

# Increasing RCV Utilisation Through Shift Working



**Martin Kingham, Service Manager (Waste Operations)**

# Project Goals

- Significantly reduce RCV fleet
- Save £800,000
- Maintain quality of service

# Key Risks

- Employee relations
- Impact on remaining RCV's
- Public acceptance
- Safety – particularly in winter
- Other consequences

# Project Plan

- **Big Bang!**
- **By this date** – complete 3 work streams
  - Route planning
  - Workforce consultation
  - Communications planning
- **On this date** – shifts commence
  - 174,000 h/h serviced over a 15-hour day
- **After this date** – RCV disposals

# Route Planning

- Daily Work Quotas (patchwork quilt)
- Built-in Capacity
  - Growth
  - Contingencies
- Variants
  - 4 bins, 3 bins, bulk bins, weekly, twice & thrice weekly, rural, difficult access, etc.
- Software? .... Not so far

## Consult at the Right Pace ...

- Consultation started March 2011
  - 23 management & trade unions meetings
  - 18 employee bulletins
  - 4 'mass' employee meetings
  - Around 250 1-2-1 meetings
  - 3 consultative ballots
- Implementation October 2012
  - 6 post-implementation review meetings

# Shift Patterns – Points to Consider

- Cost
- Fatigue
- ‘Ownership’
- Test against driver rules & working time regs.
- Workload equity
- Effective & efficient shift changes

# 4 x 4 Rolling Shifts ...

Week	M	T	W	T	F	S	S	Total
1	10½	10½	10½	10½				42
2		10½	10½	10½	10½			42
3			10½	10½	10½	10½		42
4				10½	10½	10½	10½	42
5					10½	10½	10½	31½
6	10½					10½	10½	31½
7	10½	10½					10½	31½
8	10½	10½	10½					31½

- 7am to 6pm with 30 minute break
- Net utilisation 73½ hours per week
- 36¾ hour average week of which 10½ are ‘unsocial’ hours
- Popular with workforce
- Lends itself well to commercial operations (but watch breaks!)



# Fatigue

- Desk study – HSE research & publications
- Employer legally responsible for removing or controlling the risks associated with fatigue by **organising and planning working arrangements**
- It may be difficult to prove that legal responsibility is being met if a shift pattern, which is likely to increase employee fatigue is introduced where **other viable alternatives are available**
- Determined that compressed shift patterns resulting in longer hours are **not suitable** for household collection

# Agreed Shift Pattern – June 2011

	SAT	SUN	MON	TUE	WED	THU	FRI	Hours	Breaks
<b>Week 1 &amp; 3</b>	OFF	OFF	06:00	06:00	06:00	06:00	06:00	<b>36</b>	1 x 30 min
			13:42	13:42	13:42	13:42	13:42		
			7.20	7.20	7.20	7.20	7.20		
<b>Week 2 &amp; 4</b>	OFF	OFF	13:18	13:18	13:18	13:18	13:18	<b>36</b>	1 x 30 min
			21:00	21:00	21:00	21:00	21:00		
			7.20	7.20	7.20	7.20	7.20		

- Net utilisation **68** hours per week
- 36 hour week of which 5 ‘unsocial’ hours

# Impact on Operations

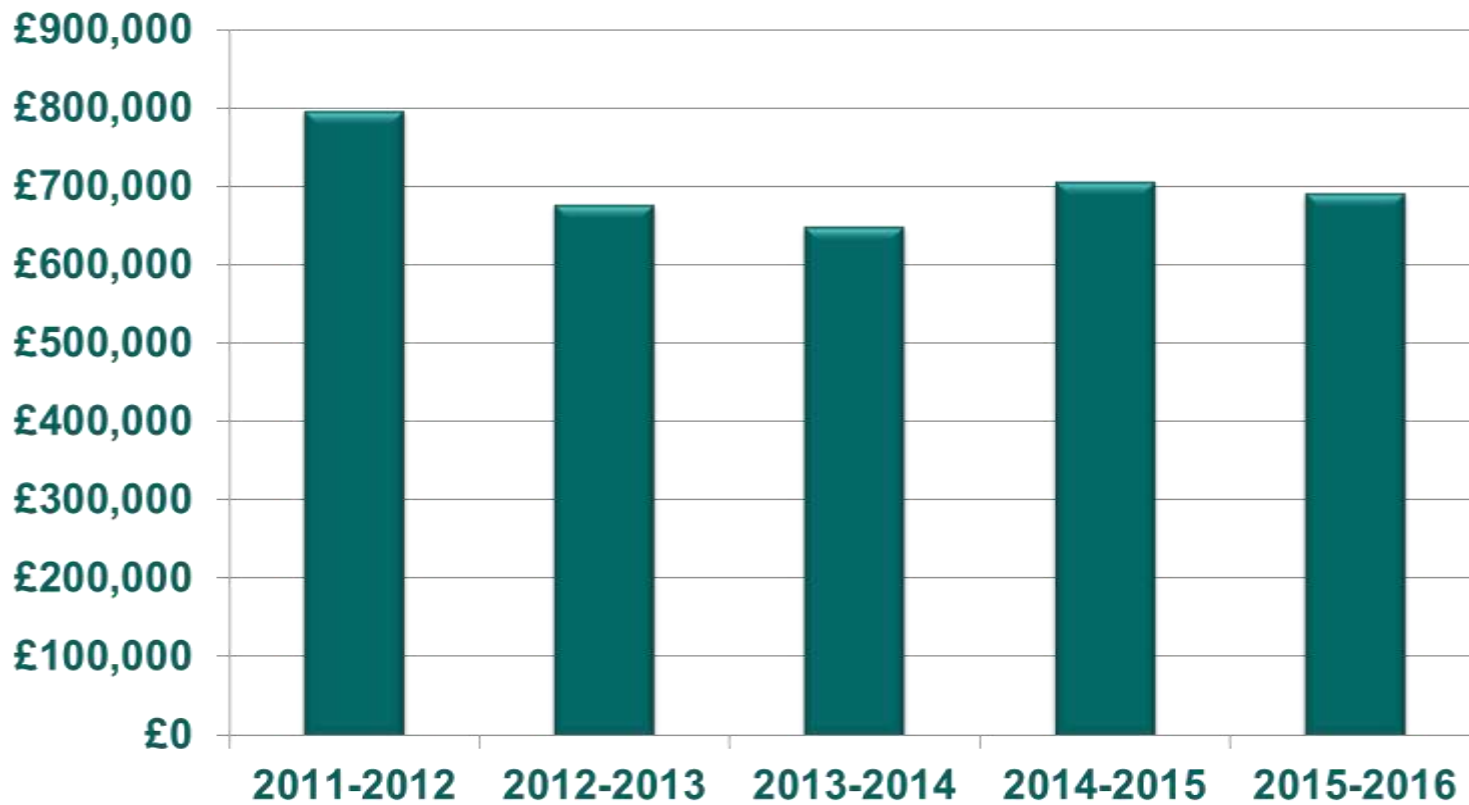
- Mirrored shifts
  - Productivity is helped by peer regulation
  - Capacity is left at end of backshift
  - As DWQ's are completed teams are redeployed to assist colleagues
- Rotation of work type
- Route orientation and risks

# Public Communications

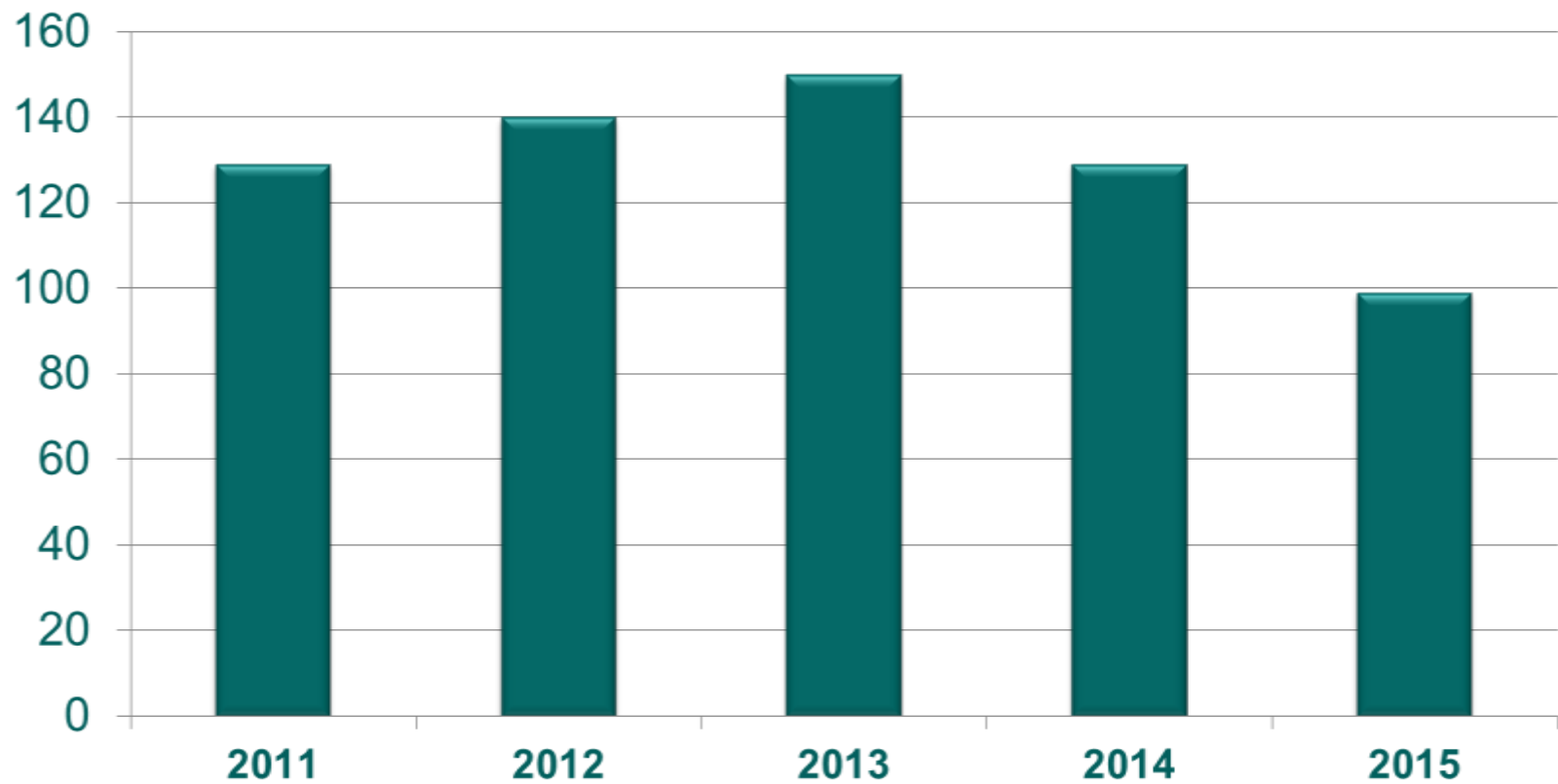
- Change of service leaflet & calendar
  - Transitional arrangements
- Bin reminder tags
- Social media & web
- Internal Communications



# Fleet Maintenance Costs



# RCV 'Accidents'



# Outcomes

- No Job Losses – only ‘plastic and metal’
  - 25 front line RCVs
  - 2 reserve RCVs
- Savings – exceeding £800k
- More efficient routes
- Quality of service as good as ever



# Focus on safety ...

- Risk assessments
  - generic, dynamic, route
- Communication and training
- Physical changes
  - e.g. lighting, camera systems
- Supervision
  - Random, frequent inspections

# Thanks

