



**APSE South & South West
Waste Management, Refuse Collection and
Street Cleansing Advisory Group**

Thursday 21st February 2013

Oxford Town Hall, St Aldates, Oxford



Welcome

Chair: Cllr Van Coulter, Oxford City Council

Welcome to Oxford City Council



Geoff Corps
Streetscene Manager
Direct Services

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So What

- World C
- Tourism
 - 7.2 Mi
 - 9.3 Mi
- 40,000 £
populati
- Areas o
- Political

Index of Multiple Deprivation 2010, rank
Super Output Areas ranked across England
Source: Department of Communities and Local Government



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Political Party Breakdown

- Labour 29 seats
- Liberal Democrat 13 seats
- Green 5 seats
- Independent 1 seat



Oxford City Council

- **Retained Housing**
- **In house services**
 - Waste Recycling
 - Highway Engineering
 - Building Services
 - Parks
 - Streetscene
- **Direct Labour**
- **Direct Services Formed**

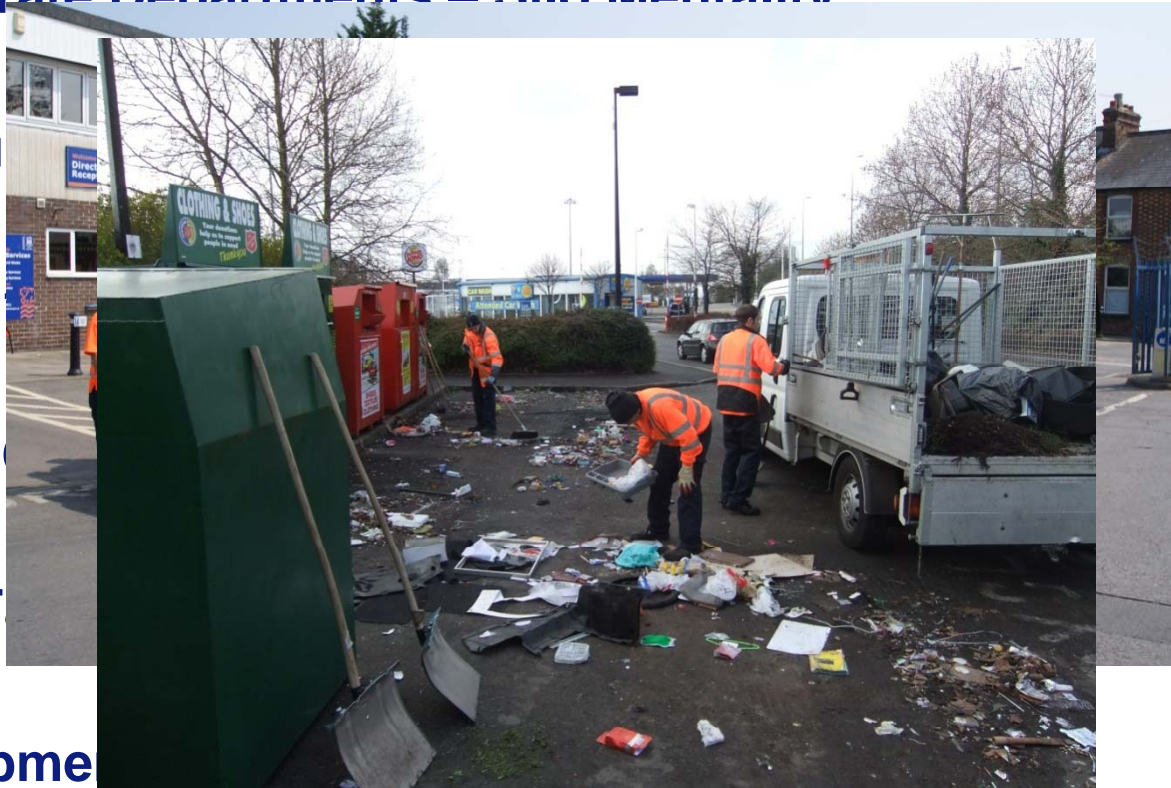


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Where We Were

- Separate Departments – Silo Mentality
- Culture
- Poor
- High
- Old F
- Equipme



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Time for a Change

- **Council Restructure**
- **Waste / Recycling tendered**
- **Housing Inspection**
- **Corporate Efficiency Drive**
- **World Class City Vision and Principle Maintained**
- **Direct Services investment / trading plan.**

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Transformation

- **New Structure**
- **Contractual Arrangements**
 - Annual
 - 5 in 7
- **Process**
- **Cost / B**
- **New Eq**
- **Inspection Process / Frequency Schedules**
- **New Image / Addressed the Culture**



Good Results But.....

- Cost Redu
- Quality
- Consisten
- Reduced s
- Beginning
 - Strong Te
 - Identity
 - Pride
 - Shared the vision
 - Up for the next challenge



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Full Service Review

- APSE Diagnosis
- APSE in-depth
- Another re-str
- Service Stand
- Full report to
- Member sign
- Investment in
- Ability and wi
- Minimal Budg


T: 01865 335400

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OXFORDdirectservices


working for residents • working for business



Streetscene Service

Building a world-class city for everyone

Purple Flag



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What's Next

- Refocus on Gur
- Cleaner Greener



- Take measured risks



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What was hard / easy

- **Initial months**
 - Union / Workforce / Management
 - Scepticism – Entrenched views
- **Getting the message over**
- **Getting visual results – stepped change**
- **Removing Silo working**
- **Must deliver message**

- **Working with APSE**
- **Member sign up**
- **Most of the tangible things.**



Any Questions?



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Recycling of Street Sweepings and Gully Emptyings

Procuring in Partnership

21 February 2013



*Working for
Warwickshire*

Economy of Scale

- Warwickshire CC (lead) & Coventry CC PLUS
 - Staffordshire CC
 - Solihull MBC
 - Herefordshire Council
 - Worcestershire CC
 - Leicestershire CC



In a Nutshell

- Contract commenced Jan 2012
- 7 year term + up to 3 years extension
- Straight-to-gate for authorities other than WCC & CCC (transferred via SITA Coventry)
- 70% MINIMUM RECYCLING RATE (90%+ anticipated)
- Disposal of residue at contractor's expense (incentive to achieve high recycling rate)
- Accepts both wet and dry materials from mechanical sweepers, gully tankers and mini sweepers.

Sweepings Tonnages

WCC	8,000
CCC	2,000
SCC	9,500
Worcs CC	8,000
LCC	1,500
<i>Sub Total</i>	<i>29,000</i>
Gully Emptyings etc	1,500

Protocols & Game Plan

- Back-to-back / Joint Working Agreement with WCC required prior to separate bolt-on contracts direct with SITA from each named authority
- Max Tonnage = 30,500
- Authorities not named – happy to share procurement documents + assist and advise

Procurement

- £35/tonne benchmark price
- Open Tender (one stage)
- OJEU Advert May 2011
- Deadline for Tenders June 2011
- Contract award August 2011
- Re-tender Spring 2013



Benefits

- Nearly 300,000 tonnes of material being diverted from landfill
- £10 million+ savings for 7 Midland waste disposal authorities
- Recycling rates for participating authorities boosted by around 3% per annum
- Best Practice + Awards

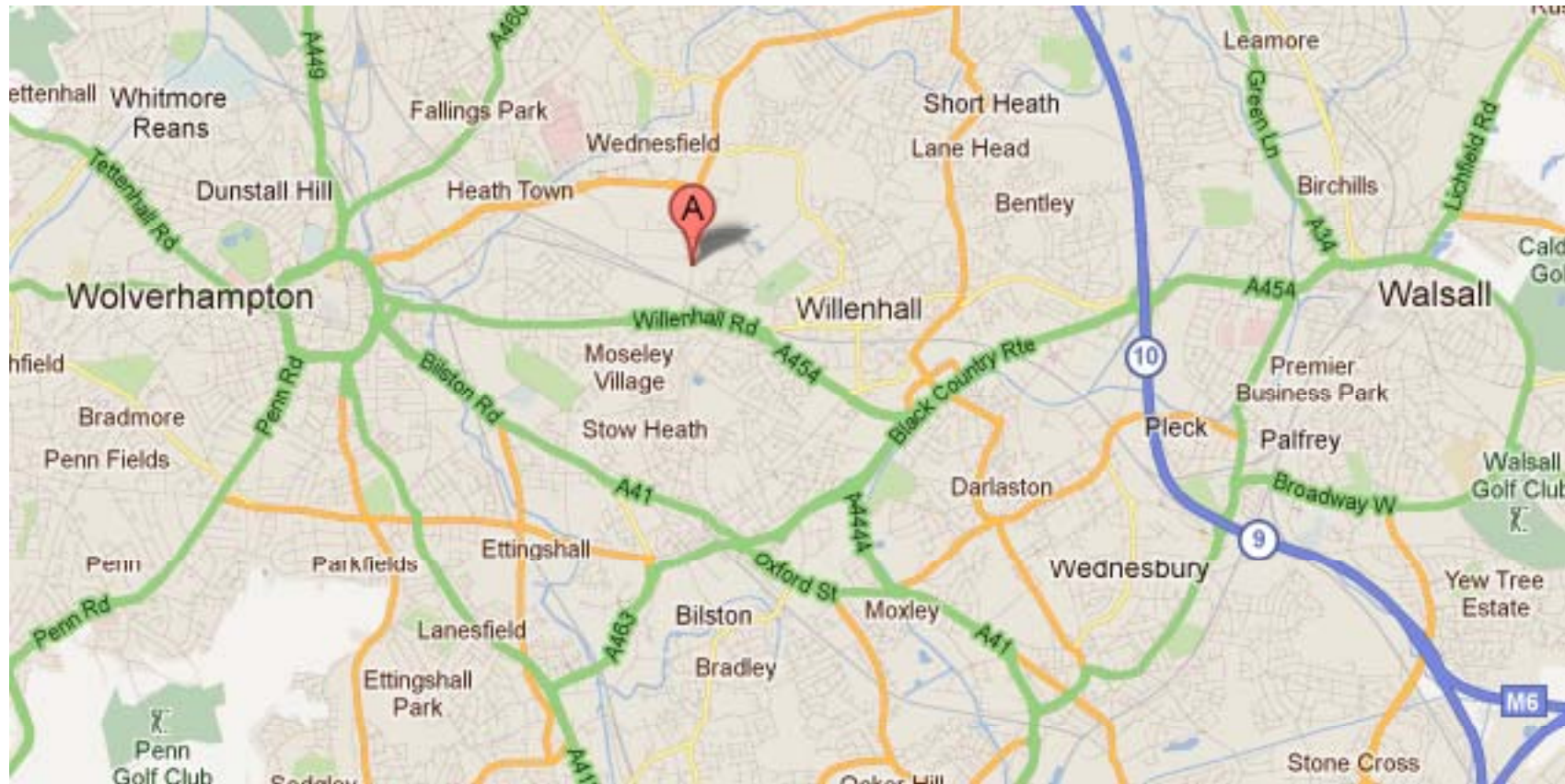
Awards



Performance Q1&2

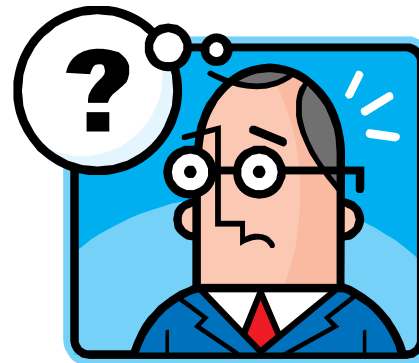
Approved as recycled	60.5%
Awaiting EA Approval	39%
Landfilled	0.5%

Where?



<http://youtu.be/opKRGkMFh8k>

Questions



Contact

davidwhitehouse@warwickshire.gov.uk

<http://uk.linkedin.com/in/davidwhitehouseuk>

Improvements in Oxford City Council's Waste Management and Refuse Collection Service

APSE SSW- Waste Management, Refuse Collection and Street Cleansing Advisory Group

Thursday 21 February 2013

Ian Bourton, Business Support Manager
ibourton@oxford.gov.uk

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- Where we started in 2009
- Improvements made and top tips
 - 4 day working week
 - An end to Task and Finish
 - Staff engagement
 - Technology
 - New simpler recycling system
- The impact of changes made



2009- Where it all started

- APSE Service Review in 2009
 - Expensive per household at £72.55
 - Recycling rates low at 38%



- Internal Pressures
 - Single status, carbon reduction targets, a complicated recycling system
 - Council reviewing waste delivery model - FSR



Underpinning Changes

- Negotiation of a new Disposal point contract
- Increasing the number of recyclable materials accepted
- Change to a 3 wheelie bin system
 - Residual: collected fortnightly
 - Co-mingled recycling: collected fortnightly
 - Garden Waste: collected fortnightly
 - Caddies provided for food: collected weekly
- At the heart of the changes - the customer



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The 4 Day Week and Staff Engagement

- Tuesday to Friday, 9 ¼ hour days
- At least 2 Mondays a year devoted to training
- New Rounds optimised
- Nobody finishes until everyone finishes – ‘Buddy System’
- Crew Champions
 - a communication link from management to frontline

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Key Success Factors in Shaping the New Service

- Memorandum of understanding established with trade unions
- Regular engagement with union reps, workforce and crew champions
- Crew member involvement
 - Route Optimisation
 - Improvement workshops and forums
 - Crew Champions



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Rounds and Fleet Review

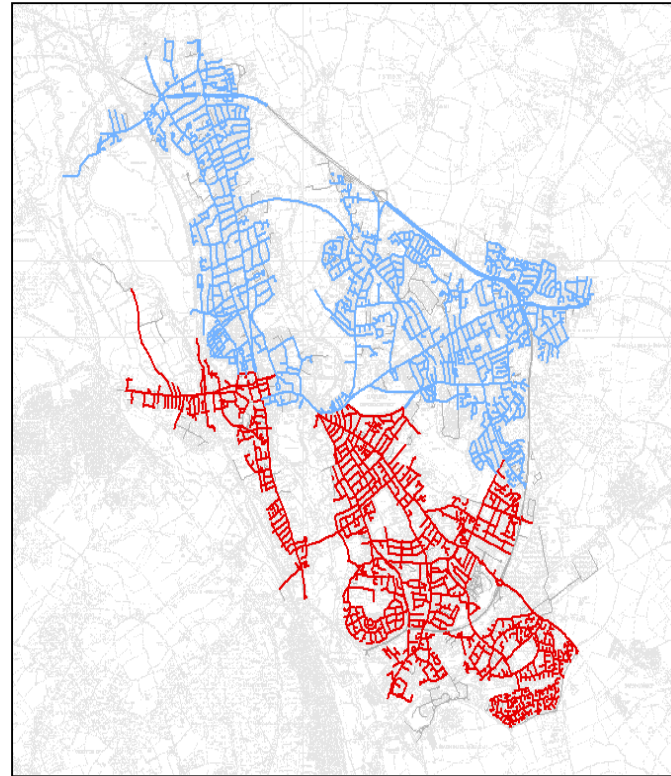
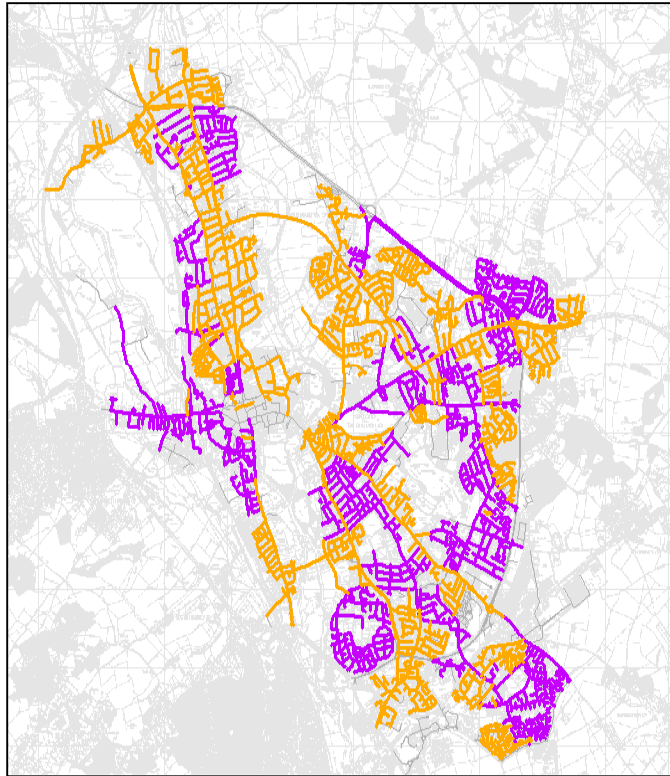
- Route optimisation work bringing in the knowledge and expertise of the crews
 - Made rounds more balanced and equal
 - Reduction of 1785 miles travelled over a fortnight and the associated fuel savings
 - Moved from 17 collection rounds to 15 per day
- Fleet reduced by 2 vehicles
- 4 day week = reduction of vehicle down time and workshop Saturday overtime eradicated

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Round Changes

- Before RO
- After RO



Technology

Back Office, In cab, On board

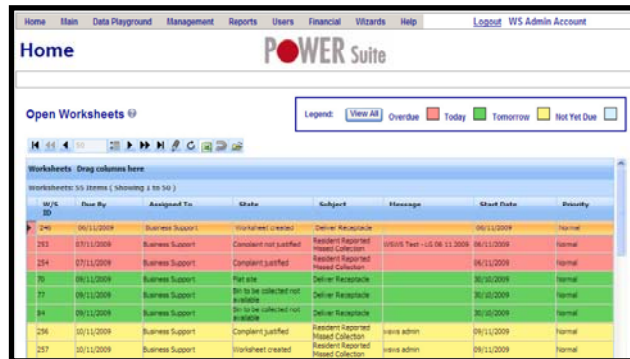
- Aim: to make sure we delivered for staff a level playing field with the private sector
- Business process re-engineering identified
 - Out of date processes
 - Added value of technology
 - Back office software
 - On board technology: vehicle cameras, In cab devices, vehicle/driver performance, tracking
 - Commercial waste bin weighing

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Technology Back Office System

- Back Office Software
 - Integration CRM, FMS
 - Whitespace Work Solutions



Home | Data Playground | Management | Reports | Users | Financial | Wizards | Help | Logout | WS Admin Account

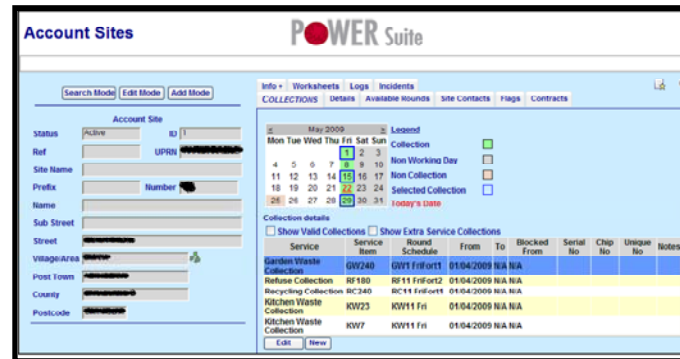
POWER Suite

Open Worksheets

Legend: View All Overdue Today Tomorrow Not Yet Due

Worksheets: Drag columns here

W/S ID	Due By	Assigned To	Status	Subject	Message	Start Date	Priority
246	06/11/2009	Business Support	Worksheet created	Deliver Recapsack		06/11/2009	Normal
253	07/11/2009	Business Support	Complaint not justified	Resident Reported Illegal Collection	05/08/2009 - 10/08/11/2009	06/11/2009	Normal
254	07/11/2009	Business Support	Complaint justified	Resident Reported Illegal Collection		06/11/2009	Normal
70	08/11/2009	Business Support	Flat site	Deliver Recapsack		08/05/2009	Normal
77	08/11/2009	Business Support	No to be collected not available	Deliver Recapsack		08/05/2009	Normal
84	08/11/2009	Business Support	No to be collected not available	Deliver Recapsack		08/05/2009	Normal
236	05/11/2009	Business Support	Complaint justified	Resident Reported Illegal Collection	service admin	09/11/2009	Normal
237	05/11/2009	Business Support	Worksheet created	Resident Reported Illegal Collection	service admin	09/11/2009	Normal



Account Sites

POWER Suite

Search Mode | Edit Mode | Add Mode

Info | Worksheets | Logs | Incidents

COLLECTIONS | Details | Available Rounds | Site Contacts | Page | Contracts

Status: Active | Ref: UPR01

Site Name: [] | Prefix: Number [] | Name: [] | Sub Street: [] | Street: [] | Village/Area: [] | Post Town: [] | County: [] | Postcode: []

May 2009

Day	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	
Collection																																
Non Working Day																																
Non Collection																																
Selected Collection																																
Today's Date																																

Collection details

Show Valid Collections | Show Extra Service Collections

Service	Service Item	Round Schedule	From	To	Blocked From	Serial No	Chp No	Unique No	Notes
Garden Waste Collection	GW240	GW11 Fri/Fri1	01/04/2009	N/A	N/A				
Refuse Collection	RF180	RF11 Fri/Fri2	01/04/2009	N/A	N/A				
Recycling Collection	RC340	RC11 Fri/Fri1	01/04/2009	N/A	N/A				
Kitchen Waste Collection	KW23	KW11 Fri	01/04/2009	N/A	N/A				
Kitchen Waste Collection	KW7	KW11 Fri	01/04/2009	N/A	N/A				

Edit | New

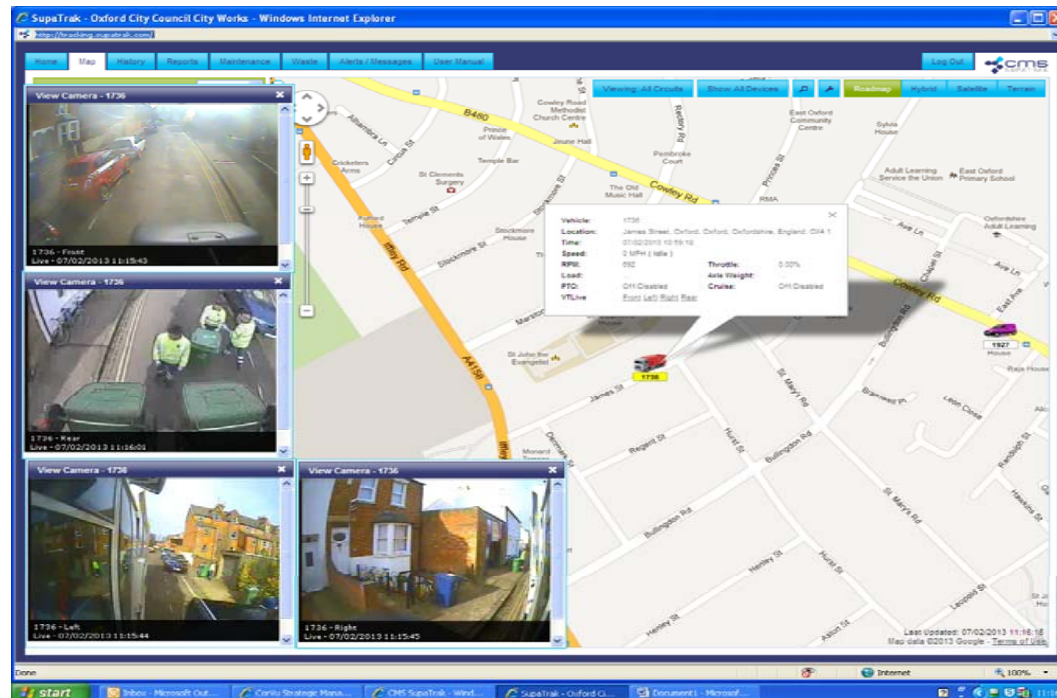
- Route Optimisation and Rounds Management
 - Webaspix
 - User determines route parameters

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Technology In-Cab

- On Board CCTV Cameras
 - Supplied by Vision Techniques
 - Used for insurance purposes and health and safety
 - Functionality to capture images and send to back office

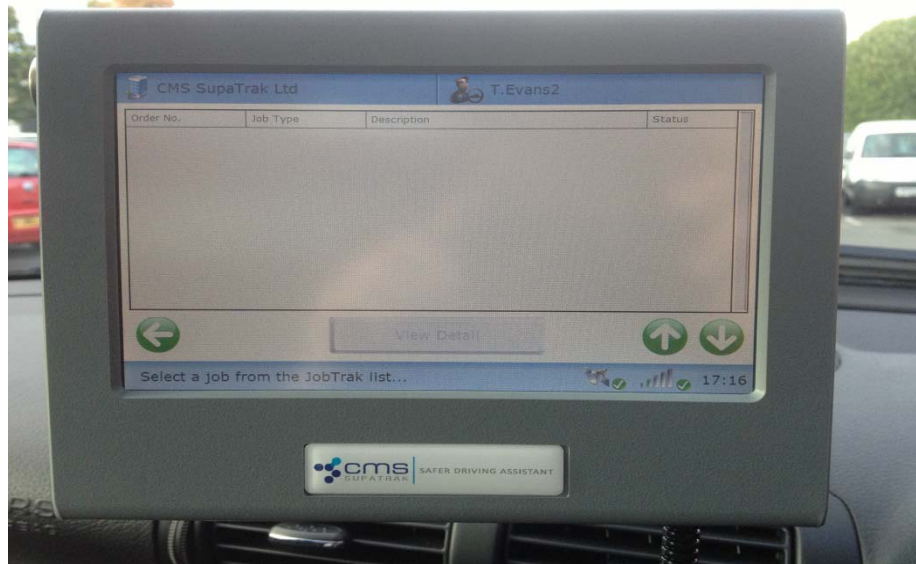


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Technology In-Cab

- ‘Slab in the Cab’
 - Supplied by CMS
 - Robust touch screen tablet enables 2-way communication
 - Enables crew to send and receive data in real time
 - Enables crew to administer subscription garden waste scheme from vehicle.



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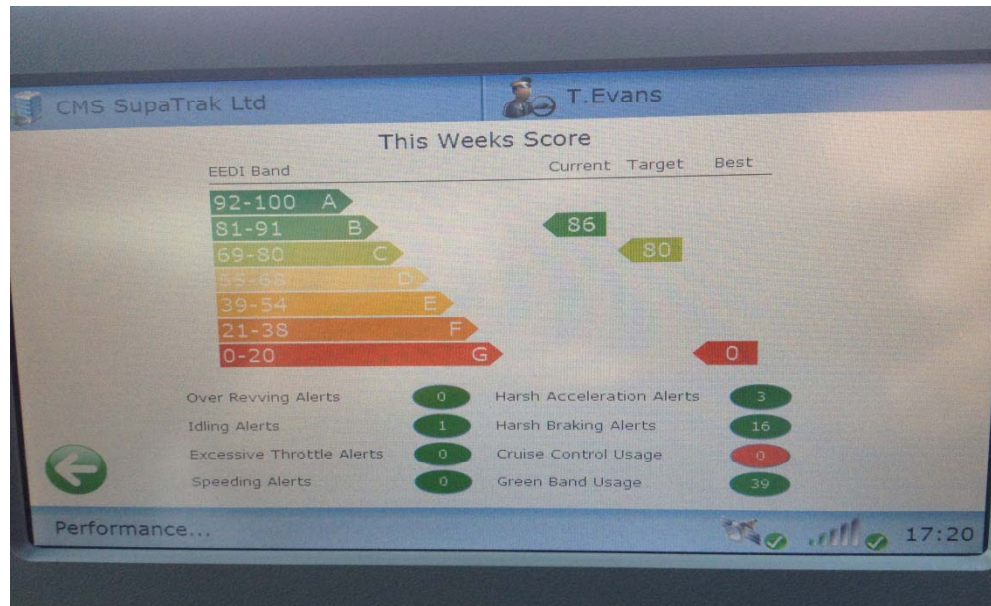


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Technology In-Cab

- Vehicle and Driver Performance
 - Supplied by CMS
 - Vehicle monitoring system measures braking, fuel efficiency etc
 - Vehicle and Driver performance reports generated
 - Reduced fuel and vehicle maintenance costs



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Technology

On-Board Bin Weighing

- On-board bin weighing
 - Supplied by VWS
 - Used for commercial waste collection
 - Opportunity to review customer charges
 - Opportunity for customers to pay by weight and see their own recycling figures
- Future capability for Domestic
 - Monitoring community performance
 - Achieving waste reduction targets



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Top Tips for Introducing Technology

- Not 1 system out there that will deliver everything you want
- Ensure technology vendor is apart of the OWL partnership – proven integration.
- Look for opportunities to act as a ‘guinea pig’ for software houses to get a system that’s custom to your needs at a fraction of the price!

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So What Has The Impact Been?

- Staff
 - Increased morale
 - Reduced sickness
 - Better engagement
- Customer
 - Better engagement
 - 20% Improvement on satisfaction
 - 10% Increase in recycling rates

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So What Has The Impact Been?

- Service
 - Easier for all
 - Manage complaints better
 - Improved recycling rates
- Finance
 - 33% Reduction in cost per household
 - Reduced fuel use of 49,212 litres
 - Reduced carbon footprint

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Key Messages

- Keep it simple
- Best ideas.....
- Staff engagement and early involvement was key
- Go for systems within OWL Partnership to ensure proven technology integration

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Thank you
Any Questions?

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APSE Update

Future Meetings- 2013



National – Waste Management, Refuse Collection & Street Cleansing Advisory Group: Manchester Town Hall

22nd May

3rd July

2nd October

Regional- Waste Management, Refuse Collection & Street Cleansing Advisory Group

June 2013, ?Bristol?

October 2013, ?London?

LOCAL SERVICES

LOCAL SOLUTIONS



Contact details

Helen Burkhalter

Principal Advisor- South / South West

Email: hburkhalter@apse.org.uk

Phone: 01865 749365 / 07880201078

Association for Public Service Excellence

2nd floor Washbrook House, Lancastrian Office Centre, Talbot Road,
Old Trafford, Manchester M32 0FP.

telephone: 0161 772 1810

fax: 0161 772 1811

web: www.apse.org.uk



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