

Transport and Environment Committee

10.00am, Tuesday, 1 November 2016

Waste and Cleansing Improvement Plan

Item number	7.1
Report number	
Executive/routine	Executive
Wards	All

Executive Summary

Waste and Cleansing Services are going through a process of transformation that aims to deliver significant efficiencies and improvements. A new organisational structure is now in place which brings together waste and recycling collections and disposal, street cleaning, environmental enforcement and a number of ancillary services to create a single integrated service that will enable a more effective and joined up approach to managing waste and cleanliness in the city. However this Committee, and elected members more generally remain concerned, about the level of complaints about street cleanliness in general and refuse collections in particular and are looking for assurance that the service has a robust and credible plan to tackle the challenges it faces and to improve customer satisfaction.

This report presents for approval a Waste and Cleansing Improvement Plan. The Plan identifies the different issues that impact on waste collection performance and street cleanliness and the actions that the service will take to address them. Progress on implementing the Improvement Plan and the impact it is having on performance, complaints and cleanliness will be reported to this committee on a regular basis.

Links

Coalition Pledges

Council Priorities

Single Outcome Agreement

Waste and Cleansing Improvement Plan

1. Recommendations

- 1.1 To approve the Waste and Cleansing Improvement Plan.
- 1.2 To note the intention to give presentations on the Improvement Plan to Neighbourhood Partnerships, Community Councils, local business forums, Edinburgh World Heritage, Trade Unions and other stakeholders as part of a wider programme of engagement.
- 1.3 To note the intention to provide progress reports to future meetings of this Committee.

2. Background

- 2.1 Waste and street-cleansing services have been through a period significant change since the end of 2011 when the Council decided not to proceed with the Alternative Business Model (ABM) programme for Environment Services. The decision not to proceed with ABM and to implement an internal improvement plan (based on a Public Sector Comparator) coincided with ending of a protracted industrial dispute over the implementation of Modernising Pay in refuse collection.
- 2.2 The internal improvement plan which became known as *imProve it* implemented a number of major changes to services particularly in refuse collection. These included:
 - Managed Weekly Collections (alternate weekly collections)
 - Roll out of city wide food waste collection services
 - Implementation of new shift patterns
- 2.3 The changes implemented by the *imProve it* programme realised savings in waste services of over £7m a year through redesigning routes and reductions in the workforce, vehicles and landfill. A further £1.8m of annual savings were achieved in street cleansing. By the financial year 2013/14 the *imProve it* programme had realised cumulative savings of £17.8m across waste and street cleansing.
- 2.4 In July 2014 Waste Services began the roll out of the new kerbside recycling collection service to over 140,000 households. The roll out was completed in November 2015 and the new kerbside service has contributed to the amount of waste that is recycled reaching 42% by the end of 2015/16. Since 2009/10 recycling

will have risen from just over 30% to a forecast 44% by the end of 2016/17 while the amount of waste sent to landfill has reduced by nearly 50,000 tonnes from 163,787 (09/10) to 114,543 in 2015/16.

- 2.5 Further changes are underway as part of the Transformation Programme which will see Environment Services deliver further annual savings of £5.2m primarily through reductions in staffing. These reductions, have as far as possible sought to protect front-line staffing levels, by bringing together services under one single management structure, including street-cleaning and grounds maintenance, services that were previously managed through the Neighbourhoods, thereby enabling rationalisation of management and supervisory resources.
- 2.6 Waste Services have also successfully implemented the Street Scene Project which has reduced the number of trade waste bins being stored on the street by 73% and phasing out black sack collections in the World Heritage Site through the Modernising Waste Project. Both projects have helped improve street-cleanliness and reduced the visual impact of waste management arrangements across the city.
- 2.7 Although the changes in waste and cleansing have delivered many benefits over the last 5 years these services have also experienced a decline in customer satisfaction (as measured in the Edinburgh Peoples Survey) and high numbers of complaints particularly with waste and recycling collections. Complaints averaged about 1,100 -1,200 per week during August and September which equates to approximately 0.2% of the 480,000 collections carried out each week. Although complaints are low in relation to the number of collections they are still unacceptably high particularly as many are repeat complaints.
- 2.8 In response to continuing concern amongst many elected members about the number of complaints about waste and recycling collections the Transport and Environment Convener has asked that the Waste and Cleansing Service submit an improvement plan to this Committee.

3. Main report

- 3.1 The Waste and Cleansing Improvement Plan is attached in Appendix 1 of this report. It should be noted that many of the actions in the plan have already been presented to this Committee at its meeting on 15th March 2016 and also to Governance, Risk and Best Value Committee on 23rd June 2016 and are in the process of being implemented as part of the on-going Transformation Programme within Environment Services. However the Improvement Plan does contain new more detailed actions as well as giving timescales for implementation and the anticipated outcomes or impact these actions will deliver.

Main issues addressed in the Improvement Plan

- 3.2 The following sections outline the main issues that the Waste and Cleansing Improvement Plan seeks to address and summarises the actions that will be taken.

- 3.3 Reducing the number of missed bin collections - through the use of in-cab routing technology which will improve the route and bin location information given to crews to enable collections to be completed on a 'right first time' approach and avoid repeat complaints. The in-cab routing technology will also enable crews to more accurately record the reasons why bins have not been collected (e.g. non-presentation, contamination, blocked access etc...). An initial two week pilot of this technology has proved successful and the intention is to procure and implement the routing system, across the waste and recycling collection fleet by February 2017.
- 3.4 Reducing delayed collections particularly in garden waste and to a lesser extent in food waste. Garden Waste collections account for approximately 25% of all complaints during the spring and summer periods with most of the complaints being due to delays. Garden waste routes are based on one bin per household but in reality, particularly in the west of the city, many properties have two or more bins. Routes therefore need to be redesigned to take account of the actual number of bins serviced and tonnages collected and the policy on the number of garden waste bins provided to individual households needs to be reviewed. In the case of food waste collections new larger collection vehicles need to be procured to reflect the increased participation in this service and the consequent increases in tonnages being collected. A procurement of new vehicles should be completed by May 2017.
- 3.5 Communal Bins – Communal bins have presented a challenge to the Council in recent months but the reasons for the complaints are often not solely due to a service failure. Bin capacity and location, inappropriate use by residents (e.g. disposal of bulky items such as furniture, white goods etc...), illegal use by businesses, seasonal spikes in the amount of waste being generated (e.g. the beginning and end of academic year when students are moving into or out of accommodation) can and do contribute to problems with overflowing bins and side waste. However even if the reason for an overflowing communal bin is not due to a missed or delayed collection a consistently quicker response to dealing with these issues is required. The Improvement Plan identifies a range of different approaches to tackling the issues associated with communal bins from increased supervision to targeted enforcement action by the newly established Trade Waste Enforcement Team. In the short-term Waste and Cleansing Services are taking action to identify and tackle the root causes of problems at the 50 communal bin locations that attract the most complaints.
- 3.6 Fly-tipping and dumping of bulky waste ranges from serious incidents as a result of organised crime through to dumped items of furniture around communal bins. The Improvement Plan identifies a range of actions from changes to the special uplift service, to improved information on how to dispose of bulky waste, to increased enforcement action. Waste and Cleansing has also increased resources for the removal of dumped bulky items and fly-tipping to enable a quicker response when these incidents are reported.

- 3.7 Street Litter Bins – reducing the incidents of overflowing street-litter bins, particularly in busy locations and at peak times of the years such as the festivals, is key to improving perceptions of street-cleanliness. Work is already underway to increase bin capacity at the busiest locations and a pilot using bin-sensors to detect when bins are nearly full has proved successful in reducing the incidence of overflowing litter bins. Going forward the information from bin sensors will be used for dynamic routing of collections and new larger litter-bin collection vehicles will improve efficiency and performance.
- 3.8 Street-cleansing – both manual and mechanical street cleansing resources need to be more effectively deployed in those areas where they are most needed. The service needs to move away from a reliance on litter picking and make greater use of brushes and manual sweeping. The service also needs to make more efficient use of mechanical street cleaners through optimising routes by designing them on a city wide rather than neighbourhood basis. The mechanical cleaning fleet also needs to be renewed and re-configured to include more small and medium sized sweepers that can operate on pavements, pedestrianised areas and in streets with limited access. Starting this November Street-cleansing and Parks and Greenspace staff will work more closely together to take a more preventative approach to weed management by deep-cleaning road channels footways and other areas where weed growth is common.
- 3.9 Customer Service – One of the main reasons for customer dissatisfaction is the management of service requests and complaints. The customer journey is often poor whether contact is by phone or through the Council's website. As a Council we need to ensure that customers are able to report an issue or make a complaint easily, that appropriate action is taken promptly and that timely feedback is given. Customer Contact staff need access to service information so that more complaints can be resolved on a 'one and done' basis. As a first step Waste and Cleansing staff will be co-located with Customer Services staff to enable quicker complaint resolution. A complete end to end redesign of complaint and service request reporting will also be carried out to improve ease of access and improved outcomes for customers. The ability of Customer Services staff to access real time information from the in-cab routing system will also support increased first time resolution to customer complaints.
- 3.10 Management and Working Practices – performance, productivity, working relationships and management in Waste Services have gradually improved over the last 4 - 5 years. This has been aided by the investment in new collection vehicles, improvements in the management of health and safety including service wide wearing of PPE, and investment in training particularly by supporting staff to acquire LGV licences. However it is recognised that further improvements are required if the Council is to have a truly high-performing service. Changes in the management structure through the Transformation Programme have been designed to improve the quality of management and supervision. This includes the implementation of new Driver/Crew Leader job roles which will enhance 'on route' supervision and

accountability for route completion. Changing work practices such as ending 'task and finish' which will cease as from 1st November, and ensuring that crews clear up spillages, remove side waste and return bins to the curtilage of the property will all help improve the quality and perception of the service. Developing a comprehensive training plan for all frontline staff, improving two way communications between staff, supervisors and managers and continued investment in depot and waste transfer facilities will yield further improvements in the working culture and service performance.

- 3.11 Communications and Behaviour Change – although it is critical that Waste and Cleansing operations change and improve it must also be recognised that the wider population of Edinburgh also have a role to play in improving the cleanliness of the city. To that end Waste and Cleansing Services will continue to work with the Communications Team to run innovative campaigns such as 'Neat Streets' and 'Our Edinburgh' to promote social responsibility for and community participation in keeping Edinburgh litter free. Engagement will also take place with the business community to improve the management of commercial waste and support awareness raising on street cleanliness. A consultative forum will also be established to receive feedback on where services need to improve and to consider ways that we can engage with the public more widely. Retaining a close working relationship with the Localities and using existing participative and consultative forums such as Neighbourhood Partnerships will also provide valuable opportunities for engaging with local communities.
- 3.12 Partnership Working – working with other organisations, both nationally and locally, to improve the quality of Edinburgh's environment and reduce litter and the amount of waste being sent to landfill will enable the Council to benchmark its services, share best practice, access external funding and trial new and innovative ways of working. The Council already has strong working relationships with national bodies such as Zero Waste Scotland, Keep Scotland Beautiful and APSE and these will continue to be developed. At a local level Waste and Cleansing Services needs to ensure that it has strong working relationships with the Localities and that these services (together with Parks and Greenspace) are responsive to local priorities and are locally accountable for the performance and quality of services they provide. Effective partnerships with local stakeholders such as Registered Social Landlords, Business Improvement Districts and community led organisations such as Leithers Don't Litter and New Town Clean Streets also need to be developed.
- 3.13 Implementation of the the actions in the Improvement Plan is already underway and it is intended that the plan will be fully implemented by May 2017. Progress on implementation of the Plan and its impact will be reported to this Committee on an on-going basis.

4. Measures of success

- 4.1 The number of complaints about waste and cleansing services will reduce.
- 4.2 Customer satisfaction with waste and cleansing, as measured by the Edinburgh People's Survey, will increase.

5. Financial impact

- 5.1 The majority of actions within the Waste and Cleansing Improvement Plan can be implemented within existing resources as many of them were designed to be delivered through the new service structure as part of the Transformation Programme.
- 5.2 However a number of planned improvements will require additional investment including the in-cab routing system, the maintenance and renewal of communal bins, replacement of bin store locks, procurement of bin sensors and dedicated provision for staff training cover. A more detailed assessment of the costs and potential avenues for funding is underway and it is anticipated that these will be contained within the existing Place directorate budget.

6. Risk, policy, compliance and governance impact

- 6.1 The Council has a duty to maintain the cleanliness of all relevant land and to collect household waste and recycling proscribed in the Environment Protection Act 1990. Failure to fulfil our legal duties could result in legal action been taken against the Council.

7. Equalities impact

- 7.1 The improvement plan aims to reduce the number of missed collections including assisted collections to residents who have limited mobility or are unable to present their bins for collection due to age or poor health.
- 7.2 The achievement of high cleanliness standards throughout the city fosters good relationships between the Council and residents through the provision of high quality services. It can also lead to safer routes free from potential obstructions and trip hazards for all pedestrians, particularly those with visual impairments.

8. Sustainability impact

- 8.1 All street litter is screened to remove recyclable materials prior to disposal, to reduce the amount of waste going to landfill. The current rate of recycling achieved from street litter waste is 30%.

- 8.2 The provision of high-quality reliable collection services will help increase participation in recycling which diverts waste from landfill and supports the achievement of greenhouse gas reduction targets.
- 8.3 The continuing investment in new vehicles with Euro VI engines will reduce harmful tailpipe emissions and contribute towards improvements in air quality.

9. Consultation and engagement

- 9.1 Customer and community engagement already takes place when planning or designing service changes such as the kerbside recycling service and recycling provision in tenemental areas. Community groups and local residents also initiate and participate in community clean ups and other anti-litter initiatives
- 9.2 As part of the improvement plan a consultative forum is to be established to receive feedback on service improvements and identify approaches to wider public engagement that will support behaviour change on littering and the responsible disposal of waste.

10. Background reading/external references

- 10.1 None

Paul Lawrence

Executive Director of Place

Contact: David Lyon, Head of Environment

E-mail: david.lyon@edinburgh.gov.uk | Tel: 0131 529 7047

11. Links

Coalition Pledges	<p>P44 Prioritise keeping our streets clean and attractive</p> <p>P49 Continue to increase recycling levels across the city and reduce the proportion of waste going to landfill</p> <p>P50 Meet greenhouse gas targets, including national target of 42% by 2020</p>
Council Priorities	<p>CO17 Clean- Edinburgh's streets and open spaces are free of litter and graffiti</p> <p>CO18 Green- We reduce the local environmental impact of our consumption and production</p> <p>CO19 Attractive places and well maintained - Edinburgh</p>

Single Outcome Agreement Appendices	remains an attractive city through the development of high quality buildings and places and the delivery of high standards and maintenance of infrastructure and public realm SO4 -Edinburgh's communities are safer and have improved physical and social fabric Appendix 1 – Waste and Cleansing Improvement Plan
--	---

Waste and Cleansing Improvement Plan

Waste Collection Route Management and Information

Our approach to organising and completing waste collection routes needs to change to provide information in a format that allows crews to complete collections on a 'right first time' basis. We should design the service to avoid repeat complaints.

Action		Target Date	Owner
1	Complete the trial of the 'Routesmart' system and in-cab device and evaluate the effectiveness of the system	Oct 2016	CGI
2	Work with CGI to procure and embed the 'Routesmart' system within all operational routes	Feb 2017	Technical Team
3	Undertake a rapid improvement event to identify the most missed properties by stream and resolve the root cause of the misses.	Nov 2016	Technical Team

Anticipated Outcome

A reduction in the number of reported missed collections and repeat missed collections

Workforce Management

It is recognised that improvements need to continue to be made to the working practices, management and working culture within Waste and Cleansing services in order to further move the service forward and reduce the number of complaints received.

Action		Target Date	Owner
4	Reduce the use of agency staff and recruit a full establishment of permanent staff to improve route knowledge and ownership	Dec 2016	Waste Operations
5	Finalise the implementation of the new Waste and Cleansing service structure and recruit to all vacant posts	Nov 2016	Waste and Cleansing Manager

6	Cease the practice of 'Task and Finish' across the Waste Collection Service	Nov 2016	Waste Operations
7	Ensure a full and effective training programme is in place for all frontline staff	Dec 2016	Technical Team
8	Ensure that Supervisors and Managers are conducting regular team briefings (i.e. at least monthly) with all frontline staff on an ongoing basis	Ongoing	Waste and Cleansing Operations
9	Provide refresher briefings to all waste collection staff on the importance of removing side waste, litter and spillage as appropriate	Oct 2016	Waste and Cleansing Operations

Anticipated Outcome

A settled workforce of City of Edinburgh Council employees, at all levels, who are properly trained in the role they perform with that role being performed to a consistently high standard.

Garden Waste Collections

It is recognised that improvements need to continue to be made to the working practices, management and working culture within Waste and Cleansing services in order to further move the service forward.

	Action	Target Date	Owner
10	Assess the number of properties with more than one garden waste bin	Nov 2016	Technical Team
11	Adjust the existing garden waste routes to account for up to date information on bins per property and participation	Dec 2016	Technical Team
12	Implement the new 3 weekly garden waste collection service, to replace the current fortnightly and four weekly service, with new fit for purpose routes	Mar 2017	Waste Operations

Anticipated Outcome

An appropriately resourced garden waste collection service that is reliable and consistent with reduced missed bin complaint levels.

Communal Bins			
	Action	Target Date	Owner
13	Undertake a rapid improvement event to identify the most missed communal bins by stream and resolve the root cause of the misses.	Nov 2016	Technical Team
14	Increase supervision resource within the communal bin collection services to improve service quality and resolve customer issues more effectively	Nov 2016	Waste Operations
15	Develop a communications campaign to make residents in communal areas aware of how to manage their waste and recycling effectively	Jan 2017	Communications
16	Develop a communications campaign to ensure that businesses are aware of their legal responsibilities when disposing of their waste	Nov 2016	Communications
17	Improve the labelling and information on communal bins to illustrate the types of waste the bin can receive and how and where to dispose of bulky items	Jan 2017	Communications
18	Investigate the use of QR codes to allow residents to easily report missed or overflowing communal bins and locate collection dates	Nov 2016	Technical Team
19	Assess options for the containerisation of those streets that remain on gull proof sack or sack collections	Jan 2017	Technical Team
20	Work with Parking Services to implement enforceable TROs to protect communal bins wherever possible	Mar 2017	Waste Operations
21	Ensure access to communal bins for residents and waste collection staff is accounted for in traffic management arrangements when road works take place	Oct 2016 (achieved)	Transport
22	Develop a policy on holiday lets and party flats to identify whether this waste should be treated as commercial waste	Jan 2017	Technical Team
23	Identify those communal bin sites where bins can be moved to improved locations where there is less opportunity for misuse	Jan 2017	Technical Team
24	Identify costs to fit key containers to all bin stores (where applicable) to ensure that all crews have access to the required key therefore avoiding missed collections due to access issues	Dec 2016	Building Services
25	Ensure that a standard lock specification for bin stores is enforced for new developments as part of the planning process	Jan 2017	Planning

26	Identify those communal properties where there are multiple individual bins and provide an alternative communal bin solution where this is required and appropriate	Feb 2017	Technical Team
----	---	----------	----------------

Anticipated Outcome

Reduced complaints relating to missed and overflowing communal bin collections. Bins are located in the right areas with reductions in inappropriate use and according reductions in landfill waste.

Maintenance of Communal Bins

The appearance and cleanliness of our communal bins is not in line with that which we should expect on Edinburgh's streets. Improving the appearance of our communal waste and recycling bins will contribute to fostering greater care and ownership in our communities.

	Action	Target Date	Owner
27	Identify potential solutions to procure a contract for the supply and/or maintenance (repair, cleaning and renewal) of all communal bins and quantify the cost implications of these solutions	Mar 2017	Corporate Procurement
28	Work with Criminal Justice and other partners to build communal bin maintenance and painting into programmes for restorative work	Apr 2017	Criminal Justice
29	Investigate the potential to install bin housings around wheeled communal bins to create more attractive and formal sites	Dec 2017	Technical Team

Anticipated Outcome

An improvement in the appearance of our communal bin stock with reductions in complaints regarding bin maintenance and cleanliness.

Seasonal Resourcing

We need to deliver a service that is responsive to the changing demands of the city that our student and tourist population bring and ensures that Edinburgh is portrayed in the best possible way.

	Action	Target Date	Owner
30	Work with Universities, landlords and letting agents to ensure students and tenants are aware of how to dispose of waste appropriately.	Jan 2017	Technical Team
31	Work with the Universities to investigate the potential for mini-CRCs in areas of higher student population around the beginning and end of the academic year	Mar 2017	Technical Team
32	Conduct a review of Waste and Cleansing resource requirements for the Edinburgh Festival and Fringe and implement the new requirements	July 2017	Waste and Cleansing Operations
33	Work with Parks, Greenspace and Cemeteries colleagues to allocate staff and mechanical sweepers to tackle leaf fall during the autumn/winter months	Nov 2016	Cleansing Operations
34	Work with Parks, Greenspace and Cemeteries to allocate resources to undertake a clearance of street weeds to allow for an effective base level to be treated going forward.	Nov 2016	Cleansing Operations

Anticipated Outcome

Reduced complaints relating to Waste and Cleansing Services during peak seasons. A reduction in the amount of waste that is sent to landfill in areas containing high levels of student housing.

Food Waste

Waste Composition Analyses have shown that there is still a significant amount of food waste that is being sent to landfill. However, our success in recycling around 10,000 tonnes of food waste has placed strain on our current vehicles and meant that we need to equip our workforce to ensure that we can

continue provide the best quality service to encourage increased use of this service. The procurement of new larger vehicles will assist with this aim.			
Action		Target Date	Owner
35	Replace the existing 7.5 tonne vehicles with the purchase of 12 tonne vehicles to increase collection capacity and reduce the need for trips to tipping facilities	May 2017	Fleet Services
36	Replace the existing 7.5 tonne vehicles with hired 10 tonne vehicles as an interim solution pending the arrival of the 12 tonne vehicles	Oct 2016	Fleet Services
Anticipated Outcome			
Reduced missed collections and uncompleted food waste routes as a result in increased productive time that has been created by a reduced need to tip midway through the shift.			

Manual Street Cleansing			
Our manual street cleansing resource needs to be visible and effective and focussed on those areas where it is needed most at an appropriate frequency. We need to move to a model where brushes are used as the norm and there is less of a reliance on litter pickers.			
Action		Target Date	Owner
37	Conduct a review of all resources available to undertake manual sweeping and the current areas of deployment. Re-align routes to address hotspot areas where appropriate.	Jan 2017	Cleansing Operations
38	Identify options for the deployment of barrow beat staff and suitable accommodation for the employees and barrows in the immediate area	Nov 2016	Cleansing Operations
39	Procure replacement street cleansing vans that will allow crews to be properly equipped to be able to tackle all issues that they face during the working day	May 2017	Fleet Services
40	Introduce an effective post-work inspection regime to ensure that street cleansing is being delivered to the required standard	Nov 2016	Cleansing Operations
Anticipated Outcome			
A reduction in litter complaints and an improvement in our LEAMS score as a result of more effective manual sweeping in those areas where it is most			

required.

Mechanical Street Cleansing

We have a significant amount of funding invested in large mechanical sweepers that can not access the areas where we need them. We need to reconfigure this fleet to provide more small mechanical sweepers that can operate on footpaths and in areas around parked cars.

	Action	Target Date	Owner
41	Re-design mechanical sweeper routes to ensure that the fleet is being effectively utilised	Mar 2017	Technical Team
42	Reduce the fleet of large mechanical sweepers and procure additional small and medium sized sweepers to focus on pavement areas and streets with limited access	Mar 2017	Cleansing Operations
43	Reconfigure the current fleet to place additional mechanical sweeping resource into the night shift to make a more significant impact on those areas that can not be accessed during the day	Nov 2016	Cleansing Operations

Anticipated Outcome

An increase in small and medium mechanical sweepers will contribute to an improvement in our LEAMS score as well as improved customer satisfaction in recognition of the increased visibility of service.

Litter Bin Emptying

There are around 3000 litter bins in the city. We regularly receive complaints from members of the public regarding overflowing litter bins. We need to employ effective collection schedules that minimise complaints.

	Action	Target Date	Owner
44	Adopt a standard of providing larger capacity litter bins where locations allow	Oct 2016	Cleansing Operations
45	Continue with the trial of fill sensors to identify optimal collection schedules and trends relating to overflowing	Mar 2017	Technical Team

	bins		
46	Procure replacement mini-RCVs for litter bin emptying to allow for a more reliable collection service	May 2017	Fleet Services
47	Provide a more joined up service in relation to the emptying of bins in parks, open spaces and cemeteries alongside street litter bins where appropriate	Dec 2016	Cleansing Operations

Anticipated Outcome

A reduction in the number of complaints regarding overflowing litter bins.

Fly-tipping and Dumped Bulky Waste

We have problems with many levels of fly-tipping, ranging from serious incidents as a result of organised crime through to dumped items of furniture around communal bins. We need to be better at removing this waste quicker and preventing future recurrences through engagement and enforcement efforts.

	Action	Target Date	Owner
48	Undertake a review of the special uplift service with particular focus being placed on the charging structure (e.g. moving to a service that charges £5 per item) and opportunities to work with the voluntary sector to undertake collections	Jan 2017	Technical Team
49	Improve information to residents on the disposal of bulky items and the opportunities for reuse and recycling	Dec 2016	Communications
50	Add additional resources into the existing special uplift service to minimise waiting times for residents	Oct 2016	Waste Operations
51	Add additional resources into Street Cleansing teams to focus on responding to fly-tipping complaints and removing waste in a more timely manner	Oct 2016	Cleansing Operations
52	Place a focus on increasing the number of incidents of fly-tipping that are proactively reported by Council employees versus those reported by members of the public	Oct 2016	Cleansing Operations
53	Focus resources from the Environment Warden and Waste Compliance Teams on regularly investigating those incidents of fly-tipping where there is evidence to pursue and investigate options to use CCTV to enhance evidence gathering.	Nov 2016	Environment Wardens

Anticipated Outcome

A reduction in the number of fly-tipping incidents reported by members of the public, and increase in the number of fly-tipping incidents reported by our own staff and an improvement in response times when removing fly-tipping.

An improved special uplift service that encourages compliance with the law and not fly-tipping and an effective enforcement resource that gets positive results where required.

Branding and Visibility

Our service needs to be visible and recognisable so that we are noticed for the good work that we do and not for failings in services. It is essential that residents and businesses know how to access our service and what we do.

	Action	Target Date	Owner
54	Ensure all staff are consistently wearing the correct PPE/uniform and area easily identifiable as Council employees	Oct 2016	Waste and Cleansing Operations
55	Brand all newly purchased Waste and Cleansing vehicles so that members of the public can identify them easily	May 2017	Fleet Services
56	Ensure that all contact channels that can be used to access the Waste and Cleansing service are well advertised and effectively monitored	Oct 2016	Customer Services

Anticipated Outcome

Increased customer satisfaction in reflection of the improved visibility of our staff and vehicles.

Customer Service

The current customer journey is frustrating for residents and Elected Members. We need to ensure that we minimise failures in service, but when we can't then our customers need to be able to report issues easily and receive timely and relevant feedback.

	Action	Target Date	Owner
57	Co-locate staff from Customer Services and Waste and Cleansing Services to allow for quicker customer resolutions and reduced duplication	Nov 2016	Waste and Cleansing / Customer Services
58	Provide Elected Members with key local contacts from the Waste and Cleansing service to allow to issues to be resolved routinely as required	Oct 2016	Waste and Cleansing Manager
59	Carry out a review of the existing reporting processes and make improvements to allow for quick resolutions and accurate customer feedback	Jan 2017	Customer Services

Anticipated Outcome

Improved response times to enquiries and an increase in the percentage of contacts that are resolved at the point of contact by Customer Services colleagues.

Simpler but more effective customer journeys that allow customers to report issues easily and receive timely updates.

Communications and Behaviour Change

Notwithstanding the importance of getting our operational services right, we need to engage the wider population of Edinburgh in playing a role in maintaining the quality of our local environment.			
	Action	Target Date	Owner
60	Continue to develop the 'Our Edinburgh' campaign to focus on social responsibility and community participation	Ongoing	Communications
61	Develop improved links with key partners such as the Business Improvement Districts, Commerce Groups and Community Groups to share key messages and raise awareness around waste management and street cleanliness	Ongoing	Technical Team
62	Establish a consultative forum with representatives from groups whom have an interest in the local environment to discuss current performance and customer perceptions and frustrations	Oct 2016	Waste and Cleansing Manager
<p>Anticipated Outcome</p> <p>Increased advertising and media coverage of our campaigns alongside increased resident and business awareness of the importance of maintaining our local environment and how they can assist in doing so.</p>			

Partnership Working			
We need to establish and maximise partnerships where there is the shared aim of improving the quality of Edinburgh's local environment and reducing the amount of waste sent to landfill			
	Action	Target Date	Owner
63	Clarify roles and remits for environmental issues with Locality Teams. Establish mechanisms for ensuring responsiveness to local priorities and hotspots and accountability for levels of service.	Nov 2016	Waste and Cleansing Operations
64	Initiate dialogue with Registered Social Landlords regarding public realm management partnering arrangements	Feb 2017	Housing Services
65	Continue to work with organisations such as Keep Scotland Beautiful, APSE and Zero Waste Scotland to explore opportunities for external funding and keep abreast of best practice within the sector	Ongoing	Waste and Cleansing

			Operations
Anticipated Outcome			
We exploit more opportunities for external or joint funding for local environment improvement initiatives. We continue to work at a local level to understand the needs of our communities and accommodate these needs into service delivery schedules.			