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Local government front line services:

From recession to progression





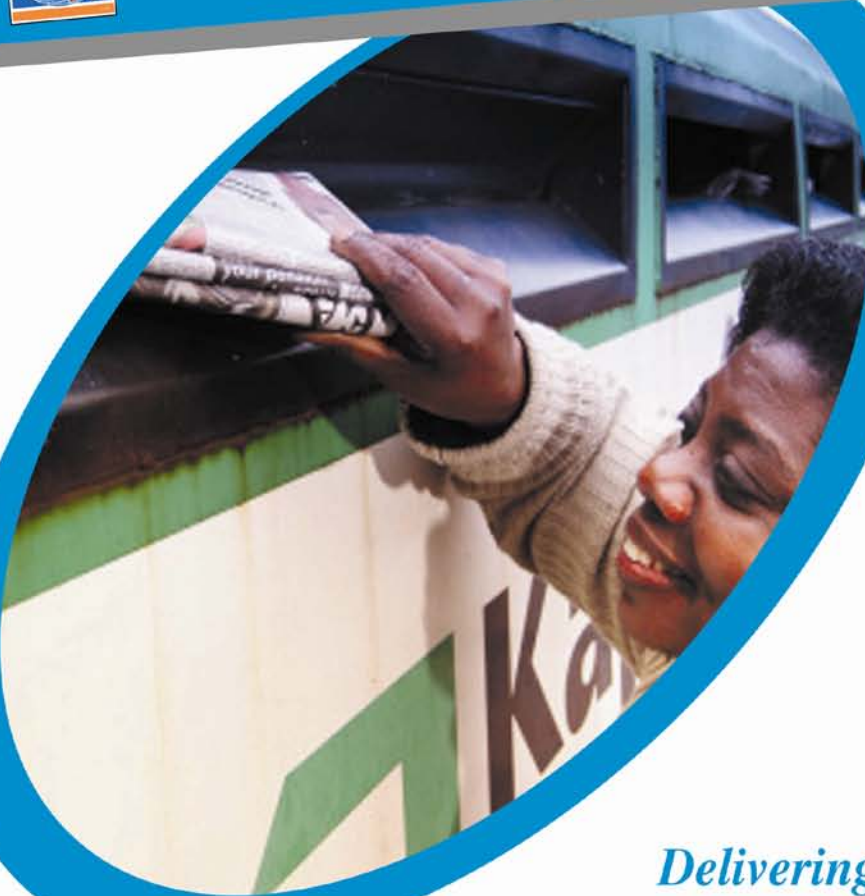
SCS Waste and Recycling Service

APSE annual seminar 2009

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Cheryl Sloan, Business Support
Manager



Swindon 2010



Promise 49

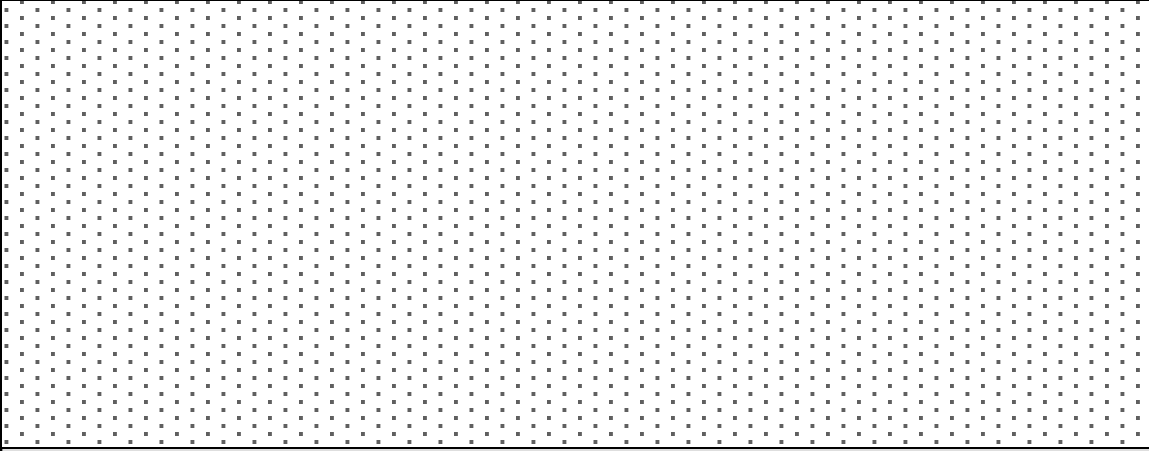
“ We will recycle, compost or treat more than 50% of household waste, and where practical, we will provide kerbside recycling collection for all our residents. ”

Delivering Swindon 2010

Find out more by visiting the Council website
www.swindon.gov.uk



Where we were....

Financial Year	Recycling	Composting	Waste to Energy	Total Recycling Rate	Target
2005/06	19.92%	7.82%	0.03%	27.77%	30%
2006/07	22.79%	8.66%	0.03%	28.61%	33%
2007/08					39%
2008/09					45%
2009/10					50%

2006 – A Fragmented Service

- Refuse Collection
 - 10,200 on fortnightly wheelie bin collection
 - 70,000 on weekly black sack collection
 - Remainder on eurubins etc
- Recycling Service
 - 29,600 on a weekly kerbside collection
 - 44,000 on paper and card only
 - Free garden waste collection for whole of Swindon

Radical Change Required!

The Project

- A waste and recycling project team was formed in 2006 using Prince2 methodology:
 - Project Board – Client Directors/Offices, SCS MD, Lead Members, Finance Director
 - Operational Board – SCS Operational Team (the implementers)
 - Project Initiation Document produced / challenged

Our Simplified Project Plan

New Waste & Recycling Service Project Plan

Recycling Service - 3 Weeks to Go.....Wheelie Bins (BIG BANG) - 18 Weeks to Go.....

Dates	Recycling	Wheelie Bins	HRC	Plastics	External Communication	Internal Communication	General	Route Planning
5th - 9th						* Fortnightly Briefings to Cabinet Members.	Advertise waste wardens	
12th - 16th					* 15th - Staff display at Brimble Hill Primary School	* Two presentations to elected Members & basic info pack		
19th - 23rd	PAG Report - Vehicles 23.03.07				* Content & design for roadshow & display material finalised			Flats/Eurobins
26th - 30th	Order Vehicles							First Draft Route Planning
2nd - 6th			Union Consultation	Order bags for service	Leaflet Design. Develop fact advise sheet	* Weekly updates to all elected Members		
9th - 13th			Staffing - using agency staff		Comms Plan Finalised	* Continued fortnightly updates to Cabinet Members		
16th - 20th					Banners Received. Freebies ordered	Training Frontline Staff	Interview Waste Wardens (16th & 20th)	
23rd - 27th		Wheelie Bin lifts start to be fitted			Blunsdon Annual Parish Council Meeting		Appoint Waste Wardens	
30th - 4th	Union Consultation	Union Consultation		Arrange for retail outlets to sell bags	* Final Proof for Leaflets/Calendar. * Website goes live to promote new service	Intranet/Internet launched		Final Route Planning - Recycling
7th - 11th	Delivery Schedule to be agreed				* Swindon News goes out to all residents	Comms Plan and info pack to all Members		
14th - 18th			Publicise New Opening Hours (banners, swindon news, website)		7th - 18th Displays in council reception areas. * Media Briefings			
21st - 25th					* Meet the Waste Wardens. * Print Leaflet/Calendar		Waste Wardens Start	Final Route Planning - Wheelie Bins
28th - 1st	Vehicles to be logo'd & painted yellow				Participation survey - Highworth. Press Briefing - 29th May		Waste Wardens - Training (ongoing)	
4th - 8th	Recycling Boxes Arrive at Waterside		Text Messaging service in place. 26th May - New Opening Hours Start - 8.00am - 9.30pm	8 page pull out in Swindon News. 8-week Radio Campaign Starts				
11th - 15th				Bags ordered - funding not agreed	Introduction leaflet delivered	Weekly meeting with call centre - ongoing		
18th - 22nd	Order backup vehicles	16th June - Take over Claire's			* Launch recycling roadshow - 18th June			
25th - 29th	Recycling Boxes/Lids/ Leaflets Distributed to 80,000 homes	First wheelie bins arrive. Remainder will arrive as per delivery schedule. Store at Claires		4 bags distributed with Recycling Boxes.	Recycling boxes, leaflet & calendar distributed. *Web Changes	Crew training		
2nd - 6th				Letter to outlet re: Bags			Additional call centre requirements for start of service - nothing agreed	
9th - 13th			New MRF Post Starts	Bags arrive in stores	Final Proof for Leaflets/Calendar - Wheelie Bins			
16th -20th	Hire in 5x vehicles/Vehicles arrive			Bags delivered to outlets		Members notified of blue sack round		

Our New Recycling Service

- A new recycling service introduced – July 2007
 - Weekly collection of recycling boxes from the kerbside
 - Fortnightly collection of plastic bottles (SBC provided white plastic sacks)
 - Fortnightly collection of green waste (any green sack could be used)



Our New Waste Service

- Introduced the 5th November – marketed as the ‘the big bang’
 - Fortnightly collection of household waste in a wheelie bin (first authority to introduce wheelie bins across the whole authority in one-go)
 - Weekly volume limited blue sack collection for households who cannot have a wheelie bin collection
 - Extended opening hours at the HWRC with a queue waiting time text service and webcam linked to the Council website

Placing the residents at the heart of the solution

- Key to success was making the new service user friendly:
 - Re-routed the whole of Swindon using a Zonal approach
 - All collections on the same day
 - Undertook a full survey of the town
 - Who couldn't have a wheelie bin – strict Council policy, identify number of houses, roads etc
 - Group task and finish

Placing the residents at the heart of the solution

- Extended hours at the Household Waste Recycling Centre + queue buster (text service & webcam) – anticipated increase in usage

www.swindon.gov.uk/environment/streetsmart-wasteandrecycling/streetsmart-householdwasterecyclingcentre/hwrcwebcam.htm

- Plastics bottle collection – gave residents extra space in their wheelie bin
 - A key request from residents from waste survey

Communications

- Leaflet drops
 - Ensuring residents understood the reasons for change
- Road shows across the borough
- Individual calendars for each zone
- Radio / Bus advertising campaign
- Swindon News (Council magazine) & Swindon internet site



Communications

- Recruited a team of 6 waste wardens:
 - Home visits
 - Attended road shows
 - Educational events
 - Assessments for assisted collections
 - Assessments for additional wheelie bins
 - Ongoing enforcement



Communications

- Introduced a new waste service hotline:
 - Dedicated number for the new waste service
 - Employed additional call centre staff for the build up to the new service and during the introduction:
 - » 39,000 calls in the first 3-months of the new recycling service
 - The hotline number was advertised on the vehicles, wheelie bins, recycling boxes, leaflets



Challenges!!

Challenges faced prior to implementation

- Bin size
- Bin chipping
- Member buy-in
- Policy
 - Closed bin lid
 - No side waste



Challenges faced during implementation

- Wheelie bins – phased introduction or ‘big bang’?
- Increase in ‘A’ card / additional wheelie bin / additional recycling box requests
 - Received 9,700 requests in just 5-months

A challenge never envisaged!

- On 20th July (the Friday before the launch of the new recycling service) the UK was hit by major floods
- SCS depot was under several foot of water
- Power was lost from the contact centre and much of the fleet was stranded across Swindon
- Staff worked throughout the weekend
- Contact centre was relocated



Was it worth it??

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2006/07	22.79%	8.66%	0.03%	28.61%	33%
2007/08	22.82%	11.95%	2.72%	37.49%	39%
2008/09	25.62%	14.31%	4.49%	44.42%	45%
2009/10					50%

What have we done since..

- We now collect all plastics in any white bag
- Pricing for a food waste collection
- Health and Safety training DVD (winner of the CIWM award)
- Worked with BMI / Ulster University on sound proofing glass hopper – first vehicle in UK was fitted on 19/08/09
- Looking at how the service can be delivered more efficiently – VFM project



Any Questions?

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