



Transforming collections in Recycling Services

Scrutiny 3rd November 2020



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Background

- The Council operates a 2 shift system for waste collections; 6am to 2pm and 2pm to 10pm
- This was introduced back in 2008 when citywide food collections were introduced to improve Cardiff's recycling performance
- Double-shifting increased service provision to support food waste collections without the need to introduce new fleet
- Whilst this system did undoubtedly deliver savings in relation to fleet, there are significant drawbacks to the approach which were not identified at the time of the decision



Current Position

- Collections Monday to Friday
- Double shift
 - 6am to 2pm
 - 2pm to 10pm
- Staff are contracted 7.4 hours day, 37 hours per week
- Average daily operative requirement = 164 staff
- Bank Holiday Monday collections run 1 day behind
- Catch-up for Bank Holiday requires Saturdays to be worked
- Cardiff are the only Local Authority in Wales to double shift vehicles



Current Concerns

- Bank Holiday collections are costly* and confusing for residents
- Collection crews try to complete work within 6 hours
- Rushing leads to
 - poor customer service
 - poor health and safety practices



Issues with Current System

- Vehicle capacity is not being utilised correctly due to crews attempting to collect all waste in a single trip
- Missed collections / revisits mean an increase fuel usage having a detrimental effect on carbon footprint
- Vehicles are double shifted so there is insufficient time for maintenance
- Waste is on the street from 6am until 10pm
- Lack of vehicle ownership by drivers due to double shift
- The service hours are not supported by other services such as C2C and CTS
- Collection days are imbalanced due to demographic growth and need realigning



Proposed changes to Operations

- Collection waste Tuesday to Friday only
- Single shift 6am to 3.45pm
- Staff contracted 9.25 hours a day, 37 hours per week
- Staff work a 4 day week having 3 rest days
- Average daily operative requirement = 150 staff
- No need to work Bank Holiday Mondays
- Waste and recycling will be off the streets by 3.45pm



Collection changes - wards

- Inner City Wards collected earlier in working week to support the higher demands on cleansing
- Outer wards collected on Friday where there are lower demands on cleansing
- Balancing of rounds put in place with regards growth in the number of properties within wards

| Ward | Current Collection Day | New Collection Day | Properties |
|-----------------------|------------------------|--------------------|------------|
| Creigiau | Monday | Tuesday | 2255 |
| St Fagans | Monday | Tuesday | |
| Radyr/Morganstown | Monday | Tuesday | 2736 |
| Fairwater | Monday | Tuesday | 5321 |
| Pentyrch | Monday | Tuesday | 1519 |
| Ely | Monday | Tuesday | 5890 |
| Caerau | Monday | Tuesday | 4304 |
| Tongwynlais | Monday | Friday | 701 |
| Canton | Tuesday | Wednesday | 6698 |
| Llandaff N | Tuesday | Wednesday | 3221 |
| Llandaff | Tuesday | Wednesday | 3770 |
| Grangetown | Tuesday | Wednesday | 6548 |
| Riverside | Tuesday | Wednesday | 6117 |
| Butetown | Tuesday | Thursday | 1754 |
| Gabalfa | Wednesday | Wednesday | 2407 |
| Cathays | Wednesday | Wednesday | 5781 |
| Plasnewydd | Wednesday | Thursday | 7858 |
| Cyncoed | Wednesday | Friday | 4161 |
| Pentwyn | Wednesday | Friday | 5340 |
| Penylan | Wednesday | Friday | 5195 |
| Old St Mellons | Thursday | Thursday | 4717 |
| Trowbridge | Thursday | Thursday | 6396 |
| Llanrumney | Thursday | Thursday | 4580 |
| Adamsdown | Thursday | Thursday | 3826 |
| Rumney | Thursday | Thursday | 3585 |
| Splott | Thursday | Thursday | 5747 |
| Pontprennau | Thursday | Friday | |
| Heath | Friday | Tuesday | 5089 |
| Whitchurch & Velindre | Friday | Tuesday | 6824 |
| Rhiwbina | Friday | Friday | 5117 |
| Llanishen | Friday | Friday | 6901 |
| Lisvane | Friday | Friday | 1454 |
| | | | |
| | | | 85301 |



Collection changes - residents

- A letter to every resident explaining why the changes are taking place and what it means to them in terms of their collections day
- A leaflet reminding residents of the correct items to place into green recycling bags/garden waste containers
- An insert / postcard that encourages residents to keep the information on the changes to hand i.e. it will be able to be placed on a noticeboard, fridge or boiler
- Targeted social media in dedicated focus areas
- Information within the 4 core Hub buildings
- Digital information – Cardiff website, Cardiff Gov app, Bobi chat bot (132,000 residents searched their collection dates via these services during the COVID-19 changes over a 4 week period)



Benefits

- As no collections would take place on a Monday, there would be less confusion around Bank Holiday Mondays and reduced overtime costs
- Eliminate issues relating to resourcing Bank Holiday Monday catch-ups
- Waste will be on the streets for less time, improving street cleanliness – **over 50% reduction!! 39 hours instead of 80 hours!!**
- Revised hours would mean reduced congestion at the end of the school/working day
- Shift length will help optimise vehicle and staff utilisation and support CTS maintaining the vehicles



Benefits

- More efficient collections as breaks will need to be taken in middle of shift rather than at end
 - Increased productivity
 - Improved vehicle utilisation
 - Financial benefits
- Safer Collections
 - Reduced incentive to rush
 - Predominantly daylight hours working improving staff safety and welfare
 - Breaks taken within working shift



HR & Trade Union implications

- Consultation took place with all affected staff through face to face meetings
- Trade unions (GMB, Unite and Unison) undertook a ballot on the change
- Support for the change means there is a Collective Agreement to proceed
- Staff remain contracted to work 37 hours or equivalent (weekend working in trade waste) but staff get an increase in rest days



Operational changes required

- There is a need to expand the existing Refuse Collection Vehicle fleet from 39 to 68
- Average daily operative requirement from 164 to 150 posts

The service currently operates with 130 full time employees working on the service and will be aiming to recruit an 20 additional employees to enable the Council to deliver the service in the coming months. There will be no compulsory job losses.



Conclusion

- The change is aiming not to put any additional financial pressures on the Service Area
- Removes waste off our streets by 50%
- Cardiff will have 3 days with no residential waste on the streets
- Staff will get more rest days every week
- Cleansing and Environmental Enforcement will integrate with the service changes following implementation.

It is a Win for the residents, it is Win for the Council and it is a Win for Staff

The approach shows demonstrable change to improve services





Any Questions?



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