

## Appendix A5: Service Standards

### 5.1 Current service standards

The below identifies the current service standards. The service standards are considered as a live document; to be reviewed annually, or where there is any change to customer requirements, legislation, working practices, technology or policy.

Area	What we will do:	What we expect from our customer	Service Standards
<p><b>Recycling and Waste Collections-traditional households</b></p>	<p>Collect your recycling and household rubbish on your scheduled day, between 6am-10pm in the specific container provided</p> <p>Be polite and courteous at all times</p> <p>Make full use of our in-cab reporting devices, to report on issues of customer concerns, contamination-requiring education support, access problems, incorrect presentation of waste etc.</p> <p>Sticker all containers with the correct address label and bin type. Only containers with the correct label will be collected.</p> <p>Return your containers to where we found them. This will be on the kerbside outside your property, an alternative agreed collection point or within your property boundary if a</p>	<p>To recycle as much as possible in line with our published guidance and education support</p> <p>To present your wheeled bin, dry recycling green bags, re-useable sacks and red striped bags by 6am on your scheduled day of collection and no earlier than 4.30pm the day before. Bring all containers back onto the property by 9am the following day</p> <p>Report any missed collections of your recycling and waste within 48 hours of collection, and not before 10pm on your scheduled collection day</p> <p>Place your containers on the nearest kerbside for collection at the above times, unless an alternative collection point has been agreed</p> <p>Only use the recycling and waste containers provided- failure to do so</p>	<p>We will return within 5 working days if you report that we have not collected your general waste or garden waste from your individual property, on the scheduled collection day. Vehicle CCTV and trackers are in use.</p> <p>We will attempt to return within 48 hours if we know that we have missed an entire street/round due to a service failure</p> <p>If we miss your hygiene waste, and it's as a result of service failure, we will attempt to recollect within 48 hours</p> <p>If your recycling or food waste is missed, we will return to collect on your</p>

	<p>registered collection has been arranged.</p> <p>Reserve the right to refuse the collection of any waste items that may cause harm or may have an effect on the health and safety of waste collection staff</p> <p>Collect a maximum of 5 re-useable garden sacks/ 2 green-wheeled bins (garden waste) per collection. Unless a recorded exemption is in place.</p> <p>Collect all (non-contaminated) green bags</p> <p>Place stickers onto your recycling or waste, letting you know if we can't collect them e.g. incorrect items</p> <p>Supply you with a roll of green recycling bags, if a re-order indicator is presented on your recycling bag</p> <p>Replace any wheeled bins that are damaged by our refuse collectors free of charge.</p> <p>If you have a front garden, return your re-useable garden sack to your property boundary</p>	<p>may result in a Fixed Penalty Notice of up to £100 being issued.</p> <p>To not remove or replace your barcode label</p> <p>To leave your waste containers at your property, if you are moving to another address</p> <p>If you have a wheeled bin, all waste must fit inside your bin. Any bags outside your bin will not be collected, and may result in a Fixed Penalty Notice of up to £100 being issued.</p> <p>To make full use of the weekly recycling and food waste services available. To not abuse these services, by placing incorrect material into them to allow you a weekly collection of general waste. This may result in a Fixed Penalty Notice of up to £100 being issued.</p> <p>To maintain the condition of your wheeled bin and containers, and keep them within your property boundary at all times (except during your collection period)</p> <p>Not to compact waste tightly into your wheeled bin. Your waste may not empty</p>	<p>next scheduled collection. We will collect any loose bags outside of your food waste caddy in this instance.</p> <p>We will check the vehicle 360° CCTV cameras and trackers to establish genuine service failures or to investigate customer complaints</p> <p>We will clear up any litter which has been created as a result of waste collection. If there is too much to clear with the equipment available, communicate with our Neighbourhood Service teams to action</p> <p>Regularly stock our collection vehicles with a supplies of replacement green bags- if we run out, we will refer the need to our delivery teams</p> <p>Use in cab devices, to report any wheeled bins that we have damaged</p>
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	<p>Advertise, recommend and process all applications for hygiene waste collections</p> <p>Offer an alternative collection point for hygiene bags, by agreement of customer and collection team</p> <p>Remove properties from the hygiene service if hygiene bags have not been placed out for 4 consecutive collections.</p> <p>Be polite and courteous at all times</p>	<p>into our vehicle. A re-collection would not be arranged</p> <p>If your wheeled bin, or re-useable garden sack, is too heavy for collection, remove the excess waste before presenting for your next collection. As a guide, your bin should weigh no more than 75KG.</p> <p>To identify your correct collection dates and methods, by looking at all information made available e.g. C2C call centre 029 2087 2087, website, sign up to reminder services, information at Hubs</p> <p>Ensure that no items of a hazardous nature are placed into your recycling and waste bags; consider the health and safety of our crews at all times e.g. wrap sharp objects before placing into your bags</p> <p>To place your hygiene bags kerbside, unless an alternative collection location has been agreed. This must be requested at the time of the initial application.</p> <p>To not put your hygiene bags in any type of container for collection.</p>	<p>and need repairing or replacing.</p> <p>Replace your wheeled bin within 10 working days. If your black bin is not delivered before your next collection, we will collect bags from your property</p> <p>Investigate all reports of non-collections of hygiene waste, using all resources available.</p> <p>Deliver replacement hygiene bags through your letter box, unless an alternative location is requested. We will deliver as many replacement bags as you put out for collection</p>
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		<p>To put your hygiene waste in Council issue, yellow bags only for collection.</p> <p>To securely tie your hygiene bags for collection.</p> <p>To put your hygiene waste into your black bin/red striped bag on the week that hygiene waste is not collected. Hygiene bags should not be used this week</p>	
<p><b>Recycling and Waste Collections- blocks of flats</b></p>	<p>Collect your household rubbish on the same day in the specific container provided and clear up any rubbish spilled during the collection. This does not include extra bags of waste or bulky items.</p> <p>The above will happen at the same frequency as traditional household collections, unless other arrangements have been made</p> <p>We will collect and return your containers from an agreed collection point, which should be agreed in the planning and development stage</p>	<p><u>Landlords/developers/property management companies:</u></p> <p>Proactively maintain contact with the waste strategy team when planning any new development/making changes to existing development. This is to ensure:</p> <ul style="list-style-type: none"> <li>• A collection point and collection method is agreed</li> <li>• Your bin store is accessible and safe for our crews to collect from</li> <li>• You have an adequate number of recycling and waste bins for the development</li> <li>• Payment is made for bins and delivery in advance</li> </ul>	<p>We will return within 2 working days if you report that we have not collected your communal bins on the scheduled collection day.</p> <p>If additional waste has generated as a result of a non-collection, we will collect any bags outside of your bin.</p> <p>We will check the vehicle CCTV cameras and trackers when all reports of non-collections are</p>

	<p>Provide flat specific information including leaflets, and bin store signage</p> <p>Have a dedicated officer to assist in improving recycling participation, and correct waste presentation, in blocks of flats</p> <p>Replace any communal bins damaged by our refuse collectors free of charge.</p> <p>Provide advice and support during the planning development stage, and any planned remedial works, in relation to the type/number of bins required, access requirement for our crews and collection method statements</p> <p>Offer a sale of recycling and waste containers through our commercial waste team</p> <p>Offer a hygiene collection in blocks of flats</p> <p>Provide supplementary planning guidance, in addition to the accessible information on the Cardiff Council website</p>	<ul style="list-style-type: none"> <li>• Recycling/waste bins and information is available for your residents before they move in</li> <li>• We have a contact for the development, should any issues arise in the future e.g. contamination issues, lack of bins, health and safety issue identified</li> <li>• Co-operate fully with waste management officers, where Health and safety risks are identified. Meet an officer on site, and ensure remedial works take place to ensure the safe collection for occupiers of the properties</li> </ul> <p>Regularly monitor the presentation of waste from your building, to ensure it is compliant with our waste collection requirements e.g. no additional bags outside of the bins. Make arrangements to remedy any incorrect presentation</p> <p>If you choose to buy bins from an alternative supplier, they must meet the Council's specification. If they don't, we do not have to collect your waste until the situation is resolved</p> <p>Allow access to the development between 6am-10pm on the day of collection</p>	<p>received. We will only return to make a re-collection if the report is found to be genuine</p> <p>We will complete a daily End of Shift report which will identify any reason why we have been unable to collect your recycling or waste. This information will be available to our contact centre</p> <p>We will make every attempt to contact you if we are unable to collect waste due to a Health and Safety issue. We will request a site meeting and offer advice to attempt to reduce the risk of this occurring in the future</p>
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Further information can be found at [www.cardiff.gov.uk/recycling-](http://www.cardiff.gov.uk/recycling-) follow waste management planning guidance

Residents

- Make full use of the recycling and waste collection schemes available at your block of flats
- Let us know if you think recycling arrangements can be improved at your block of flats
- Follow all recycling and waste presentation guidelines provided
- Responsibly dispose of any bulky waste you have- do not simply leave within your bin store without making collection arrangements

Inform us of the specific collection point for your hygiene bags

Do not place hygiene bags in any container for collection

Ensure full access between 6am-9pm for hygiene bag collection

Inform your concierge/caretaker (if on site) not to place hygiene bags into communal bins

		<p>Let us know where we should replace your hygiene bags- we are unable to deliver to your front door</p>	
<p><b>Provision of wheeled bins, food waste liners, green recycling bags, red striped waste bags and food caddies</b></p>	<p>Provide green recycling bags, free of charge, and in a variety of ways to meet customer needs.</p> <p>Provide food waste liners, free of charge, and in a variety of ways to meet customer needs</p> <p>Provide kitchen and kerbside caddies free of charge, to order online or by calling the C2C contact centre</p> <p>Provide re-useable, garden waste bags for £2 per bag by calling the C2C contact centre (not City wide)</p> <p>Deliver a limited supply of red striped waste bag twice a year, enough to place out up to 3 bags per fortnightly general waste collection (bag areas only). This will be 3 rolls as standard</p> <p>Replace wheeled bins, lost or stolen from a property, for a charge of £25 per bin</p> <p>Identify an appropriate local stockist within each electoral area of Cardiff, to</p>	<p>If you are unable to attend a local stockist, to order your recycling and food waste equipment in advance of running out. This will ensure you can still participate in all services available</p> <p>To use all equipment as specified by the Council. Incorrect use may result in a Fixed Penalty Notice of up to £100 being issued</p> <p>Green recycling bags should not be used for any alternative purpose e.g. transporting non-recyclable waste to HWRC/charity shops, used for business waste, used outside of Cardiff</p> <p>Be polite and courteous to staff within our local stockists, who have been asked to implement a control process to allow you a maximum of 2 rolls of bags per visit</p> <p>Let us know if you require an alternative delivery address, where initial delivery has been unsuccessful, or you know you will not be home to receive delivery.</p>	<p>Deliver food waste liners and green recycling bags to all local stockists twice a week.</p> <p>Where demand is consistently high, consider increased deliveries to stockists</p> <p>To deliver the maximum stock of bags that can be held at each stockist, with consideration to available space</p> <p>Deliver all ordered items within 15 working days of the order being received</p> <p>Post rolls of bags through your letterbox, where design allows</p> <p>Leave a delivery note in the following circumstances:</p>

	<p>allow the collection of a maximum of 2 rolls (1 additional for a neighbour) of green recycling bags and food waste liners per person</p>	<p>Collect your item/s from Lamby Way Depot if we have been unable to deliver after 2 attempts</p>	<ul style="list-style-type: none"><li>-where we have been unable to deliver item/s</li><li>- where item/s have been left at an alternative location</li><li>- where you have paid for the item/s</li></ul> <p>We will deliver wheeled bins to the frontage of your property.</p> <p>We will not leave garden waste sacks on your doorstep. If your letter box allows, they will be posted. Alternatively, you must be home for delivery or provide an alternative delivery address</p> <p>We will not leave red striped waste bags on your doorstep. They will be posted through your letter box. Where no letter box is available, or no access to communal areas can be made, a note of unsuccessful delivery will be made. We will send you a letter to allow you to collect your bags</p>
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			Visit your property twice to attempt delivery of chargeable items
<b>Bulky Waste Collections</b>	<p>Offer a chargeable, bulky waste collection service for items that cannot be recycled.</p> <p>Offer a free bulky waste collection service for items that can be recycled.</p> <p>Work to procure a partnership with a local charity, to further enhance the re-use of bulky items that can be used again</p> <p>We may be able to offer assistance with the removal of your bulky waste, if arrangements are made in advance.</p> <p>Inform our fly-tipping removal teams of all bulky waste collection bookings, to ensure they are not incorrectly assumed as fly-tipped items.</p>	<p>Present your items at an agreed collection point by 6am on the day of collection. This may be within a property boundary, or kerbside</p> <p>Present your items in a clear and accessible location; if they are being collected from within your property boundary, they must be at the nearest point to the highway.</p> <p>Keep all absorbent items dry to facilitate a safe collection e.g. rugs, sofas, mattresses</p> <p>If you no longer require a collection for any reason, you must inform us no later than 3 working days before collection is due to take place. A refund will then be offered</p> <p>Only place out items for collection that have been booked in advance</p> <p>Present your item/s in a safe manner, as instructed by the contact centre and detailed within our website</p>	<p>Collect your items between 6am-9pm on the day of collection</p> <p>If a collection is missed due to service disruption, our contact centre staff will be informed. We will arrange to make a re-collection as soon as possible.</p> <p>We will complete a daily End of Shift report which will identify any reason why we have been unable to collect your bulky waste item.</p> <p>Leave a calling card to advise of any issues with collecting your item/s or confirm item has been collected</p> <p>Aim to offer a collection of your bulky items within 10</p>

			<p>working days of the request. This may be extended during periods of high demand, and you will be told of your proposed collection date before you make payment.</p>
<p><b>Recycling and waste education</b></p>	<p>Implement and promote campaigns to increase recycling participation across the City.</p> <p>Let you know if your collections will be delayed due to Bank Holidays or inclement weather via our waste apps, website and C2C contact centre</p> <p>Ensure information regarding recycling and waste services is available to the public via a range of communication methods including:</p> <ul style="list-style-type: none"> <li>- outreach sessions</li> <li>- social media e.g. twitter and Facebook</li> <li>- website updates</li> <li>- Leaflets and letters</li> <li>- Advertising</li> </ul> <p>Form partnerships with key stakeholders including student union, local volunteer groups, and charities.</p>	<p>Provide us with correct information to enable us to complete our household visits</p> <p>Allow us access to the frontage of your property if requesting a registered collection. Our officers will need to complete a risk assessment</p> <p>Be open and honest when explaining why you need assistance with waste collections, or additional non-recyclable waste capacity.</p> <p>Be polite and courteous to our staff, who are aiming to help and are asked to relay key messages</p> <p>Use your chosen communication reminder method to keep informed of recycling and waste messages/collection days etc.</p>	<p>Organise at least 1 outreach session a month, and inform you where we will be via social media and the website <a href="http://www.keepcardifftidy.co.uk">www.keepcardifftidy.co.uk</a></p> <p>Visit you within 10 working days to arrange a registered collection.</p> <p>Process any agreed registered collections by the end of the working day; your assistance will begin between 7-10 days.</p> <p>Visit you within 10 working days to arrange an additional capacity bin assessment.</p> <p>If any additional/larger bins are required, order</p>

	<p>This will enable activities such as the student campaign</p> <p>Arrange assessments for residents who may struggle to present waste for collection on the highway- these are known as registered collections</p> <p>Arrange assessments for residents who feel they require additional non-recyclable waste allowance</p> <p>Regularly review all properties signed up for a registered waste collection, to ensure they are still required</p> <p>Complete regular monitoring of the City's participation in recycling schemes using a range of methods to include:</p> <ul style="list-style-type: none"> <li>- desk based data analysis</li> <li>- on street monitoring</li> </ul> <p>Produce improvement plans &amp; changes of schemes when considering results of public satisfaction surveys</p> <p>Continue the promotion of recycling and waste minimisation messages for school children, through our Really Rubbish Campaign</p>	<p>Take personal responsibility to ensure you are participating in all recycling schemes available. Contact us if you require assistance</p> <p>Let us know if you no longer require a registered collection at your address.</p> <p>Respond to registered collection review letters, to let us know if you still require the service.</p>	<p>these within 24 hours of the visit.</p> <p>Provide basic recycling and waste collection information in the 15 most spoken languages across the City</p>
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<p><b>Compliments and complaints (use corporate info)</b></p>	<p>Your feedback helps us to improve our services.</p> <p>If something goes wrong, we need to be able to put it right quickly.</p> <p>If possible, we will take action to ensure it doesn't happen again.</p> <p>We will ensure all compliments receive reach our operational teams, via staff screens in communal areas.</p>	<p>Provide us with feedback via the various contact methods available to you.</p>	<p>Acknowledge your complaint within 5 working days of it being received</p> <p>Aim to resolve your complaint within 20 working days</p> <p>Let you know within the 20 working day period if we think it may take longer to investigate, and keep you informed</p>
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## 5.2 Future considerations- High level options

### **Garden waste collections**

The collection of garden waste from households helps the Council to meet its statutory re-use/recycling and composting targets. However, it is not a statutory function to collect garden waste from households free of charge.

Garden waste collections can prove challenging; there are many variables including:

- seasonal impacts
- differing demands across the City

It has been identified that there are current inefficiencies in our garden waste collections, due to the challenges listed above. It is very difficult to determine demand levels; our refuse collection vehicles service every street, although only one or two properties may present garden waste; although collection frequency is reduced to four weekly between November-March, feedback from customers identifies that there is a large proportion that still require a regular collection until a later date.

The move to a new technology based collection system, with live access from back office function to the vehicle, gives opportunity for alternative service delivery.

This document indicates the options that can be considered, and a high-level analysis of the strengths, weaknesses, opportunities and threats of each.

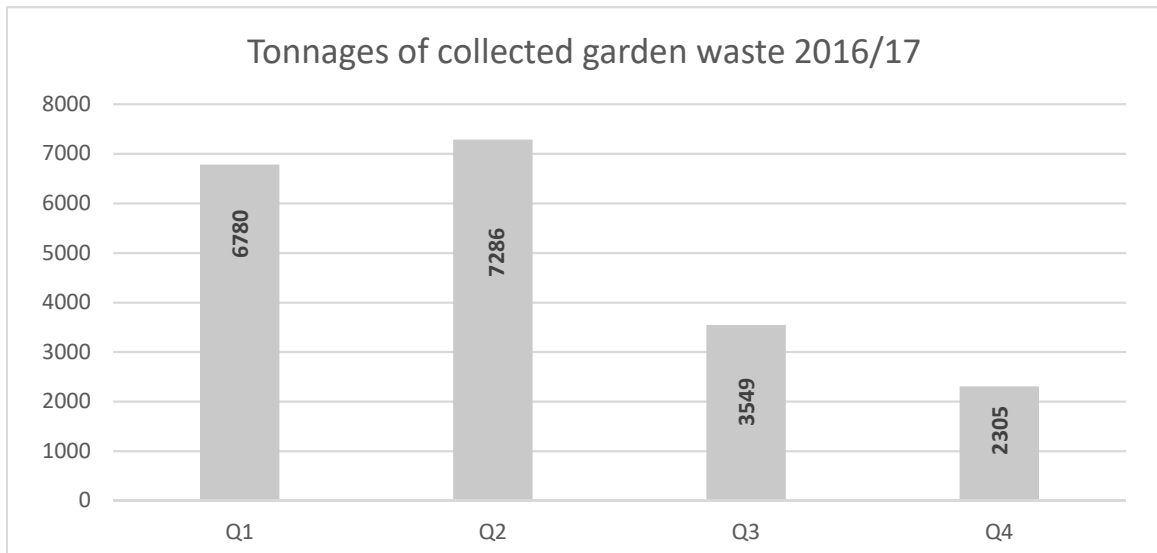
### **Current position**

Garden waste is collected fortnightly between April and October, and monthly between November and March.

Households present garden waste for collection in a 240L green wheeled bin, or a white re-useable sack. The Council specifies which container a household uses. Households may place 2 wheeled bins, or 5 re-useable sacks out for collection as standard.

Wheeled bins are charged at £25, and re-useable sacks at £2 per sack.

In 2016/17, the Council collected 19,919T of garden waste, in the main from households and Household Waste Recycling Centres. Of the amount of garden waste collected, 14,066T were collected between April-September as identified in the graph below:



The tonnages identify a clear demand for the service between April-September. However, despite the amount of waste collected there are still huge variables across the City.

A participation monitoring exercise was completed during April-May 2016. The below table shows the participation rate (the % of properties presenting garden waste once over 3 collection cycles) and the set out rate (the amount of properties presenting garden waste at each opportunity).

Area (sacks or bins)	April – May 2016	
	Participation rate %	Set out rate %
Cathays (s)	3.4	1.7
Heath (b)	77	49
Splott (s)	8.9	4.3
Ely (b)	59.4	31
Grangetown (s&b)	14	7

The same exercise was completed in different areas of the city during the winter of 2017/18 and the results show that participation in the service was low and infrequent.

Area (sacks or bins)	October 2017 – January 2018	
	Participation rate %	Set out rate %
Ely (b)	10.8	4.9
Riverside (s)	41.8	19
Penylan (s)	42.2	19
Rumney (b)	21	7.8
Heath (b)	44.3	21.4

Our Ask Cardiff 2016 survey results have indicated that 81% would consider an opt-in collection service, whereas only 25% would consider a chargeable collection.

## Research

An initial research exercise has been completed, to determine the provision of garden waste collections across Wales, and core cities.

Further detailed research will be undertaken with the local authorities, to help steer the preferred method of garden waste collection.

The following Council's charge for garden waste collections:

<b>Authority</b>	<b>Charge</b>	<b>Cost</b>	<b>Method of opt in</b>
Bristol	Y	£32 annually	Ring & collect
Newcastle	Y	£20 annually	Subscription
Sheffield	Y	£55.87 full 15, £47.99 x 9 collections and £37.99 x 5 collections.(2017 price) To be reviewed for 2018	Subscription
Birmingham	Y	£40 annually	Subscription
Denbighshire	Y	£34 / £22 online, annually	Subscription
Pembrokeshire	Y	£48/£43 annually	Subscription
Monmouthshire	Y	£18 annually	Subscription
Ceredigion	Y	£1.20 per bag	Ring & collect
Carmarthenshire	Y	£40.80 / £48 in instalments	Subscription
Conwy	Y	£1.50 per bag, maximum of 6 collected	
Bridgend	Y	£27 / £23 for OAP, annually	Subscription
Swansea	Y	£1.50 per weighted bag, 75p non-weighted	N/A
Flintshire	Y	Only a charge for any additional bins of £24 per bin per annum	N/A
Gwynedd	Y	£33 a year, extra £28 a year per additional bin	Subscription
Powys	Y	£13.56 per roll of sacks	Subscription
Vale of Glamorgan	Y	Bags £2 each	Ring & collect during winter months

## Potential options appraisal

### **1) Charged winter opt-in**

#### Strengths

- As production of garden waste is seasonal and has huge variation in demand across the city (due to housing stock types) – routes can be better rationalised to reflect need in service.
- Potential to scale back low season collections (e.g. Dec – Feb) to zero.
- Gives scope to only visit streets that present garden waste on collection day.

- Customers will have greater autonomy of when to opt in, meeting the need of their own gardening habits.
- Comparatively short sign up windows allows for flexibility of change of customer circumstances.

### Weaknesses

- Short opt-in period results in monthly admin to maintain registrations – this is admin for both staff and customers who have to sign up over again.

### Opportunities

- Opportunity to build a profile of statistical participation of garden waste collections without the need for resource intensive participation monitoring

### Threats

- If opt-in properties cover are small in number but cover a large geographical area, rationalisation will not be achieved.

## **2) Opt-in on demand winter collections**

### Strengths

- Existing booking and scheduling model available (bulky waste)
- As collections are reactive to customer requests, route optimisation would have the greatest effect with this model – unless properties are vastly spread out.
- No charge

### Weaknesses

- Increased call traffic to the contact centre to register for collections as online infrastructure is not currently available.
- This system would require a huge amount of admin resource.
- Online opt-in infrastructure would be required to ease customer use of the service (the contact centre is available at limited times). This is not yet available – especially if the service incurs a charge

### Opportunities

- Opportunity to use in-cab technology to the best of its potential.

### Threats

- Threats that customers will stockpile garden waste at home before ordering a collection – this has a detrimental effect on the quality of garden waste material for composting.
- The effort required by resident to request a collection may dissuade them from using the service entirely, resulting in reduced garden waste tonnages.



### 3) Annual Permits

#### Strengths

- Minimal admin required to maintain the system of the opt-in options.
- This model will likely to be preferable to residents who consistently use garden waste collections over the winter months. Requesting a collection every two weeks would be irritating to residents who use something regularly.

#### Weaknesses

- If properties register on an annual basis, route optimisation may not occur, as RCV's will visit addresses whether garden waste is presented or not.
- Ongoing admin required for each property - annual permits
- Process required if customers want to unsubscribe from the service.
- If residents move house but have paid for a permit – it could be transferable to a new property
- Residents will perceive no positive change in service, just a charge for a service they previously received without having to make the effort to sign up.

#### Opportunities

- Opportunity to rationalise rounds under this model with a high season and low season permit.

#### Threats

- If permits are to be displayed on a bin, this adds additional complicity to the scheme for the public.

#### 1. Bank Holiday Collections

Cardiff Council currently does not collect waste on bank holidays. This can mean the residents have to place out their waste either one day or two days late, depending on when the bank holiday falls. Each bank holiday the arrangements can change and lead to confusion for residents.

Across local authorities, the growing trend is to collect recycling and waste on bank holiday Mondays. This means less confusion for the resident as there are no changes to their collection services except at Christmas and New Year. This can mean less incorrectly presented waste so in turn provide cleaner streets.

This would also mean a contract change for the work force as well as re-educating the public on their collection days.

#### 2. Collection day changes (rebalancing)

Each waste stream has a specific number of properties that can be collected by each vehicle in a shift per day. These rounds build up like a jigsaw to determine what day each ward has their waste collected on, how many vehicles the service requires and the overall cost of the service. By constantly monitoring how these rounds are performing, efficiencies can be improved.

As the city grows, the number of properties on some collection rounds can become imbalanced, meaning increase costs and reduced efficiencies. It is recommended that Authorities' rebalance the collection rounds every 5 to 10 years depending on the level of growth within the authority. The last large scale rebalance in 2012 meant significant changes to the day residents had their recycling and wastes collected. Change is not required currently, but it is anticipated that a further large scale rebalance will be required within the length of this strategy (but this will be subject to the cities growth, as per the LDP).

### **3. Alternative working patterns for Collection services**

Finding an appropriate shift-pattern, which matches the specific needs of the organisation and our customers, is critical. At present, waste management operates a "Double Shift" pattern. Introduced in October of 2009, the double shift pattern offset the cost of introducing weekly food waste collections. Moving to a double shift pattern enabled the new food waste collection service to be delivered to our customers, whilst reducing our overall fleet vehicle requirements and subsequent costs. Effectively this provided a cost neutral increase in services.

At the time other options were explored including "6 day working", 4 on and 4 off" and 7 day working. However, the "Double shift" pattern provided the best financial and operational benefit.

As the city progresses, all options are worth keeping under consideration. The Council will also consider the impacts of alternative working patterns. Some initial research identified that:

- **London Borough of Sutton:** moved to a double shift arrangement, incorporating Saturday into the working week. This contributed £500K to the £1 million saving imposed on service area
- **London Borough of Barnet:** £1.3 million savings delivered through the revision of its mixed organics collection over 6 days rather than 5, Monday-Saturday thus reducing fleet and operatives
- **London Borough of Merton:** Service review resulted in 6 day collections (Monday-Saturday) with operatives working 36 hours over 4 day shift pattern. The reduction in vehicles contributed to the £540K p/annum savings rather than the reduction in staff.

So bearing these case studies in mind and the demands of a capital city environment which include busy streets and congestion; high volumes of on street parking; high

seagull population and pest attacks on bags; a 24/7 city economy a high level analysis will be completed.

A re-evaluation of potential options include ;

1. Current - (Double shift over 5 days) 6am to 10pm, Monday to Friday
2. Night Shift - (Single Shift over 5 or 6 days), 7am to 3pm, Monday to Saturday
3. 4 in 6 shift pattern - (Single Shift over 6 days), 7am to 3pm, Monday to Saturday

Further detailed modelling and consultation is required to test whether the current collection arrangements are the best value for the customer and the Council.