

Public Document Pack



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21 May 2021

Dear Councillor

I am now able to enclose, for consideration at the meeting of the **OVERVIEW AND SCRUTINY COMMITTEE** on Monday 24 May 2021 at 6.00 pm, the following reports that were unavailable when the agenda was printed.

12 **DOVER DISTRICT HOUSEHOLD WASTE AND RECYCLING COLLECTION AND LITTER** (Pages 2 - 24)

To scrutinise the performance of the Household Waste and Recycling Collection service and the issue of litter in the district.

Representatives from Veolia and DDC Waste Services will be in attendance.

This item was added at the request of Councillor C D Zosseder (household waste collection) and Councillor T A Bond (litter).

Yours sincerely

A handwritten signature in dark ink, appearing to be "N. Bond", written over a horizontal line.

Chief Executive

Recycling and Waste Service Change Plan

*Veolia and Dover District Council
May 2021*



SUMMARY

This presentation will address all enquiries regarding the recycling and waste service change and provide information on the key reasons why this change was vital.

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Background

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Background

BACKGROUND

REASONS FOR CHANGE

To help support a more efficient and reliable waste collection service, Veolia and Dover District Council altered collection routes to make operations more streamlined.



More balanced rounds
for an even workload



Greater monitoring potential
for managers



Streamlined order
for easy issue rectification
(misses / vehicle breakdowns)
and better customer experience



New Euro 6 vehicles for more
environmentally friendly single stream
communal collections, electric bin lifts



Electric vehicles
for management team and electric cage
vehicles



Same alternate-weekly service
for kerbside properties

Collection methodology

COLLECTION METHODOLOGY

HEADLINE CHANGES

% of kerbside properties affected by the change

- 17% (7,990 kerbside properties) kerbside with no change (83% with change)
- 14.5% (6,815 kerbside properties) kerbside properties with day changes only
- 34.2% (16,074 kerbside properties) kerbside properties with week change only
- 34.3% (16,121 kerbside properties) kerbside properties with day and week change
- 9,459 waiting more than three additional days between refuse collections

Around 20,000 properties passed for collection on refuse, recycling and food waste per day.

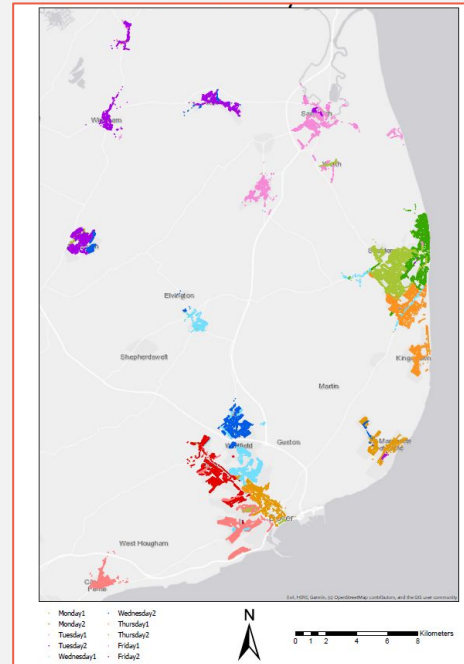
COLLECTION METHODOLOGY

OLD VS NEW ROUNDS

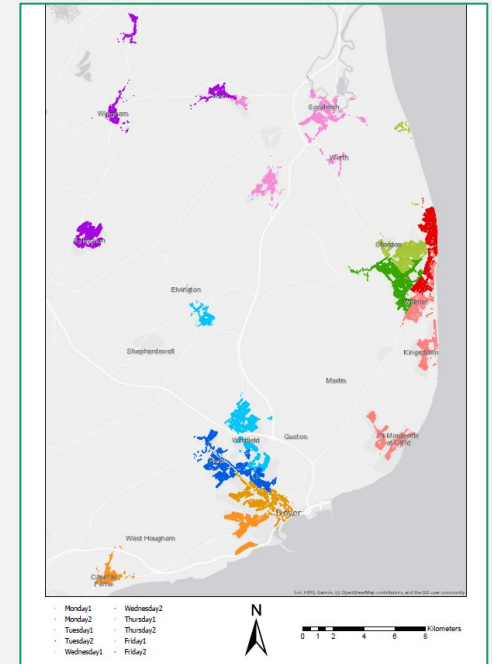
ADVANTAGES

- **Close to previous day's work:**
ease of return for missed collections, incl Mon & Fri
- **More balanced than other options**, with heavier Thurs closest to the disposal point
- **Maintaining collection days** as much as possible
- **Low number additional collections** necessary when moving between schedules

Old collection rounds



New collection rounds



COLLECTION METHODOLOGY

OLD VS NEW PRODUCTIVITY NUMBERS

	Old service		New service		Tendring	Telford & Wrekin
Services	Number of kerb. properties per day per vehicle	Frequency	Number of kerb. properties per day per vehicle	Frequency	Number of kerb. per day per vehicle	Number of kerb. properties per day per vehicle
Residual waste	988	Fortnightly	1,291	Fortnightly	1,231	1,154
Paper/Card and Dry Mixed Recycling	988	Fortnightly	1,247	Fortnightly	1,411	1,190
Food Waste	2,130	Weekly	2,660	Weekly	n/a	2,525

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Service change roll out

SERVICE CHANGE ROLL OUT

NEW COLLECTION ROUNDS

How were the new routes created?



- Using smart GIS (Geographic Information System) technology
- Identifying the most efficient routes to achieve environmental benefits
- Considering the number of properties, distance and tonnages
- Using local knowledge
- Learning from village vs zone approach
- More than one option reviewed before final decision made

Did DDC have sight of the new rounds before implementation?



- Close working between DDC and Veolia to review options prior to change
- Fortnightly transition meetings/presentation provided about the change/adjustments were made
- Risks of each option were analysed such as:
 - number of properties experiencing day change/experiencing extended wait between old/ new collections
 - distance to disposal point vs heavy days

SERVICE CHANGE ROLL OUT

NEW COLLECTION ROUNDS

What is the average distance of each round, before and after the change?



- The average number of properties collected per day is 1,305 (Core 1,2,3), 455 (rural), 669 (narrow access). It is difficult to provide a mileage figure-our focuses are:
 - balancing the number of collections made per day
 - time spent on each road to reduce emissions
 - distance between each collection
 - distance from disposal point
 - tonnage collected per area
- Some rounds may be shorter than others but the above factors have been better balanced across all collection rounds.

SERVICE CHANGE ROLL OUT

NEW COLLECTION ROUNDS



Were rounds tested prior to the change?

- Impossible to test different collection days prior to advising residents about change
- New vehicles not available prior to change
- Input of experienced collection crews used to form new rounds
- All operatives trained prior to change about new routes, vehicles and devices



What notice did Veolia staff have before the changes were initiated and what input did the refuse collectors have in plotting the routes?

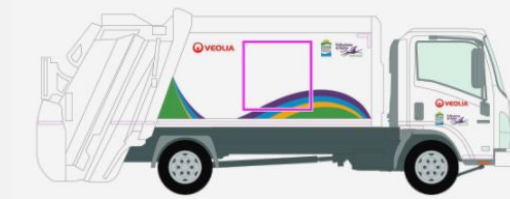
- Workshops for experienced collection operatives to advise on new rounds
- Training delivered to all staff
- New route maps shared in advance

SERVICE CHANGE ROLL OUT

COLLECTION VEHICLES

To reduce the vehicle emissions and provide a greener solution, Veolia welcomed 20 Euro Six vehicles and 8 electric vehicles to the Dover fleet.

- **Single stream** vehicles
- **Smaller vehicles** for rural and narrow access roads
- **Food waste recycling** only collection vehicles



SERVICE CHANGE ROLL OUT

COLLECTION VEHICLES

Services	Household type	Vehicles	Number of vehicles	
			Old service	New service
Residual waste	Street Level	26t Narrow RCV	5	4
Residual	Narrow	16t RCV	1	1
Residual / Dry Recycling / Paper/Card	Ultra Narrow	7.5t OnePass	1	1
Dry Recycling & Paper/Card	Street Level	26t Narrow TwinPack	5	4
Dry Recycling & Paper/Card	Narrow	16t TwinPack RCV	1	1
Food	Street Level & Communal	7.5T RCV	4 X 7.5t & 2x Pods	4 x 7.5t

SERVICE CHANGE ROLL OUT

COLLECTION VEHICLES

New Food Waste collection arrangements



- New food waste vehicles only collect food waste
- Before the change, some vehicles were split-backed, meaning vehicles returned to the disposal point when only one side was full:
 - unnecessary journeys
 - additional emissions
 - time taken to complete road longer
- Single stream vehicle ensures greater efficiency as well as higher quality of material

SERVICE CHANGE ROLL OUT

STAFF

What is the number of staff before and after the change?

We are currently running additional rounds and the resource level is the same as the old service. Only when new service settles down, will resource levels be reduced.

	Old service	New service
Drivers	27	22
Operatives	41	33

Why agency staff?

- Veolia significantly favours direct employment.
 - long-term employees know local areas/collection rounds
 - provide a more reliable service
- Transitioning from old to new service, additional agency staff is needed
- When the new service settles down, Veolia will return to using direct employees

SERVICE CHANGE ROLL OUT

STAFF

What responsibility does DDC have towards the welfare of Veolia staff?



- DDC consulted with all training plans prior to change and plans for additional work, e.g. interim Saturday collections
- regular meetings provide checks and balances to ensure quality service delivered while staff treated fairly
- decisions on safety such as uniform and minimum standards are made in partnership
- DDC supported Veolia throughout COVID-19 with additional costs to cover PPE

Pay rate



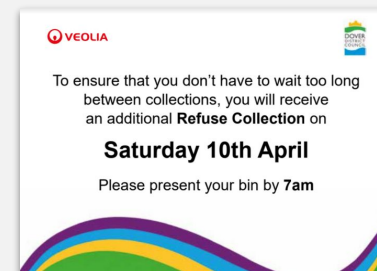
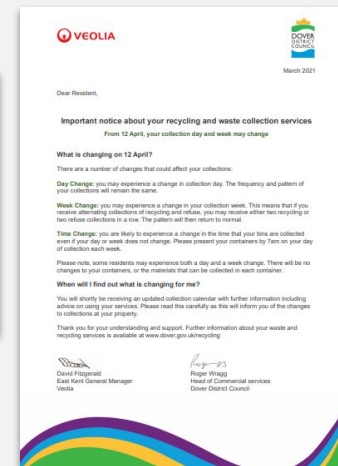
There are different rates depending on:

- staff position (driver/ loader/7.5t driver/ 3.5t driver/street cleaning operative)
- different shift patterns (Mon.-Fri., 5/7 on Street Cleansing)
- pay rates are negotiated annually in conjunction with GMB

SERVICE CHANGE ROLL OUT COMMUNICATIONS

Residents received two lines of communication

- 1) four-five weeks before the service change:
 - a letter to inform about the change and the reasons for it
- 2) one-three weeks before the service change:
 - a bespoke leaflet with new calendars and information about advise how to use the recycling service correctly
 - a postcard to advise of an additional Saturday collection for those waiting an extended period between old and new collections



SERVICE CHANGE ROLL OUT

MITIGATIONS

What mitigations were in place to ensure households had a smooth transition to the new service?

- additional collections were delivered to households who experienced an extended wait between collections in the move from the old to the new service. This included:
 - a wait of 18+ days between collections (more than **four** days longer than usual)
 - additional Saturday collections were completed on Saturday 10 April and Saturday 17 April
 - transfer station open on Saturdays
 - additional vehicles were deployed
 - additional back office support
 - support frontline staff from Westminster and South London
- additional resources were used and continue to be provided
 - resources will be reviewed whenever the service return to pre-change levels
 - following first few weeks of reschedule, due to service challenges an additional recycling vehicle has been deployed

SERVICE CHANGE ROLL OUT MITIGATIONS



Who was responsible for the leaflet delivery as there were lots of complaints received that people had received two in some areas and none in others?

- Veolia delivered the communications
- 10 different collection calendars delivered (Mon- Fri, Week A/B)
- more than 53,000 Dover properties
- any issues rectified quickly



What oversight, checks and balances are in place to ensure that Veolia are fulfilling their contract?

- close working between DDC and Veolia to review options prior to change, with risks analysed for each
- regular meetings
- contractual performance mechanism in place



Q&As

SERVICE CHANGE ROLL OUT

Q&As

Why is Veolia staff telling residents that DDC had initiated the round changes?

Veolia is working in partnership with Dover District Council to deliver the changes to Dover's waste and recycling collection service. All plans, mitigations and solutions have been agreed in partnership.

Do Veolia recognise Unions in the workplace?

Yes, Veolia works closely with Unison, Unite and GMB. Local recognition agreement is in place with the GMB.

Why do the front line staff only receive two uniforms?

Veolia provides staff with all necessary uniform and PPE to deliver the service. Should staff require more uniform, they can request this via their line manager.

SERVICE CHANGE ROLL OUT

Q&As

Why, when having received complaints, were multiple roads left for weeks without food waste collection?

- In such a major and complex service change, a temporary period of adjustment is expected while our crews get used to using the new collection rounds
- We are monitoring the ongoing performance of the service closely to ensure any issues that arise are resolved quickly and to this end we have deployed additional vehicles and resources
- We have issued an explanation and apology to residents that has been shared on the Council's website
- We anticipate that the recycling and waste collection service will steadily improve and return to its high standard as soon as possible