

*to Beacon and beyond ...* 

“That was the week that was.....”

A perspective on Four Day Weeks  
and Bank Holidays

Simon Dale,  
Director of Area Management  
Redcar & Cleveland Council

 2006-2007  
Waste and Recycling

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People | Progress | Pride

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**Setting the scene**

- Coastal, Urban/Rural split
- 138,100 residents
- 61,000 households
- SITA Energy From Waste plant to 2020
- Residual Collection (Council)
- Kerbside Collection of Paper 2002 (Cheshire/Abitibi/Wards)
- Extended to include glass and cans 2003
- Green waste pilot - summer 2004, 2500 properties
- DEFRA grant for garden waste bins (£897k)
- 2 Household Waste Recycling Centres, 17 Bring sites

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**Why change?**

- Government Recycling Targets
- Public Service Agreement Target (27.63% by 31<sup>st</sup> March 2006)
- Waste minimisation
- Reduced landfill
- Create a sustainable environment
- Job Evaluation
- Out-sourcing Proposal
- Service modernisation

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**Decisions**

- Halt out-sourcing proposal
- Deliver PSA - AWC and zonal clearance launched 1<sup>st</sup> Feb 2005
- Remove Plastic and Cardboard from residual waste stream
- Retain kerbside collection of paper, tins & glass
- Introduce by zone green waste collection on AWC
- Autumn 2005 viewfinder survey – min participation 87%

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**Four Day Week and Bank Holidays**

- Union consultation – job evaluation for loaders & drivers, 1<sup>st</sup> authority to tackle single status, we've female driver/loaders
- Route restructure and logistics – 4 zones over 4 days
- Modernisation agreement
  - 4 day week Tuesday - Friday
  - end of task and finish
  - less disruption at Bank Holidays and Christmas
  - buy out of premium rate overtime
- Quarterly Monday training days
  - vehicle maintenance on Mondays
  - education role
  - use of refuse fleet over a weekend for junk jobs

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**Consultation/Engagement** 

- Recycling mascot – Monti, face of recycling
- Area Committees/Scrutiny/Forums (100+)
- WRAP grant funded a Community Waste Liaison Officer
- 3000 Waste Audits
- Community newsletters, River, Coast & Country, recycling calendar
- Library and supermarket surgeries, roadshows, events
- Web site, call centre, service requests
- Media and communications

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**Lessons learned**

- Vermin allegations and bin contamination
- Call centre/back office scripting and communication
- Perception of a reduced service given AWC
  - **"We're collecting as much as we ever did but over two weeks"**
- Decrease in Customer Satisfaction (BVPI and now NI)
- Zonal clearance – inclement weather, plant shut downs, CRM links
- Driver/loader route familiarisation
- Not one size fits all – terraced properties
- Wind blown debris – bags, cardboard and bottles
- Impact on street cleanliness
- **Recycling Targets unachievable without AWC locally**
- **Costly – investment of £1m**



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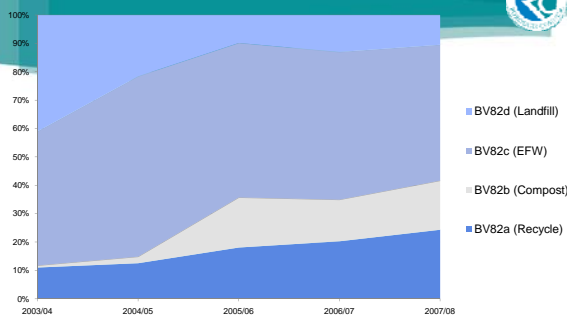
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	2000/01	2001/02	2002/03	2003/04	2004/05	2005/06	2006/07	2007/08	2008/9
<b>Recycling</b>	3.90%	6.90%	8.79%	11.02%	12.54%	18.07%	20.86%	22%	23%
<b>Composting</b>	0%	0%	0.19%	0.74%	2.36%	17.67%	15.03%	19%	20%
<b>Energy from Waste</b>	53%	45.70%	37.37%	47.28%	63.54%	54.45%	53.44%	50%	50%
<b>Landfill</b>	42.99%	47.07%	53.64%	40.97%	21.56%	9.82%	13.33%	9%	7%

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**Summary**

- Cross party support
- Drip feed constant, consistent message
- Simplify
- Tough it out !
- Continue to learn from others
- Best in North east!

*thank you ...*

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