibility:** The service will seek to be flexible by recognising potential service changes and building in flexibility to adapt/amend rounds with minimal disruption to residents and staff.
8. **Communication:** The service will communicate changes to residents, Members, and staff through a multichannel campaign in a timely manner
9. **Data:** The service will use all available data and intelligence to accurately inform the changes needed.
10. **Implementation:** We recognise that implementation of such changes can lead to some disruption in the early weeks. We will be putting on additional resource during the early part of the changes to minimise that disruption. In addition, we

¹ Please note the weekly in all cases in this report mean once per week

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will also use the experience and learning from other London Boroughs that have successfully delivered similar rescheduling exercises

1.4 Scope of the Changes

This exercise was considerable in its scope. Changes were carried out to reschedule the 41 daily domestic refuse/waste and recycling rounds and incorporate the garden waste collection service into the week. This impacted all of the borough's 148,220 households and 380,000 residents across all 21 wards. The collection day of the vast majority of the 350,000 recycling and refuse collections carried out each week across 3,397 roads changed.

Internally all areas of the Council responsible for supporting the delivery of the recycling and waste were involved. The changes required communication with and the mobilisation of, frontline and back office staff within Street Scene. Outside the service contact centre managers and staff were briefed on the changes that would take place and updated throughout to ensure information held was accurate.

Customer service leads were involved in making the necessary changes to web based reporting forms and the collection day look up tool as well as a refresh of relevant web pages. Information was shared between departments including highways and planning to inform scheduling and allow for future growth of the borough.

A comprehensive external communications campaign was delivered with direct communications to all street level properties, external public place advertising at over 230 locations across the borough, local printed media and digital marketing via web and social media accounts.

Within Street Scene 150 front line and back office staff were also affected by the changes (see section 2).

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2 Round Change Rollout Plan

2.1 Timescales

Formal planning for the round reorganisation began immediately after the 5 June 2018 Environment Committee, alongside all the other service changes that were agreed. Before this date, preparatory research and discussions had taken place. The original plan was to stop food waste on 29 July 2018, following communication to residents from 25 June 2018. This was the first step in a series of communications which would include information about a round restructure which would go live on 17 September 2019.

The intervention from the Mayor of London regarding the food waste collections, meant that both the food waste changes and the round reorganisation were delayed. It was only following the Environment Committee on 11 September 2018 and agreement with the Mayor of London that food waste would be suspended temporarily on 28 September 2018 that a new time frame could be committed to. The go live date became 5 November 2018.

If these changes had not been implemented from 5 November 2018 then they would have had to have been delayed until mid-February 2019 at the earliest, as the changes could not have been made closer to Christmas. Post-Christmas communication to residents could not have commenced until at the earliest 14th January 2019.

In line with changes to services of this scale undertaken by other London Boroughs in house or through private sector waste management contractors a timeframe to get back to full business as usual of 3 to 6 months, and significant reduction in any disruption to the public by 6 to 12 weeks after the change.

2.2 Planning Method

The plan for the round reorganisation was created and the work was delivered using in house resources. A project manager was assigned from within Street Scene and the work followed an abbreviated PRINCE2 project management methodology

Key officers across Street Scene and the wider Council that would be required to be part of the project team to deliver this work were identified. The work was fully scoped and 10 workstreams were identified. Leads were assigned to manage the key tasks within each and weekly project team meetings were scheduled to update on progress as well as highlight blockages, risks and issues. The work was delivered alongside the day to day management of back office and frontline operations.

	Workstream	Key Tasks
1	Governance	<ul style="list-style-type: none">Establish governance and project team
2	Human Resources	<ul style="list-style-type: none">Determine if/where changes to JDs/T&Cs are required to carry out work to make necessary changes
3	Budget/ Procurement	<ul style="list-style-type: none">Identify budget available to support work/implementation of new roundsIdentify equipment needed to deliver rescheduling and

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		ongoing service thereafter, calculate cost and agree finance source
4	Service Planning/ Round Rescheduling	<ul style="list-style-type: none"> • Identify and obtain required information and data, update and transfer into usable formats • Input information/data and map current and to be rounds on QGIS • Carry out round rescheduling adhering to set principles and employing operational manager/supervisor knowledge to shape new rounds • Identify and build provision for rounds to absorb future growth in new properties/developments
5	Depot	<ul style="list-style-type: none"> • Identify any adjustments needed to either depot to enable new rounds to operate as planned
6	IT	<ul style="list-style-type: none"> • Ensure business needs of service are captured/transferrable to incoming system. Progress with interim solutions and tailor accordingly • Refresh existing/create new collection day database
7	Administration and Support	<ul style="list-style-type: none"> • Ensure processes/resource in place to manage temporary uplift in resident contact/service requests • Ensure team are able to produce new round sheets. Look to implement a more efficient process for managing/processing round sheets
8	Training	<ul style="list-style-type: none"> • Provide drivers and loaders with required training to manage new rounds effectively • Provide back office staff/administrators/call centre with information and training to manage new rounds and enquiries that will arise from the changes
9	Monitoring	<ul style="list-style-type: none"> • Develop and implement a schedule of round monitoring during/post collection
10	Communications	<ul style="list-style-type: none"> • Develop a multi-channel communications plan to inform internal and external audiences of round changes • Provide updates for Street Scene staff, call centre Unions and Members • Develop and deliver communications to residents

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2.3 Key Risks

The key risks identified during the planning stage can be see below:

Risk Category	Description of risk	Consequence if risk occurred
Financial	System and programmes developed to assist with creating the reorganised rounds unable to deliver on requirement/unreliable.	Inability to use a computer based system/ programme to support this work would increase both time and resources need to carry out reorganisation manually, pushing go live date back and reducing financial benefits.
Financial	Round reorganisation does not result in a reduction in vehicle numbers anticipated reducing overall efficiency saving.	Envisaged savings as set out within Environment Committee report unable to be realised. Pressure placed on other areas of service to deliver further efficiencies.
Operational	Staff unfamiliar with rounds at go live date.	Drivers (and loaders) unfamiliar with rounds leading to roads/properties being missed, incomplete rounds and increased complaints.
Operational	Resources required to deliver round reorganisation project/work are unavailable/ intermittently available.	Key workstreams and tasks within the project are delayed, revised or not completed impacting project delivery.
Operational	Communication budget insufficient. Residents/ households are unaware of the changes to rounds/collection days.	Lack of awareness leads to confusion, frustration, dissatisfaction and reputational damage to the council.
Operational	Road/property specific communications material are miss dropped.	Dependent on scale and delay in identification/ notification of error, confusion amongst impacted households resulting in bins not being presented/collections not taking place.
Operational	Failure by waste and recycling operations to provide quality, timely information on staff, services and assets essential to the advanced planning of round reorganisation.	Information gaps result in use of assumptions in system impacting the accuracy of reorganised rounds/failure to deliver benefits of round reorganisation. Slippage against go live deadline.
Staffing	Dialogue with project team and trade union representatives is delayed or, once commenced, fails to achieve timely agreement on key elements.	Lack of support for the round reorganisation due to lack of involvement/early provision of transparent information on key changes
Staffing	Communication with frontline/back office staff impacted by the round restructure is delayed.	Staff feel uninformed resulting in concern and hostility within the workforce which could impact on the implementation of the reorganised rounds and delivery of collection services.
Operational	The ambitious pass rate will need to be accompanied by increased productivity/cultural changes if it is to be achievable in practice.	Collection crews are unable to adapt quickly to complete the reorganised rounds at new productivity levels leading to waste left uncollected/complaints/increased resource needed to address issue.

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Operational	Vehicle availability will be reduced due to changing methodology, ageing fleet and changes to garden waste	Vehicles may not be available to deliver services during certain periods – reliability spikes, statutory checks/maintenance. Scheduled repairs may be delayed further impacting reliability. Workshop capacity will be increased on Saturday.
Financial	Delay in decision on separate Food Waste collection service cessation	Council is directed by Mayor of London to retain separate food waste collections, overturning Environment Committee decision to stop this service.

2.4 Area Based

The map below shows how the borough is now split by collection day.

*Issued on the 19th October 2018

Round collection days and ward boundaries.

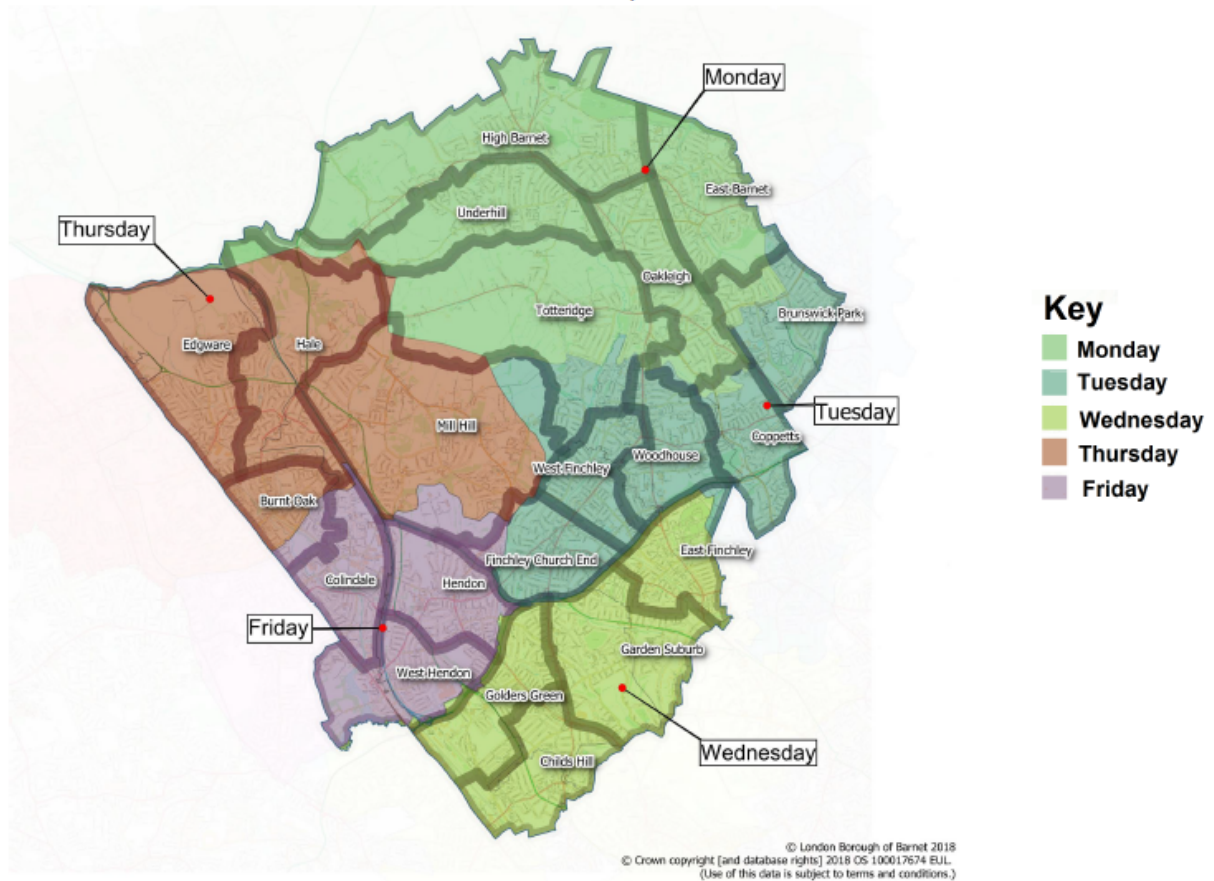


Figure 1: Monday to Friday collection areas

2.5 The most significant Challenges

During the planning stages, the three biggest challenge were

A. Old systems being paper based or on basic Microsoft documents

A significant amount of the recycling and waste service background data and daily tasking is paper based, including round sheets, docketts, etc. The round sheets had grown organically over decades and were not linked with the council gazetteer. In some case roads were spelt incorrectly, and additional information on rounds such

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as location of bins stores from flats was not fully captured. Information on Assisted Collections was similarly irregular with limited data. To improve this letters were delivered by crews to those households where they carried out assisted collections. This letter included a new application form for residents which captured more details about the collection locations. A significant number of these, however, were not returned.

The spreadsheet which had been used to capture all the round information, although cleansed in the last 12 months, was still not fully accurate. Historically the change mechanisms on this information had not been robust.

B. Moving to mapping of new rounds being IT based

To overcome some of the issue highlighted the round changes included the introduction of a new database, based on the Council's gazetteer, with fully robust change control processes. This new data base would drive the creation of the new round sheets, and enable maps to be created for the crews.

C. Rebalancing of work to increase productive

Due to the significant imbalance with the old collections rounds, with some crews finishing at 11:30am and other at 5pm changes were required. Rebalancing required a universal level of productivity to be applied across the service. Based on the imbalance of the old rounds resulted in perceived 'winners and losers', requiring an uplift in productivity for a significant number of the frontline workforce. Due to the length of time this had not been addressed this represented a culture shift and a number of experienced staff left, it was resisted by some of the remaining staff which resulted in lower than anticipated round completion rates in the initial weeks of the new service.

2.6 Staff Engagement

Engaging and communicating with both our staff and other key internal audiences was central to the delivery of this work. All Street Scene staff as well as Union representative were identified as integral to help shape and deliver the round reorganisation. An internal engagement plan was therefore created and followed.

Staff engagement began immediately following the Environment Committee of 5 June 2018 with an email to all Street Scene staff and posters placed up at depots informing them of the decisions taken and the work that would therefore be taken forward during 2018/19. An article carried in Street Life, the Street Scene service's newsletter, distributed to all Street



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Scene staff followed on 29 June. Staff were again updated on the changes agreed by Environment Committee on 5 June and asked for their input and ideas to be provided either via their supervisor, suggestions box or via email - streetsceneconsultation@barnet.gov.uk. Posters were placed in the staff mess room on 8 June outlining the changes agreed for the service, with a further poster updating staff on progress placed on 26 July.

From 15 August a meeting room at Oakleigh Road Depot was repurposed with draft round maps and information being made available for review and frontline, operational and back office staff invited to 'drop in' and provide initial feedback. A Round Reorganisation Summit was held on 20 August where all members of the project team and operational leads from the wider service met to discuss progress, raise ideas, concerns and provide feedback. Further adjustments were made to the draft rounds following this meeting.



From 27 August frontline staff were invited to take part in a structured review sessions with operational leads to review draft rounds. Changes were again undertaken based on feedback provided. The use of overtime was sanctioned for frontline staff wanting to engage outside of set working hours.

Before the go live date crews were assembled and drivers issued with maps of the rounds they would be responsible for to review and familiarise themselves with in October.

In addition, meetings were held with GMB and UNISON representatives on the 9 and 24 October prior to the new recycling and waste collection rounds going live. These were specifically arranged to explain and discuss the new rounds. A number of questions were received by the service from UNISON on 5 October following consultation with their members. The content of both the meeting of 9 and 24 October was designed to cover many of the questions raised. These were later referenced at the Environment Committee of on 28 November 2018. At the Month One post go live meeting with the Unions organised for 12 December 2018 the questions were again an agenda item.

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These were briefly presented and written responses issued to all attendees via email on 13 December.

At all times managers and supervisors made themselves available to staff to discuss concerns. Issue and ideas relating to the creation and implementation of the new rounds.

The table below sets out the internal engagement activities that took place pre go live in greater detail.

	Audience/ Communication Tactic	Description
1	Street Scene Management and Supervisor Engagement	The draft rounds were presented for review and feedback sought to address potential issues and make improvements to these.
2	Frontline/Crew Engagement	The draft rounds were presented to crews at Operations Manager/Supervisor led sessions and feedback sought to address potential issues and make improvements to these. Copies of maps, round sheets and backing detail made available to view at depots.
3	Back Office Staff Briefing	A verbal briefing was delivered to staff which will included full details about the waste and recycling collection round changes across the borough.
4	Frontline Staff Briefing	A verbal briefing was delivered to frontline staff at depots which will included high level details about the waste and recycling collection round changes across the borough.
5	Presentation of Agreed Finalised Rounds	Agreed finalised rounds were presented to staff with copies of maps, round sheets and backing detail made available to view at depots.
6	Street Life Newsletter	Issues of the Street Scene newsletter, Street Life, will carried updates on round reorganisation progress, inviting feedback and engagement.
7	Depot Notice Boards	Round reorganisation information and updates were posted on noticeboards at operational depots.
8	AV Display Units	Round reorganisation information and updates were posted on the AV display units at Oakleigh Depot located in both the reception area and canteen area.

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3 Round Change Communications

3.1 Aim

The reorganisation of the recycling and waste collection rounds for every household in the borough required a clear communications plan and strategy to ensure each household was aware of how the changes affected them, the benefits the change will bring to them and the reasons why it was necessary for the council to make the changes.

The changes to recycling and waste collections meant that there would be ten different recycling and waste collection arrangements that would need to be communicated to residents (collections take place on five days of the week, with garden waste collected fortnightly). The primary communications item was a recycling and waste collection calendar, which was distributed to each low-rise kerbside property. The collection calendar provided each resident with their collection dates from 4 November 2018 until the end of April 2019, which also included Christmas collection days changes and information around the six-week suspension for the garden waste bins.

More generic messaging was distributed through the council's other core communication channels, reminding residents to keep an eye out for the collection calendar, explaining the benefits behind the changes to collection days and the reasons why the change was being made.

3.2 Key messages

The key messages of the campaign were:

- You will have a new recycling and waste collection day from 4 November 2018.
- We will be collecting all your recycling and waste bins on the same day of the week.
- This change will also help us to improve efficiency and will enable us to plan for future growth in the borough.

The look and feel of the campaign is shown on the leaflet/calendar, and poster below:

Your new collection day is Tuesday

From 4 November, please make sure that all your recycling and waste bins are placed at the boundary of your property by 6am on your collection day.

All bins collected | Two bins collected | change to collection day due to public holidays | No garden waste collection

November 2018
Tue 06, Tue 13, Tue 20, Tue 27

December 2018
Tue 04, Tue 11, Tue 18, Mon 24

January 2019
Wed 02, Tue 08, Tue 15, Tue 22, Tue 29

February 2019
Tue 05, Tue 12, Tue 19, Tue 26

March 2019
Tue 05, Tue 12, Tue 19, Tue 26

April 2019
Tue 02, Tue 09, Tue 16, Tue 23, Tue 30

From 4 November

Your new recycling and waste collection calendar 2018/19

Your new collection day is: Tuesday

Find out more:
www.barnet.gov.uk/recycling
@BarnetCouncil
#newcollectionday

KEEPING NEIGHBOURHOODS CLEAN AND GREEN

BARNET
LONDON BOROUGH

Keep me safe

To check or download future calendars visit www.barnet.gov.uk/recycling from 1 April 2019 and select calendar code TUE1

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Figure 2: Example of Barnet roll out communications

3.3 Communications output

The communications channels used and items delivered are set out below, with a description and associated costs.

Communications item	Description	Cost
A5 4-page leaflet and calendar	Direct mail element of the campaign, targeting all street-level properties with a kerbside collection. This included a 6-month collection calendar, which incorporated collection days changes during the festive period. This also included a reminder of correct contents for each of the three waste streams. These were delivered borough wide from 22 October.	Design: £1,040 approx Printing: £2,783 Distribution: £12,480
Reminder postcard	A reminder postcard delivered to all properties between 31 October – 4 November reminding residents that their collection day will be changing, asking them to look at the leaflet or check their collection date online.	Print: £1,397 Distribution: £8,250
A four-page wrap around in the Barnet Times	Issued the week before the changes went live. Mirrored the theme of the leaflet, postcard and JC Decaux posters.	Design: £420 Wrap cost and digital display:

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		£3,500
Recycling and waste collection webpage updates and FAQs	A new web page entitled “Your new recycling and waste collection day” was created. This page set out the changes, provided a link to the collection day checker, and referred residents to the A5 leaflet/calendar. The pages included a link to a comprehensive list of FAQs.	FREE
Barnet First e-newsletter	Three newsletter articles (11 October, 25 October and 1 November) and a one off standalone email were used, with each newsletter reaching approximately 15,000 residents.	Free
JCDecaux poster sites borough-wide	Borough wide bus shelter posters and six sheet posters (approx. 130 sites) from 16 October – 19 November.	Design: £240 Printing: £1,323
Facebook and Twitter – Pushed Posts	A series of “pushed” social media posts were published via the official Barnet profiles on Facebook and Twitter to remind residents that their collection day is changing and that they should keep an eye out for their recycling and waste collection calendar.	Design: £180 Promotion: £75
Social Media	As well as the pushed social media posts on Facebook and Twitter, we also created a social media campaign to ensure residents were aware of the changes in advance, and where they could find the relevant information.	Free
Stakeholder and partner engagement	An email was sent to all known charities, synagogues and local groups such as CommUnity Barnet and carer’s groups to assist in reaching those residents who may be some of the most vulnerable in the borough to ensure they were aware of the changes.	Free
Engagement with Managing Agents and Landlords	Emails and downloadable posters were sent to all known managing agents and landlords across the borough to ensure they were aware of the change in collection day and could assist with informing their tenants of the changes.	Free
Engagement with Barnet Homes’ caretakers	We engaged directly with Barnet Homes’ Caretaking team to provide them with early visibility of the new collection day schedule, so that they could make any changes needed to bin presentation arrangements, and inform their residents.	FREE
Press and Media Engagement	Two press releases regarding the recycling and waste changes were released on 18 September and 5 October and published on the Council website, these were picked up by the local press and some local community groups. The press release set out the	Free

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	reasons why the changes are being made and the benefits to residents. The release also asked residents to keep an eye out for their collection calendars.	
Updating the CSG Contact Centre and the IVR (voice recorded messaging system)	The CSG Contact Centre was briefed in detail in preparation for the changes, this was supported by a Frequently Asked Questions document which supported CSG in understanding the changes and to ensure that they were able to answer any queries received by phone. The automated voice messaging system was also used to signpost residents appropriately and updated as and when needed.	Free
IPV Letter	Some properties on A-roads which required different collection arrangements were informed via letter.	£562.00
Barnet Homes tenants magazine – At Home	Article on the changes was included in the Barnet Homes magazine.	FREE

3.4 Webpage updates

As set out above, a new web page was created specifically for the collection day changes. Linked to this there was a set of FAQs. A bin collection updates web page was also created in advance of the changes, so that residents could be kept up to date with any day to day changes in collection schedules while the new rounds bedded in. The short cut used www.Barnet.gov.uk/recycling

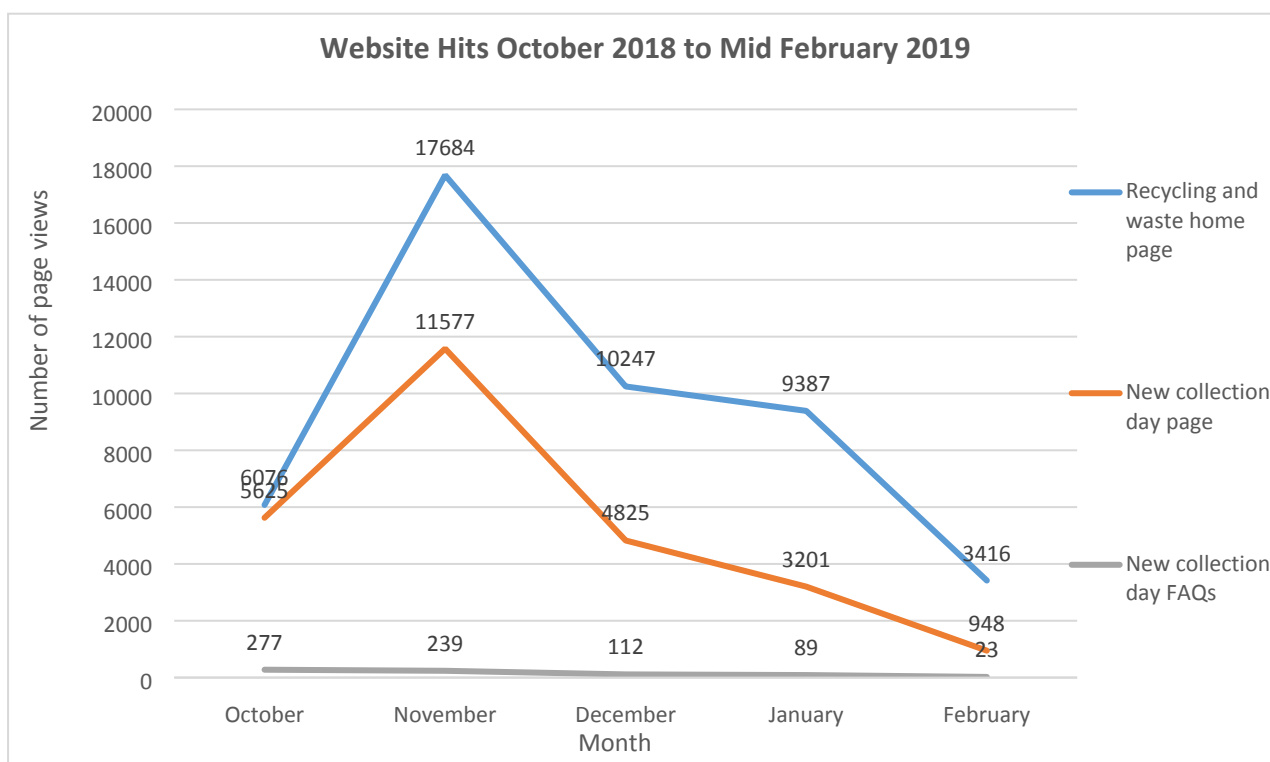


Figure 3: Website Hits October 2018 to Mid February 2019

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3.5 Social Media – Twitter and Facebook

The service made full use of social media channels as part of the changes. The number of social media posts on the relevant channels is set out below. As anticipated, there was a high level of traffic via social media. The Communications team provided officer resources to review social media on a daily basis, and provide responses and follow up messaging as needed.

Social media contacts by platforms	Oct 2018	Nov 2018	Dec 2018	Jan 2019	Feb 2019 (to 11 February)
Facebook	4	68	219	46	1
Twitter	19	89	212	483	30
Instagram	1	0	2	3	0
TOTAL	24	157	433	532	31



Figure 4: Example of Barnet Tweet

3.6 Internal Communications

The engagement of all Street Scene staff was integral to the implementation of the changes. 40% of all council staff are also Barnet residents and as a result, they were specifically included as a target audience.

The internal communications channels used and items delivered are set out below.

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Communications item	Description	Cost
Member's Briefing	Members and MPs were briefed in advance of and during the implementation of the changes through regular emails from the Street Scene Director. The emails included a flyer designed for Members' use in their surgeries. In addition a face to face briefing session was held at Hendon Town Hall on 31 July 2018, where Members could view maps of the proposed new round structure and raise any questions.	Free
First Team e-newsletter	The internal First Team staff newsletter was used to remind staff who are Barnet residents to keep an eye out for their waste and recycling collection calendar.	Free
Chief Executive's Weekly Message	The recycling and waste collection changes were highlighted in the Chief Executive's weekly message.	Free
Barnet Council Staff Desktop Backgrounds	As we are aware that a high majority of Barnet employees live in Barnet or engage with residents in Barnet, we utilised accessed to this as another way of communicating the upcoming changes.	£60
School e-news circular	A message regarding the changes was included in a e-circular to all Barnet Schools.	FREE
Crew Memos, messaging boards and briefings	All crew members were kept informed and engaged through face to face briefings, drop in sessions at the depot, maps and proposed round reviews, message board updates and memos.	FREE

Overall, the campaign appeared to have been successful in delivering a relatively low-cost method of ensuring that residents were aware of the forthcoming changes, and were alerted to the various ways available for them to check their collection days.

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4 Implementation

The implementation of the new recycling and waste rounds took place on Monday 5 November 2018. It had originally been planned that the changes could take place from 17 September 2019, however, due to Barnet's ongoing discussion with the Mayor on London regarding food waste collections this had to be delayed.

4.1 Week one and two

During the initial two weeks post go live of the round changes a comprehensive monitoring exercise involving staff across Street Scene was undertaken. Crews were shadowed and supported by operational managers, supervisors and back office staff. An assessment was carried out and any issues observed or revealed through dialogue with the crews were recorded. Efforts during this initial period were focussed on identifying and addressing the most problematic issues including:

- Crew composition and effectiveness
- Vehicle allocation
- Round sheet simplification
- Accessibility of certain roads,
- Access to blocks of flat and their bin stores
- Delivering assisted collections

Daily dialogue between frontline staff, supervisors and operational managers enabled the service to act on the feedback provided. As anticipated, with changes of this scale, issues were observed and recorded during the first two weeks post go live.

Due to this close engagement of staff, however, supporting the on the ground delivery of the service and frontline staff record keeping of round completion was not transposed from the paper based round sheets so quantitative data is not available for the first two weeks.

From week three onwards the information being feedback by crews and the completion levels of rounds was comprehensively transposed/recorded. To support frontline staff, monitoring by back office staff reduced with focus shifted to activities including contacting properties or managing agents where issues were being recorded and carrying out visits and face to face engagement with residents.

The unfamiliarity of both working together and in areas of the borough where they may not have worked previously caused delays which led to roads or sections of roads being missed and rounds not being completed within set hours. The new rounds demanded higher levels of productivity which while understood in advance proved to be a challenge to achieve

4.2 Weeks Three to Seven

During this time the service continued to stabilise on the correct collection day as can be seen in section 4.3. Collections which were not completed on the scheduled day were being caught up through the week and where needed, at the weekend. The overwhelming majority were being collected in week. Daily dialogue between frontline staff, supervisors and operational managers continued as did analysis of the collection rounds.

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During this time a number of issues which needed to be addressed were highlighted:

- **Monday Balance:** It became clear that the balance of the rounds at the start of the week was not correct. In particular Monday collections were taking longer than anticipated, while those at the end of the week were broadly being collected within the working day
- **Restricted Access:** A number of roads which had previous been on a “Restricted Access” Round were at times having issues being accessed by some vehicles, despite the width difference between the vehicles being only 30cm.
- **Communal Collections Information:** In a number of communal collection locations, our knowledge about bin locations, numbers of containers, and access was limited.
- **Historic Peculiarities:** There were a number of historic collection locations which were outside of the Councils policy, and needed to be reassessed and updated.
- **Assisted Collections:** There were a number of reported issues with assisted collections. These were due to a number of different reason, for example some of the location where the bins were being picked up from were not fully know, some residents were not on the council’s records for collection, and in some case the collection did not happen due to crew error. To resolves the information on assisted collections was made clearer on the crews collection paper work being highlighted in Red, where needed new forms were sent to residents, and crews were briefed on the importance of carrying out the assisted collection or feeding back any issues with the collection.

4.3 Section Graphs/completion rates

The database and mapping software which the recycling and waste rounds are based on creates sections or transects based on where roads are intersected or a road name or post code changes. As such completion is based on “sections” not households or roads. Sections as such are not evenly balance based on households, but on road lay out. For example, in N20

- Athenaeum Road has 131 Households, 6 Sections, 73 Collections
- The Firs has 6 Households, 1 Sections, 6 Collections
- Allum Way has 1 Household, 1 Section, 1 Collection
- Russell Lane has 199 Households, 2 Sections, 152 Collections

Completion rates are logged based on sections. The graph below shows the completion rates by section since the start of the new rounds.

Recycling and Waste Round Change Review

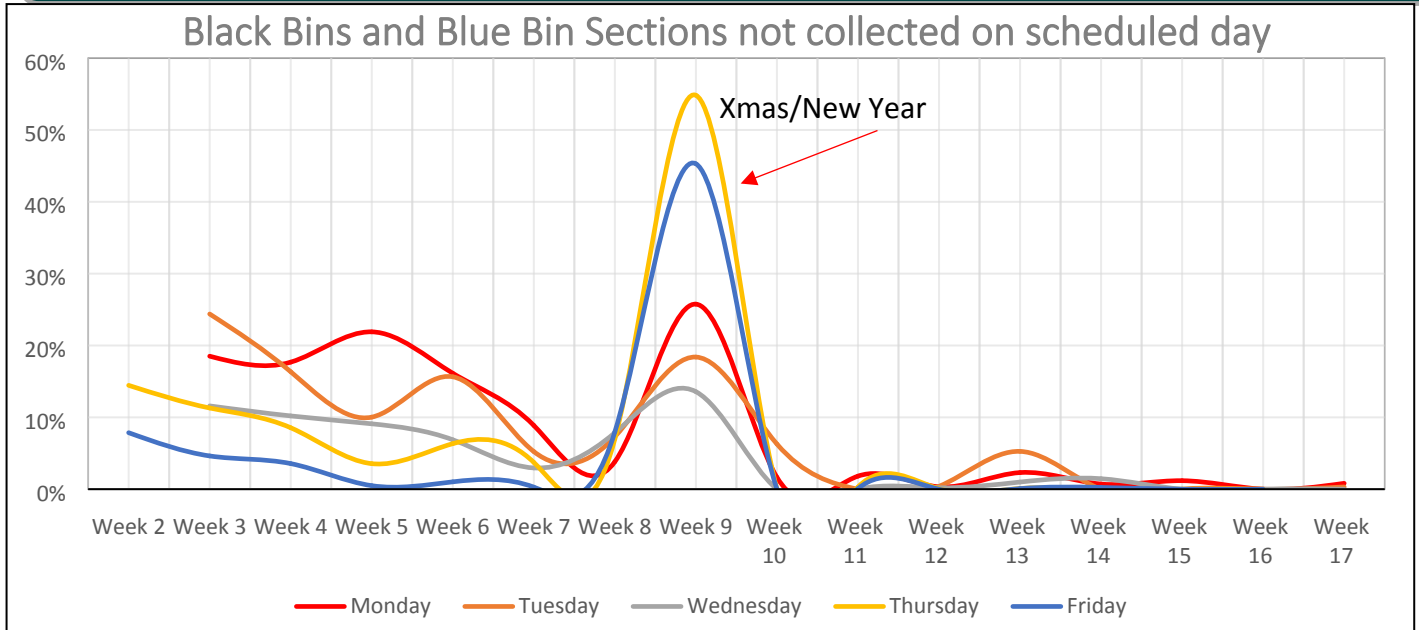


Figure 5: shows the % of sections NOT completed on their designated day between 15th November 2018 and 28th February 2019

The above graph shows those sections which were not completed to schedule on the correct day. The overwhelming majority were being collected in week.

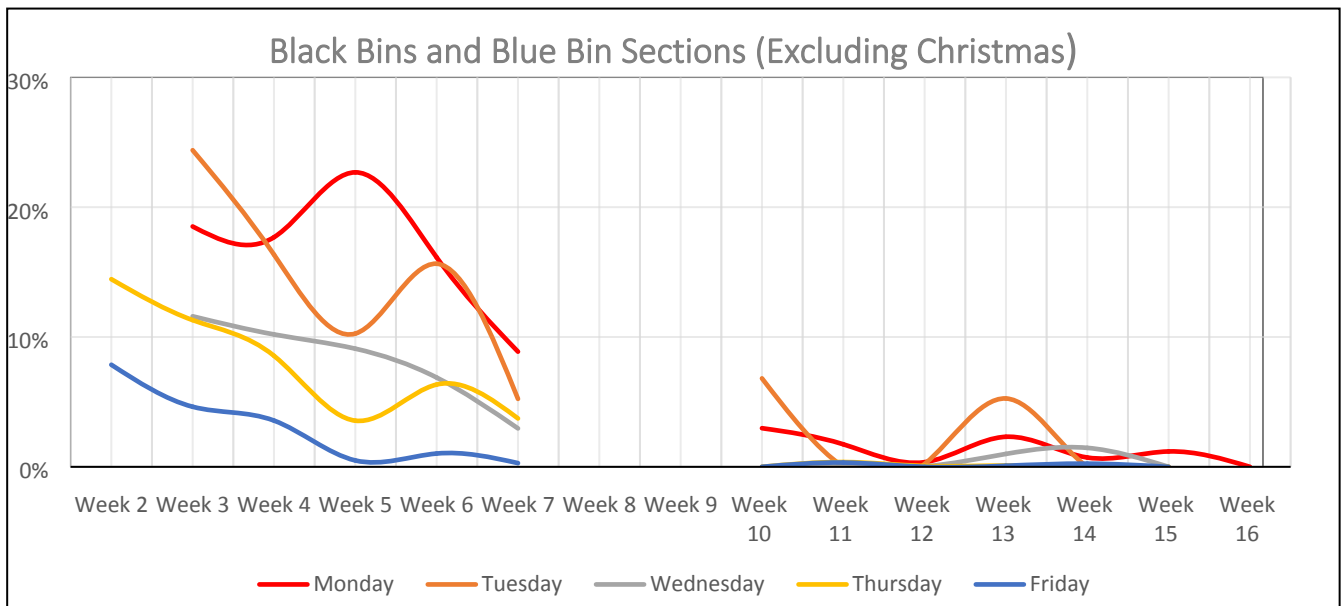


Figure 6: Section completion rates of recycling and waste round from 15th November 2018

As can be seen the number of sections not completing on the scheduled day is on a downward trajectory, especially following the Christmas and New Year period. Further details can be found in Appendix C.

4.4 Christmas and New Year Collections

As can be seen from figures 5 and 6 above section completion rates leading up to Christmas were improving as would be expected in week 6 and 7 from a change of this scale. Over the Christmas and New Year period the recycling and waste collection schedule changes each year. Below are the changes for 2018/19.

Recycling and Waste Round Change Review

Barnet First – the council magazine bringing you news and community information Issue 76 December 2018 19

Your Christmas recycling and waste collection schedule

Normal collection day	Revised collection days
Monday 24 December	Saturday 22 December (before normal day)
Tuesday 25 December	Monday 24 December (before normal day)
Wednesday 26 December	Thursday 27 December
Thursday 27 December	Friday 28 December
Friday 28 December	Saturday 29 December
Monday 31 December	Monday 31 December (no change)
Tuesday 1 January	Wednesday 2 January
Wednesday 2 January	Thursday 3 January
Thursday 3 January	Friday 4 January
Friday 4 January	Saturday 5 January



Your blue recycling bin and black refuse bin collections will resume on your normal collection day from the week commencing 7 January 2019

Garden Waste Collection Pause

We won't be collecting green garden waste bins from 16 December 2018 to 27 January 2019 due to the reduced use of the service over the winter period. Normal service will resume on your scheduled collection day from the week commencing 28 January 2019. Please refer to your collection leaflet or the website for your next collection date.

Did you know?

Real Christmas trees will be collected between 6 January and 3 February 2019 if left out by your bin on your collection day. Please help us by ensuring that trees are broken in half.

For further information, visit: www.barnet.gov.uk/recycling

Figure 7:

2018/19 Christmas and New Year collections advertised in Barnet first

Due to collections not taking place on Bank Holidays, staff are asked to work on

Date		Staff Status	Staff required	Sick or Unauthorised absence East	Sick or Unauthorised absence West	Staff Short
Monday	24 th December 2018	Normal Working Day	123	7	9	16
Tuesday	25 th December 2018	Bank holiday: No collections scheduled	N/A	N/A	N/A	N/A
Wednesday	26 th December 2018	Bank holiday: No collections scheduled	N/A	N/A	N/A	N/A
Thursday	27 th December 2018	Normal Working Day	119	9	12	21
Friday	28 th December 2018	Normal Working Day	123	11	10	21
Saturday	29 th December 2018	Over time paid: Not contractual for staff to work	113	N/A	N/A	N/A

Saturdays for overtime, this is not contractual for them.

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Sunday	30 th December 2018	No collections scheduled	N/A	N/A	N/A	N/A
Monday	31 st December 2019	Normal Working Day	122	12	10	22
Tuesday	1 st January 2019	Bank holiday: No collections scheduled	N/A	N/A	N/A	N/A
Wednesday	2 nd January 2019	Normal Working Day	123	8	10	18
Thursday	3 rd January 2019	Normal Working Day	119	6	11	17
Friday	4 th January 2019	Normal Working Day	123	7	10	17
Saturday	5 th January 2019	Over time paid: Not contractual for staff to work	113	N/A	N/A	N/A

Over the Christmas and New Year Period a significant number of staff were absent from work but had not booked leave. This resulted in problems for the service, this was made even worse due to the number of those absence who were drivers.

The average absentee level over this period was approximately 19 persons each day, which compares to a normal absentee level due to sickness level of seven a day. As a result, on a number of the collection days after Christmas the service could not put out all of its collections rounds. As staff shortages continued this issue become compounded day on day. During periods of significant staff shortage or service disruption it would be normal to extend collections into a Saturday, and even Sunday. Due to the Christmas and New Year changes, however, work was already scheduled for the Saturday resulting in an inability to complete all the bin collections.

During this time a decision was taken to roll on the collections, starting the next day where collections had finished the day before. This meant that although a larger number of residents had delayed collections, the length of disruption to them on average was minimised.

The issue with the collections during this time cannot be fully attributed to the round reorganisation. Christmas and New Year collection would have had disrupted with the level of staffing available in both the old and the new round structure. The Council fully recognises, however, that the disruption for residents was unacceptable whatever the reasons.

Additional resources were brought in to improve collection rate:

- Additional Hire vehicles – This enabled up to five additional rounds, including an additional restricted access round to be deployed
- Additional Support crews, including expansion of an afternoon shift. – This enabled dedicated afternoon rounds and additional support rounds to be deployed
- Some work was completed on Sunday

By week commencing 6 January 2019 the collection issues were mainly resolved. The service is reviewing options to make the Christmas and New Year collection more

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resilient in 2019/20, this has already included a recruitment drive for LGV drivers to move away from use of agency staff.

4.5 Collections in 2019

Following the Christmas collection disruption the additional resources which were brought in were retained. The effect of the disruption had set back the bedding in of the new service, within the resource and cost envelope. During this period, however, on day completion continued to improve, and Monday to Friday scheduled collections having to take place on a Saturday ceased. A number of highlighted key issues were addressed by a range of short term and long term measures.

- **Monday Balance:** The addition resources put in place has helped to reduce this pressure. Work is ongoing to plan a rebalancing of these rounds on a permanent basis through the routing software, and then staff review. This included in the recommendation for the Environment Committee from this review.
- **Restricted Access:** A Restricted Access Round was put back into the service, based on the roads previously treated as restricted access but split by new collection days. This round is currently being re-tested with a standard refuse collection vehicle. So far a significant number of the roads which have been re-tested have been accessible by a standard refuse collection vehicle. These will shortly be reallocated to the normal collection round. In some roads access issues are only caused by cars parking on double yellow lines or too close to junctions, so even our restricted access vehicles would not be able to collect. In such cases a process will be followed to highlight the issue to local residents, looking at whether an alternative collection point would work, and where needed reviewing parking arrangements with the highways and parking service.
- **Communal Collections Information:** Before Christmas additional information was sought from front line staff, managing agents, residents and through site visits. This information has been updated on our collection database. In some cases where collections points have been reviewed their locations has been flagged up as needing to be changed. For example, due to crews previously pulling bins up and down steps, or wheeling them over 100 meters. A process of highlighting the issues with managing agents or residents and a proposing a change is in now in place.
- **Historic Peculiarities:** Before the start of the new system the collection crews were provided with a refresher and instructed to collect bins which are presented for collection on the public highway. Prior to the new rounds beginning, all properties received a leaflet which states to make sure *'all your recycling and waste bins are placed at the boundary of your property by 6am on your collection day'*. This information is also stated on the council website. The new collection crews highlighted areas where bins are not presented for collection on the public highway. A process is in place to tackle these as they are flagged up, highlighting the issues with residents and agreeing appropriate arrangements. It should be noted that council's assisted collection service is still available to residents with a disability or mobility problem, where there is nobody else at the property who could put bins out for collection. This is an application based service.

4.6 Fleet and Vehicle Issues

Recycling and Waste Round Change Review

During this time period, the service also had to overcome issues relating to vehicle breakdowns. The icy cold snap resulted in an increased number of breakdowns, and delays to staff starting their work. The majority of the recycling and waste fleet is now 5 and a half years old, and the lost time due to breakdowns is increasing year on year.

4.7 Reported Miss Bins

The graph below shows the missed collections which were reported by residents since April 2019. Levels have now returned to the pre-change level.

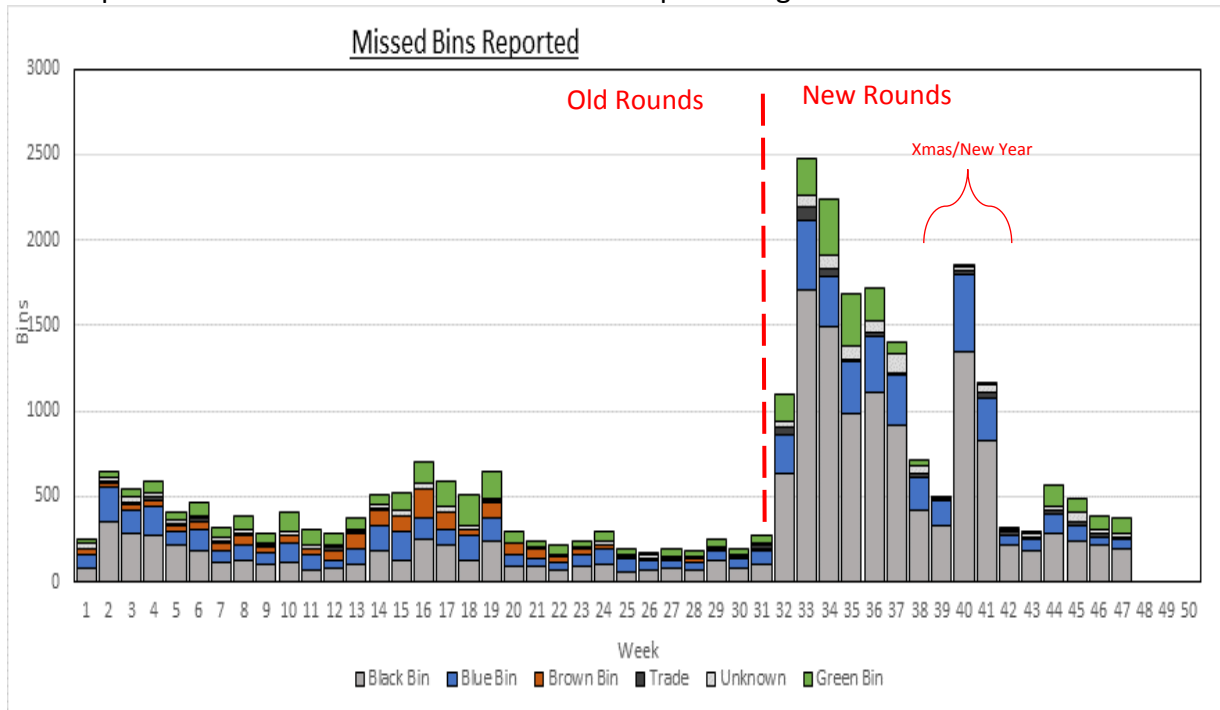


Figure 8: Reported missed collections by members of the public

4.8 Formal Complaints

The table below provides the number of complaints received for the Recycling and Waste service between 01/04/2018 and 28/02/2019 inclusive.

Recycling and Waste Round Change Review

Month	Year	Number of Complaints
April	2018	111
May	2018	162
June	2018	163
July	2018	126
August	2018	37
September	2018	30
October	2018	34
November	2018	111
December	2019	78
January	2019	38

4.9 Members

The table below provides the number of Members Enquires received for the Recycling and Waste service between 01/04/2018 and 28/02/2019 inclusive.

Enquires

Month	Year	Number of Members Enquires
April	2018	50
May	2018	90
June	2018	77
July	2018	103
August	2018	65
September	2018	37
October	2018	32
November	2018	270
December	2019	417
January	2019	307
February	2019	131

Recycling and Waste Round Change Review

5 Finance and resources

5.1 2015 to 2018 cost of service

Since 2015 there has been significant changes to Street Scene budgets, the expenditure of the service, however has for a number of years been above budget and carrying historic pressures, especially in recycling and waste. The table below reflects the spend

<i>Actual Expenditure (£) and Forecast Expenditure for 2018/19</i>					
	2014/15	2015/16	2016/17	2017/18	2018/19 ²
	£'000	£'000	£'000	£'000	£'000
Street Cleansing	4,143	3,655	3,574	3,415	2,543
Waste and Recycling	8,216	8,462	8,557	8,461	7,773
Ground Maintenance	2,801	2,730	2,602	2,227	2,107
Operations and Contract Management	<i>In cost Centres above</i>	<i>In cost centres above</i>	<i>In cost centres above</i>	<i>In cost centres above</i>	1,100
Supervisor, Management and Back Office	1,048	983	837	866	556
Commercial waste	(1,754)	(1,788)	(2,008)	(2,326)	(1,786)
	£14,454	£14,044	£13,564	£12,643	£12,294

within key areas of street Scene since 2015.

Figure 9: Service Spend in Street Scene (excluding fleet and PTS which are recharged)

For 2018 the service budgets were restructured to:

- Clearly separate management and supervisory and back office costs from front line costs especially to the recycling and waste budgets
- Enable them to be devolved to service managers
- Enable the financial split to reflect the operation between the Oakleigh and Harrow depots

It should be noted

- The cost of managing the front-line services removed from the specific service budgets in 2018/19. It has been moved to the "Supervisor, Management and Back Office" budgets. £864,000 of staffing costs and £236,000 of fleet, contract and other costs. The overall cost of management and back over services has decreased in 2018/19

² For 2018/19 budgets were realigned and the cost of managing the front line services removed from the specific service budgets as the management structure had changed due to the depot changes – the overall cost of management and back over services has decreased. Commercial waste operational costs are now being recharged from front line services

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- The cost of the commercial service have also be realigned to correctly reflect the operational cost of the service in the recycling and waste cost centres. Income has increased within the commercial service.

Street Scene in 2018/19 was facing significant budget pressure due the MTFP and a number of historic issues including:

- **£450k** - 2018/19 MTFFS cost saving target from the recycling and waste round restructure
- **£300k** - 2018/19 MTFFS income target for commercial recycling and waste round restructure
- **£82K** - Unfunded pay protection given to recycling and waste loaders through Unified Reward and unfunded (for Street Scene) impact of Barnet wide senior pay structure
- **£400K** - Increased maintenance cost of recycling and waste fleet due to ageing fleet profile, general inflation for parts, and increased Maintenance charge rate at Harrow
- **£48K** - High sickness levels for front line staff – Average of 12 days rather than 8
- **£680K** - Previous over spend in recycling and waste (not accounted for above)

On 5th June 2018, a report was taken to environment committee for approval on specific changes to street scene services. The status of these can be seen below:

#	Description	Potential Saving/Avoided Cost/Operational Benefit	Predicted in year saving
1	Reorganisation of Recycling and Waste Rounds and changes to residents' collection dates	£450K savings (full year benefit) to meet MTFFS	Route changes planned for October enabling to bring in 5 months of savings £188k in year estimated for 2018/19
2	Stop separate household food waste collections	£300K savings and reduction of overspend (full year benefit) to meet previous years overspend	2018/19 savings if implemented from 30/7/18 would have been an est. £360k due to high disposal costs than in 2019/20. £360k in year estimated for 2018/19
3	Removal of recycling bring sites	Avoided service delivery costs enabling street cleansing resource reallocation to cleansing other areas	2018/19 reduction in overspend
4	Christmas and New Year collections and the winter suspension of Garden Waste Collection Service	Up to £40k savings and reduction of overspend	3 month suspension reduced to 6 weeks by members reducing savings to £40k £40k in year estimated for 2018/19 through a reduction in overspend
5	Charging for replacement recycling and waste containers	Reduction of 2017-18 overspend on container provision	2018/19 reduction in overspend
Estimated in year total			£488K – if all achieved

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Additional recovery plans explored

#	Description	Potential Saving/Avoided Cost/Operational Benefit	Predicted in year saving
B	2 nd Green bin charges	Up to £35k savings and reduction of overspend	Approved by Members at Environment Committee in October. 500 bins a £70 a year for 4 months £12k in year estimated for 2018/19 if implemented in November
C	Sickness Reductions through new approach to	Up to £48k to help reduce overspend	£24k in year estimated for 2018/19

5.2 MTFP Savings allocated to Street Scene

The table below outlines the savings with have been allocated to Street Scene since

	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	Total
Street Cleansing		100K 350K 100K	50K	300K	150K	150K	1,200K
Waste and Recycling	480K 173K 217K				450K		1,320K
Ground Maintenance		110K	50K 100K 150K	345K			755K
Management and Back Office				250K			250K
Commercial waste	50K	50K		200K	300K	300K	900K
Fleet		100K 67K	125K				292K
Other	20K					200K	220K
Removal of growth			360K ³	75K ⁴			435K
	940K	877K	785K	1170	900K	650K	5,122K

2014/15.

Figure 10: Street Scene Allocated MTFP Saving

During this time, the only revenue budget increases have been on:

- Staff salaries – pay awards and changes in on costs (*please note this increase has not been applied to overtime budgets or agency budgets*)
- Inflation increases on fuel costs
- 2014/15 weekly collection funding from central government. 282K one year only.
- 2015/16 weekly collection funding from central government. 427K one year only.

³ Recycling and waste

⁴ Fleet

Recycling and Waste Round Change Review

5.3 2018/19 Cost of service

The planned approach to meet the 2018/19 budget was to deliver an underspend in some areas such as those within support services to enable known overspends in recycling and waste to be offset, while the new rounds were brought in. As such there is a managed underspend in some budgets.

Period 10 Forecast to End of Year			
	Budget	Forecast	Variance
Street Cleansing Front Line	£2,633,045	£2,643,248	£10,203
Staffing	£2,314,045	£2,371,561	£57,516
Vehicles	£524,000	£465,000	-£59,000
Other	-£205,000	-£193,313	£11,687
Waste and Recycling Front Line	£6,024,222	£7,773,388	£1,749,166
Staffing	£4,973,885	£6,176,135	£1,202,250
Vehicles	£1,868,437	£2,304,000	£435,563
Other	-£818,100	-£706,747	£111,353
Ground Maintenance Front line	£2,342,698	£2,107,685	-£235,013
Staffing	£2,429,180	£2,254,560	-£174,620
Vehicles	£591,278	£591,278	£ 0
Other	-£677,760	-£738,153	-£60,393
Management and Back Office	£2,035,528	£1,656,804	-£377,004
Commercial waste	-£1,786,456	-£1,786,456	£ 0

Figure 11: 2018/19 key areas budget and forecast

Forecast Profile for Recycling and Waste 2018/19

The forecast for 2018/19 in recycling and waste was that more spend would be incurred in Q1, with small reductions in Q2 but that the first 6 months would be at comparable rates to 2017/18, but that Q3 and Q4 would see a reduction in expenditure. Due to the delays in the round reorganisation and the cost of the service change, the reduce expenditure in Q3 and Q4 did not occur.

5.4 Staffing cost in Recycling and Waste

The table below sets out the staffing cost on the recycling and waste service over the last two years by month. At the end of July 2017 the final move was made out of the Mill Hill depot.

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Costs held with finance system for Recycling and Waste (£)						
	2017/18			2018/19		
	LBB Employees	Agency	Total	LBB Employees	Agency	Total
April	429,868	91,090	520,958	395,723	22,731	418,454
May	434,953	70,448	505,401	446,452	142,873	589,325
June	516,740	72,265	589,005	490,266	56,573	546,839
July	455,130	116,781	571,911	412,696	72,764	485,460
August	426,029	107,357	533,386	402,929	133,071	536,000
September	435,350	108,354	543,704	416,508	67,422	483,930
October	429,659	129,056	558,715	399,772	75,738	475,510
November	459,005	85,192	544,197	424,549	117,376	541,925
December	445,965	85,941	531,906	435,179	131,244	566,423
January	491,967	49,853	541,820	425,658	108,402	534,060
February	416,899	78,501	495,400	419,788*	91,020*	510,808*
March	399,234	39,354	438,588	409,301*	78,100*	487,401*
Total	5,340,799	1,034,192	6,374,991	5,078,821*	1,097,314*	6,176,135*

Figure 12: 2017/18 and 18/19 staff costs - * indicate forecasts

The table below sets out the deployed hours on a week by week basis for round line recycling and waste rounds since October 2018.

Deployed hours for Staff working on Recycling and Waste					
Week	W/C	LBB Staff Core Hours	LBB Staff Addition Hours ⁵	Agency Hours	Total
Week 26	01/10/2018	3,975	690	1,357	6,022
Week 27	08/10/2018	3,930	690	1,475	6,095
Week 28	15/10/2018	4,088	690	1,542	6,320
Week 29	22/10/2018	3,945	690	1,533	6,168
Week 30	29/10/2018	4,050	798	1,357	6,205
Week 31	05/11/2018	3,887	959	1,015	5,861
Week 32	12/11/2018	3,686	959	1,156	5,801
Week 33	19/11/2018	3,718	959	1,141	5,818
Week 34	26/11/2018	3,828	959	1,379	6,166
Week 35	03/12/2018	3,449	937	1,516	5,902
Week 36	10/12/2018	3,720	937	1,794	6,451
Week 37	17/12/2018	3,446	937	1,817	6,200
Week 38	24/12/2018	1,789	937	845	3,571
Week 39	31/12/2018	2,415	883	1,242	4,540
Week 40	07/01/2019	3,118	869	1,242	4,526
Week 41	14/01/2019	3,142	852	1,975	5,945
Week 42	21/01/2019	3,318	852	2,658	6,652
Week 43	28/01/2019	3,335	852	2,083	6,253
Week 44	04/02/2019	3,336	-	1,455	-
Week 45	11/02/2019	3,585	-	1,249	-
Week 46	18/02/2019	3,276	-	1,390	-

Figure 13: Deployed hours in recycling and waste service by week

⁵ O/T monthly cost evenly distributed over work days in a given month

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The graph below sets out the agency usage since October on the recycling and waste service.

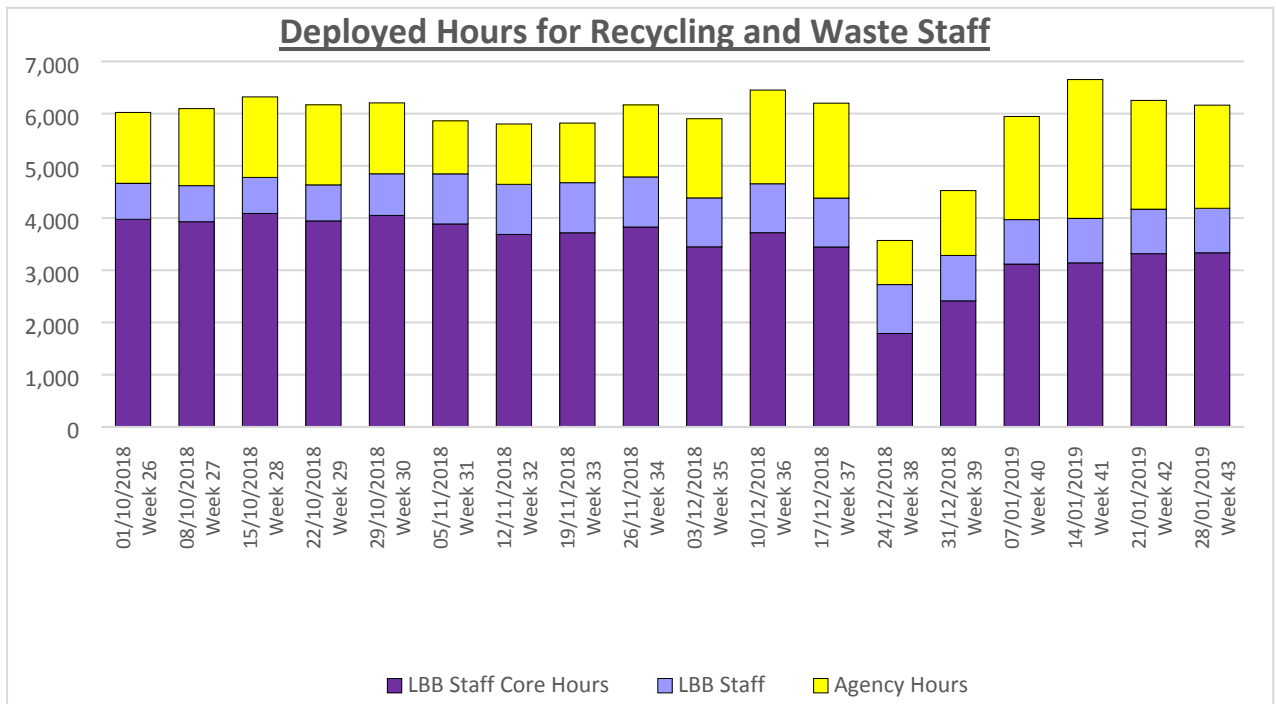


Figure 14: Deployed hours in recycling and waste service by week

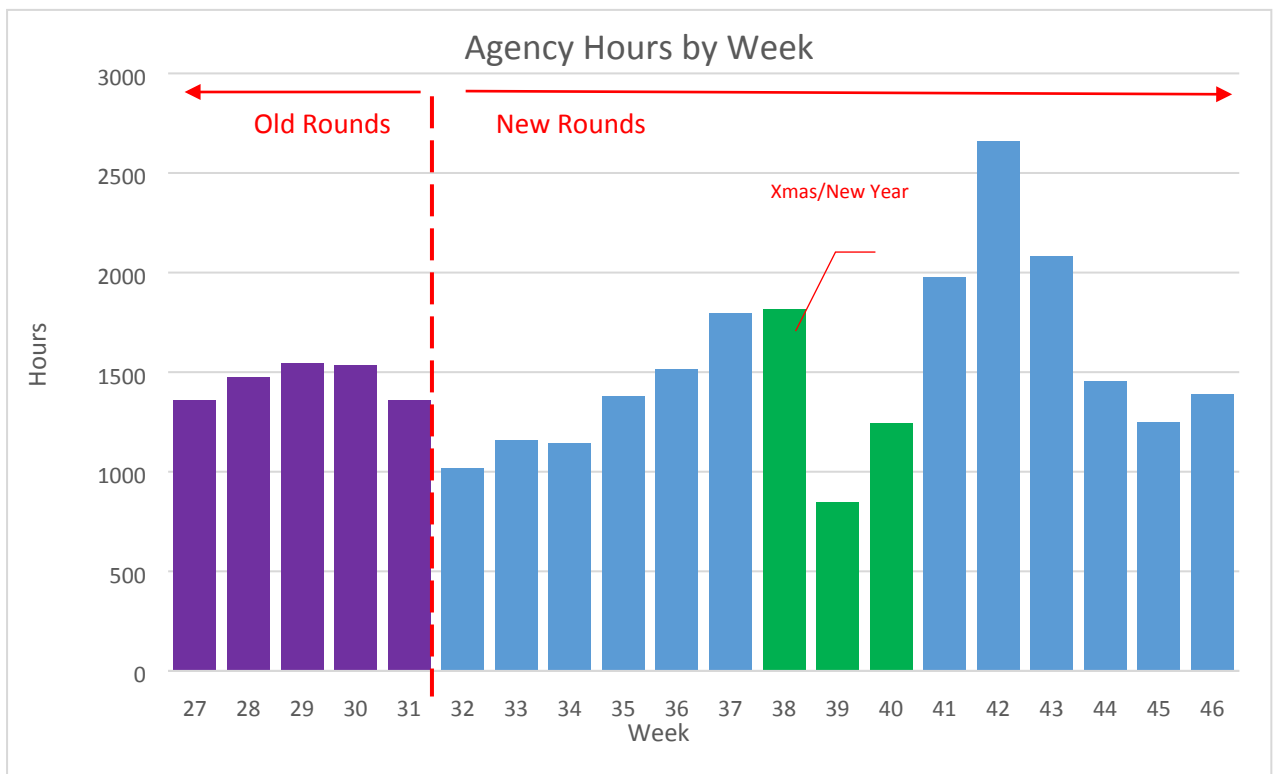


Figure 15: Agency Hours used since October 2018

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5.5 Additional Fleet Costs

During the reorganisation additional costs have also been incurred hiring vehicles. Four new vehicles which were purchased to replace the oldest in the recycling and waste fleet were available from 12 November 2019. Three of those which were replaced, were kept while valid MOTs were held for them and they were not beyond economic repair. As work in the service continues additional vehicle have been hired short term. These can be seen in the table below:

Vehicle Hire in Recycling and Waste			
Week	W/C	Number of Vehicles on Hire	Cost
Week 26	01/10/2018	1	£1,000
Week 27	08/10/2018	1	£1,000
Week 28	15/10/2018	1	£1,000
Week 29	22/10/2018	1	£1,000
Week 30	29/10/2018	1	£1,000
Week 31	05/11/2018	1	£1,000
Week 32	12/11/2018	1	£1,000
Week 33	19/11/2018	1	£1,000
Week 34	26/11/2018	1	£1,000
Week 35	03/12/2018	1	£1,000
Week 36	10/12/2018	3	£3,000
Week 37	17/12/2018	4	£4,000
Week 38	24/12/2018	3	£3,000
Week 39	31/12/2018	4	£4,000
Week 40	07/01/2019	6	£6,000
Week 41	14/01/2019	6	£6,000
Week 42	21/01/2019	6	£6,000
Week 43	28/01/2019	9	£9,000
Week 44	04/02/2019	10	£10,000
Week 45	11/02/2019	10	£10,000
Week 46	18/02/2019	10	£10,000

To facilitate the smooth reintroduction of the garden waste services and enable service capacity to revise the Restricted Access rounds, which will enable rebalancing work to commence, vehicle resources were increased in February.

5.6 Service Cost Impact of Round Reorganisation

The information in this section highlights:

- The deployed hours during the changes on recycling and waste rounds have been similar to the hours used before the changes. Since the reorganisation and during the bedding in of the new rounds the service has been averaging 6,100 deployed hours a week (with Christmas/New Year excluded). This is compared with 6,162 deployed hours a week in October. It is likely that these levels will continue as the service to beds in up until Easter. During this time we will be

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seeking improved daily efficiencies which will enable overtime costs and agency cost to be reduced further.

- Expenditure in 2018/19 is likely to be in the same range as 2017/18, but with the benefit of having made the changes to the service.
- MTFP Savings have not been achieved in year, both due to a delay in the reorganisation caused by prolonged discussion with the Mayor of London, and the impact to the service of Christmas staff absence.
- The impact of collection problems at Christmas/New Year, resulted in additional staffing resources needed to be put in place to stabilise the service. These have been reduced through January and February, and will continue to reduce in March.
- There has been additional expenditure on hire vehicles during the round changes these will be reduce in March, and further reduced once work to rebalance particularly Monday has been completed.

5.7 2019/20 Cost of service

A re-budgeting exercise is currently ongoing to re base line the new services, utilising all the data which has been presented in this report.

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6 Lesson Learnt

Throughout the project to reorganise the recycling and waste rounds and through this review a number of number of lessons have been learnt. These are explored in this section.

6.1 Delivering Financial Efficiencies in Year

Changes to services within frontline operations of this scale often require a change in working practices and a culture shift is therefore also needed. Benefits, particularly achieving financial efficiencies, are often not realised for a number of months post implementation. This is due to the need to support the embedding of services with additional resources and make adjustments due to issues identified through monitoring or that are unforeseen and require immediate attention while longer term solutions are found.

The industry standard for round reorganisations, and even the adoption of existing rounds by an incoming contractor, to embed and settle into business as usual delivery is between three to six months. The timings of these therefore mean that forecast savings of a service change can straddle financial years.

Wider Lesson: Where possible longer timescales for delivering changes from the point of approval to the point of change should be given. This would reduce the need to make in year savings as allow services greater flexibility when proposals include changes to services of such a scale. Savings targets could be apportioned across consecutive years, or only for a full year following roll out. This would allow the resources necessary to be allocated to the embedding phase of the work, improving service delivery for both residents and staff, without the savings pressure as a primary consideration at that time.

6.2 Technology and Information Management

Barnet's Street Scene service has historically not fully invested in all the technology that has been available within the industry for many years and adopted by both local authority Street Scene services or equivalent and private sector waste management companies. Within recycling and waste this includes mapping software, vehicle tracking systems, in cab technology, mobile working solutions, back office data and works management systems.

This has led the service to be over reliant on manual processes and staff knowledge and placed the service at a significant disadvantage for delivering services changes, both in compiling the necessary accurate data to inform these, and ensuring that post go live these operate efficiently due to the ability to react to data and feedback.

In the managing of enquiries and complaints there is an expectation from residents, borne from the digital era we live in, that information should be available instantly and rectification of issues rapid. In reality officers must often wait for paper based information to be returned via frontline staff or verbal updates on the collection status for specific roads and households. Rectification may involve communication with third parties as well as officer visits prior to instruction being issued.

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Street Scene is in the process of procuring a fully integrated IT system. Going forward all round information will be transferred to this system from where it will be accessible by back office and operations leads. A full fleet refresh in 2021 will see a vast improvement in the capability of the fleet in terms of tracking and in cab displays.

A consequence of not having a central integrated software system to manage service related data and information is that much of the information required to deliver services on a day to day basis is kept on paper records or in the minds of longstanding members of staff.

With new rounds being created the corresponding paperwork needs to carry information on the properties that is known and will assist collection crews, new to different areas of the borough, in carrying out collections as scheduled. This includes the number, type and location of bins for kerbside properties with assisted collections and the location and access instructions e.g. bin store key codes, for developments with communal containers.

While information on the number and location of bin on Barnet Homes managed estates was known due to a recent joint survey work to update inventories and records there was a gap in records for privately managed developments.

All managing agents for which contact information was held, as well as those identified through a desk based exercise, were contacted in advance of the new rounds going live to make them aware of the changes and the fact that the policy of a once a week collection of refuse and recycling would be adhered to going forward.

Where collection issues were experienced a number of managing agents contacted the Council. Where these were not previously known they were added to the master list. Details of bin numbers, location and access arrangements were discussed. Where keys, fobs or codes were needed to access developments and bin stores these were sourced. Information was added to the relevant round sheets.

To reduce the risk of issues arising, crews were compiled based on their mix of experience and knowledge of the areas of the borough for which their daily rounds would cover. A further task was in place for this information to be 'downloaded' from the minds of operational managers, supervisors and frontline staff, documented and transferred to the new round sheets. This however was only partially completed and as such some avoidable disruption, particularly with communal bin collections from flats was experienced.

Wider Lesson: As in 6.1. Longer timescales for delivering changes from the point of approval to the point of change would be beneficial.

6.3 Fleet Lifecycle

Street Scene's current recycling and refuse collection fleet was procured in 2013. While there have been some additions to the fleet during this period the vast majority of vehicles are now almost years six old. As such a number of vehicle reliability issues are now presenting on a regular basis. To counter this the vehicle workshop is working a disproportionate amount of time on Refuse Collection Vehicle (RCV) repairs and maintenance and hire vehicles are required at times to fill gaps in the fleet during this downtime. There is a planned fleet refresh in 2021.

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The pushing back of the go live date by one month from the original date of 1 October 2018 resulted in the colder weather impacting on the fleet. While some issues are expected during winter months the age profile of the fleet meant issues were widespread.

There are plans to improve the age profile of the fleet by pulling forward the procurements of some vehicles to ensure greater reliability. This is however an issue that will not be fully resolved until the fleet is fully refreshed in 2021. Carrying out a round reorganisation exercise in the initial years of the vehicle procurement/refresh cycle would have been optimal.

6.4 Customer Contact and Enquiry/Complaint Management

AVR Telephones

Recycling and waste collection services are provided to all households across local authorities. They are highly visible and for many residents the only council service which they regularly engage with or indeed often perceive that they receive. As such when these services change or are not delivered in line with expectation then satisfaction reduces and complaints increase.

Barnet has a Customer Transformation Programme (CTP) a key focus of which is to improve the customer experience when contacting the Council. Part of this is a 'hard push' away from traditional communication channels to more electronic and digital channels such as email, web and social media. The communications materials, both direct and indirect, that supported the introduction of the new rounds, in line with the aims of the CTP and in full discussion with the programme leads, did not carry a designated phone number to contact. A weblink and social media account information were provided. A telephone number was provided on the publicised webpage.

In the initial days following the go live of the new rounds a number of complaints were raised citing the difficulty in navigating the AVR system, used by the Councils contact centre, to report issues.

Wider Lesson: A dedicated webform and phone line established for a time limited period to assist with managing the spike in contact, reduce waiting times and thereby frustration and complaints would be beneficial. This requires resourcing and clear communication to customers that it would be in place for a set period of time.

Service Based customer records management system

The absence of a customer records management system/complaints management system within the service meant that during period of increased correspondence from both residents and Member and the directing of these often through multiple channels and to multiple individuals meant that no clear audit trail for when and by whom responses were sent was available. As such, on occasion multiple staff could be involved in dealing with and responding to an identical correspondence or issue.

Communication with Members in advance of the changes requested that any issues be directed to Members Enquiries from where these could be managed effectively. Similarly, residents have been asked to raise issues via the online complaints system where it is logged, a reference is received, and the record directed to the service for response within an agreed timeframe. This practice was however not followed by all.

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In order to assist the service in managing incoming correspondence effectively, a small number of staff on the Council's graduate programme were made available, upskilled and managed by Street Scene staff to help address this issue, ensure issues were investigated and responded to within the agreed timeframe.

Wider Lesson: Going forward the implementation of an IT system (currently being procured) within Street Scene should assist in helping to better manage this issue.

6.5 Stakeholder Engagement and Feedback

Any changes of this scale are recognised within the waste management industry as taking between three and six months for full business as usual is normally, and there should be a significant reduction in disruption to the public by six to 12 weeks. This was communicated to staff within the Street Scene service, senior managers within Environment, corporate communications leads and Members. Changes to services of this scale do create disruption and a spike in missed collections, complaints and contact with Members. Even contact from small percentage of residents in a Borough the size of Barnet can result in a large amount of contact. Multiple channel contact and the expectations of bespoke responses reduced the ability of the service to focus on making improvements to frontline service delivery due to the need to react and respond to communication on individual issues.

As part of the internal communications plan to support this work Members were a key audience. A drop-in session for Members covering the plans for the round reorganisation, as well as the other service changes approved by Environment Committee on 5 June 2018, was held on 31 July 2018 in Committee Room 1 at Hendon Town Hall, in advance of a Full Council meeting, between 4 – 6.30pm. This was attended by 3 members of the Street Scene Leadership Team, the Service Change Manager and an Operations Manager. Staff were available to:

- Explain the rationale for reorganising the recycling and refuse collection rounds
- Provide an update on how the rounds are being developed and present examples of draft rounds
- Explain the principle differences between the draft new and current rounds
- Explain how the rounds will be resourced
- Request insight from into potential ward/area specific considerations
- Request insight into how best to communicate collection day change messages to residents

This was suggested within the Street Scene Operational Changes 2018-19 report to Environment Committee on 5 June 2018 (item 1.18) publicised via email to all Members in advance via email and calendar appointment. It was however relatively poorly attended with only 10 members engaging with officers.

Further communication to Members and MPs followed regularly in advance of the new rounds going live including providing advanced warning of increased contact from constituents and the key information to assist with dealing with expected complaints and issues.

Wider Lesson: Greater Member engagement on a local basis may prove beneficial

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6.6 Round Sizing

Assumptions

In order to undertake work to reorganise collection rounds key information is needed. This information used to inform the sizing of rounds in terms of the number of properties able to be collected from by a vehicle and crew during the working day.

Where this information was not held or considered to be inaccurate assumptions need to be used. These are typically formed using industry standards, information from similar local authorities or best estimates using available data and local knowledge. This was necessary during the planning of the new rounds.

In the absence of accurate information on bin numbers (as this is not same as household numbers), variations in household waste arisings by property type, and bin lifting/collection times at differing property types a weighting was created. This used best available data to allocated a weighting to different property types that are present within the borough. Once input into the system these allowed a round to be sized.

These assumptions did not fully take account for the number of additional bins at households in some areas of the borough permitted through the Grandfather Rights policy. As such the weighting in these areas proved to be insufficient with adjustments needed and additional resources deployed to assist with collections.

Restricted Access

There was an over confidence that restricted access, the ability of a refuse collection drivers and vehicle to access a road to carry out collections, was a subjective issue and down to an individual driver capabilities to access challenging roads as opposed to the physical barriers presented on roads.

Within the plan there was a task for the existing restricted access rounds to be driven in a RCV with a qualified and competent driver and categorise these in terms of their accessibility. Those roads and locations deemed to be restricted access would be compiled and alternative collection arrangements investigated, namely utilisation of a different collection vehicle or waste containment option. This was however not carried out prior to go live. As a result, a restricted access round was assembled largely following the roads previously serviced.

All Restricted Access roads are now in the process of being driven by an RCV and driver with a member of the Street Scene Leadership Team on board conducting the assessments. Had this process been carried out it would have potentially reduced collection issues on these roads/locations.

Wider Lesson: As in 6.1. Longer timescales for delivering changes from the point of approval to the point of change would be beneficial.

6.7 Uncertainty due to GLA dialogue

At the 5 June 2018 Environment Committee as well as the approval of the round reorganisation, cessation of separate food waste collections was also agreed. This was a key dependency enabling the round reorganisation to take place for 1 October 2018.

The week following this decision the Mayor of London published the London Environment Strategy (LES). Within LES there is a requirement for all boroughs to collect

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food waste by 2020. Barnet was contacted by the Mayor of London and the power of direction was suggested. An agreed position was reached whereby Barnet would suspend the food waste service to enable the round reorganisation work to progress and agree that the GLA/Resource London would conduct a review of Barnet's waste services, seeking viable options for a food waste collection service to be reinstated in line with the requirements of LES. The suspension of the separate food waste service was confirmed at the Environment Committee on 13 September 2018. It was not until this time that Street Scene knew conclusively that the round reorganisation could proceed. Due to the delays and uncertainty a revised go live date of 5 November 2018 was set.

The uncertainty, however, was not conducive to keeping minds focussed on the tasks while staff balanced the "day job" and the new roll out. Ultimately the shift in the working go live date meant an adjustment to scheduling and the need to communicate this to a diverse audience in a narrow window. The need to revise the go live date by over a month pushed this closer to the Christmas period which, for all local authority waste management teams, represents a very challenging period of the year due to staffing arrangements, the need to reschedule services around public holidays and increased waste arisings.

6.8 Transformation Resources

For this project there was no separate ring-fenced budget. Money was spent from within existing budgets to enable a comprehensive communications campaign to be delivered in advance of the rounds going live.

The work was delivered using existing resources and project management expertise within Street Scene. Open source Geographical Information System (QGIS) and route optimisation software (GeoPlan) were used to support the creation of the new rounds.

All staff engaged in this work had to manage the daily demands of their roles while providing the necessary input and support to the project. At times this proved difficult and focus shifted to carrying out other work. Workstream leads were not always able to complete the tasks required in the timeframes set resulting in slippage of certain workstreams beyond the go live date.

Post implementation meetings proved difficult to coordinate and attend due to the project team all being engaged in ensuring that the service was delivered as effectively as possible during the initial weeks of the new service going live.

While internal communication with staff throughout the project was comprehensive and consistent the levels of engagement necessary at key times during the project were on occasion lacking. This was both due to the conflicting demands of managing day to day operations as well as a belief based on previous experiences that views and input would not be listened to and used to help shape the new rounds. This needed to be continually countered to achieve the levels of engagement that ultimately came from operational staff and frontline workers.

Wider Lesson: The input of a change management specialist or the inclusion of this as part of the post implementation monitoring to reduce staff reverting to old practices or ways of working when difficulties were encountered could have proved

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beneficial. Industry wide a more reactive culture exists within operations to address issues as they arise. Work of this nature, however, requires focus and planning.

The availability of a defined budget for this work would have been beneficial in potentially enabling dedicated software and support to assist with the creation of the new rounds. However, in the absence of some key data needed to feed into these systems the impact would have potentially not been as great as would be anticipated.

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7 Conclusions and Recommendations

As set out in section 1.3 the aim of the recycling and waste round restructure was to:

1. Bring the recycling and waste service costs to within the budget envelope of the service, by achieving the MTFP 2018/19 saving of £450k, and eliminating inherent historical service pressures of £800 - £900K

Outcome: It is acknowledged in the lessons learnt that the benefits from changes of this nature, particularly financial efficiencies, are often not realised for a number of months post implementation. This is due to the need to i) support the embedding of services with additional resources, and ii) make adjustments as issues identified through monitoring or iii) respond to unforeseen requires which need immediate attention while longer term solutions are found.

Savings have not been achieved in year, but a firm footing to drive efficiencies has been achieved.

2. Balance the rounds using both data and local knowledge to ensure a more equitable work load between staff

Outcome: The rounds through the week are now more balanced between staff than they were before the restructure,. On some days the balance is still being adjusted, however, the setup of the new rounds allows for this to be done. Although some work is being done on overtime during the week, this is optional for staff, and Saturday overtime is now limited to commercial work done by the service.

On a Monday the balance for the whole day needs to be reviewed to allow a redistribution of some work to a different day.

The changes have also allowed for the service once settled to be more resilient.

3. Create an easier system for residents with all bins collected in one day

Outcome: This has in the main been achieved. As the services continues to settle this will bed in further.

Temporary service disruption and the associated issues that this brings characterise service changes of this nature. It is acknowledged that with more time and availability of more accurate information the implementation of this significant change to the boroughs recycling and waste collection services could have had less disruption. It would not, however, have eliminated all the issues that arose as a bedding in period for any change of this size is required.

Street Scene Services now possess more detailed information on the operation of the recycling and waste service and the households to which this is delivered than at anytime previously. The fundamental bedrock of a collection service that will serve the needs of the boroughs current and future residents and can adapt to future funding scenarios is now in place.

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The challenges that remain are known as are the solutions. These need to be addressed as quickly and effectively as possible to further reduce any remaining disruption to services for our residents, reduce spend on additional vehicles and overtime and bring structure to the working patterns of our dedicated and resilient workforce.

The rounds at the start of the week especially on a Monday is acknowledged as being too heavy. Work is underway to review these rounds and rebalance this work. Once these changes are set the area based approach means that further adjustments to rounds can be made without the need for communication with or disruption to residents, over coming years.

The next changes of this scale for the service should not be in a further 15 years. The financial challenges faced by Barnet and many other local authorities remain and will intensify. The waste management sector is entering a period where legislative changes will dictate the implementation of new or the enhancement of existing services. This work has put Barnet in a strong position to be adaptable to this dynamic situation and ensure the regularity of a resilient and value for money collection services into the future.

Recommendation and next steps:

The following steps are recommended:

1. That the service work to rebalance the rounds on Monday and potentially Tuesday to ensure they are fully able to be completed on the planned day within the available resources.
2. That following the rebalancing of Monday and potentially Tuesday rounds that some collection rounds are moved to new days, but kept in the geographical areas. For example a round which is now in Monday area, but borders the Thursday area could be moved to a Thursday. This would mean a change to a number of resident's collection days, but would improve the resilience of the collections at the start of the week.