

APSE ENVIRONMENT GROUP

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Background

Refuse, Cleansing and associated Services (250 staff)

Two strands –

- Modernisation of Terms and Conditions and JDs
- Operational changes and driving up performance.
- Mayor and Cabinet agreed market testing of the services and no in house bid in July 2007.

Why Modernise?

Modernisation of Terms and Conditions:

- Contracts of Employment – outdated and a barrier to service improvement.
- Job Descriptions – Too many, inflexible, supported by historic “strange” local arrangement and no staff development

Operational Changes:

- Hours of work – Monday to Friday 7am to 3pm
- Evening Work 4pm to 8pm (some areas)
- Weekend Work – Skeleton staff
- All dependant on volunteers and costly
- Refuse “Task and Finish”
- Catch Up Arrangements following bank holidays
- “Unlawful” Industrial Action
- Performance very poor.

Performance

- Sickness: Cleansing: **30 days** per employee. Refuse: **39 days** per employee.
- Waste cleared **89%**

Cleansing

Productivity (manual sweep) **2033 metres**

Removal of flytips – **1.25 days** (*2000 per month 1450 reported by the public*)

LEQS: Litter **30**

Changes Introduced:

Modernisation of Terms and Conditions - Dismiss and re-engage process.

- Lengthy negotiations with the Trade Unions and Staff
- New Contracts – One contract and flexible
- New Job Descriptions: Driver/Operative – generic tasks, includes career grades.
- Weekend and evening work now covered by a rota.

Changes Introduced - Operational

- Re-organised from 5 to 4 areas in line with political wards.
- New Working Arrangements – Core Service 6am to 2pm (Mon to Fri)
Priority Areas – 6am to 10pm 7 days per week.
- Night's service extended – 7 days per week.

Performance

- Sickness: Cleansing **14 days** (30) Refuse: **12 days** (39) - *27 Long Term sick cases reduced to 8 within 5 months.*
- Waste Cleared **98%** (89%)

Cleansing

- Productivity **4026** (2033) - *released 40 staff to support the increase in the frequency of sweeps and resourced 640 hours of additional cleaning per week (extended the hours)*
- Removal of flytips – **0.25 days** (1.25) (2000 per month **400** reported by the public (1450))
- LEQS – Litter **22** (30)

Still more to do.....

- Performance – Lower quartile and the service is expensive.
- Enforcement/Education – Waste Minimisation (*clear all policy*)
- Allow the service to operate
- **The Staff** – Staff development, training, communication