

## Southampton City Council

### Waste Improvement and Transformation Plan 2022-27

*Foreword by Cllr Rob Harwood, Cabinet Member for Customer Service and Transformation*

This Waste Improvement and Transformation Plan, or WITP for short, sets out a strategy and action plan for Southampton City Council's Waste service for the next five years, from April 2022 to April 2027. The WITP sets out three fundamental goals that will drive the service's planning and operations over that period:

1. **Increase our recycling rate above 50% by 2027**, so that the majority of household waste is recycled;
2. **Improve the customer experience** by reducing operational inefficiencies such as missed bins to near zero, adapting the service to make recycling easier, and strengthening our waste communications;
3. **Work with partners to encourage and enforce responsible waste behaviours** in all settings across the city, and specifically join forces to eradicate fly-tipping from Southampton by 2030.

These goals are in line with the recently passed Environment Act 2021. The WITP period covers the implementation of the Act's waste-related requirements, including mandatory kerbside collection of a wider range of materials for recycling including food, as well as national measures that will (once implemented) incentivise the production of more recyclable packaging and the removal of drinks containers from street litter. State-of-the-art recycling infrastructure will also come on-stream during the period, including a new facility on the city's doorstep in Eastleigh.

All of this will have significant impact on the make-up of the waste stream in Southampton and will require the council to adapt its service and residents to adapt their behaviour – for example to properly separate food from residual waste once food waste collections become available.

The WITP envisages monthly publication of performance data against a range of indicators so that residents and stakeholders can hold the council to account and understand how they can contribute.

I am particularly keen to rid Southampton of the scourge of fly-tipping and will convene a summit discussion in summer 2022 with Hampshire Constabulary, community groups, landowners and their agents, business groups and our Enforcement staff to agree a citywide plan.

This is only the first iteration of this plan. The WITP will be reviewed by the Head of Service at the end of every financial year, and any proposed changes reported to me as Cabinet Member.

I am grateful to the staff in the Waste service, to our partners across the city and in Hampshire, and to residents themselves for all their efforts to keep the city clean and tidy.

## Waste Improvement and Transformation Plan 2022-27



Our vision is of a Waste service that is Green, Efficient, Modern, Safe, Trusted and Valued, and acts as One team with our partners across Southampton. The WITP is structured according to these 'GEMSTONE' themes.

### Timeline

Three phases of the WITP are envisaged:

1. **Stabilisation** by April 2023 – ensuring the Waste service has the staff, equipment and working conditions to meet its essential functions and put it in a position to improve;
2. **Improvement** by April 2025 – core improvements within this Plan including a steep increase in recycling, a much-improved customer experience and implementation of the requirements of the Environment Act 2021;
3. **Excellence** by April 2027 – taking the Waste service to the next level so that Southampton becomes known as a leading waste authority.

A critical date for The WITP is the point at which the proposed new Materials Recycling Facility in Eastleigh to be delivered by Hampshire County Council (HCC) comes on-stream, enabling recycling of plastic tubs, pots and trays, and the provision across Hampshire of large-scale facilities for disposal of food waste by anaerobic digestion or similar processes. For planning purposes this date is assumed to be during 2024. If the date is later, achievement of some of the 2025 targets will be delayed. Full project plans will be developed to cover this, and all the actions outlined below.

Lead officers will be allocated for each Theme and will bring in additional capacity from outside the Waste service.

### Gemstone Theme: GREEN

The focus for this Theme is ensuring that the Waste Management service makes a significant contribute to the Greener City Action Plan.

Action	Stable by 2023	Improved by 2025	Excellent by 2027
Increase recycling rate (kerbside, HWRC, bring sites, other sources that end up in SCC waste stream)	<i>Target 30% (current rate in high 20s)</i>	<i>Target 45% - supported by separation of food from residual waste and introduction of twin-stream kerbside collections</i>	<i>Target 50%+ (national target of 65% by 2035)</i>
Reduce contamination of recycling	<i>Target 20% - maintain current rate as a maximum</i>	<i>Target 10% - supported by increased education and engagement</i>	<i>Target 5% or lower</i>
Reduce residual waste volumes	<i>Not appropriate to set a target as not within SCC control. Monitor &amp; report</i>	<i>Expecting reduction when food waste taken out – WRAP study in early 2022 will provide base data</i>	<i>New bins in place to reflect changed tonnages and waste behaviours</i>
Support specific community groups with recycling initiatives	<i>Target groups agreed, support mechanisms in place</i>	<i>Data shows target groups have increased recycling %</i>	<i>Target groups recycling at SCC average, no longer need support</i>
Reduce Waste fleet fuel consumption and emissions	<i>No increase – offset increased stops due to city growth with eco-driving training and route optimisation</i>	<i>Feasibility study for Waste fleet electrification completed. More efficient rounds enabling minor reduction in fuel consumption</i>	<i>10% reduction in fuel consumption depending on Electric Vehicle feasibility</i>

### Gemstone Theme: EFFICIENT

The focus for this Theme is ensuring that the Waste Management service maximises productivity and value for money.

Action	Stable by 2023	Improved by 2025	Excellent by 2027
Optimise collection routes	<i>Implemented for current collections</i>	<i>Implemented for food waste and twin-stream</i>	<i>New routes reviewed and improved</i>

Maximise IT potential	<i>All crews using in cab system safely to report events; integration with customer reporting</i>	<i>System enables same-day action /rectification</i>	<i>System enables real-time action/ rectification</i>
Ensure resilient crew capacity/ eliminate round cancellations	<i>Minimum capacity always available despite shortages, sickness, leave etc. Target &lt;50 round cancellations a year</i>	<i>Target &lt;20 round cancellations a year</i>	<i>Target zero round cancellations</i>
Reduce missed bins	<i>Reduction of 50% on 2021/22<sup>1</sup>. Bin audit and action to remove/replace inappropriate bins</i>	<i>Reduction of 75% on 2021/22. Self-report missed bins as well as rely on customer reports</i>	<i>Reduction of 90% on 2021/22</i>
Deliver promised efficiencies/income growth	<i>As per 2022/23 budget</i>	<i>As per 2022/23 budget</i>	<i>As per 2022/23 budget</i>
Reduce/eliminate processes	<i>Missed bin process overhauled. Identify and improve inefficient processes</i>	<i>Identify and improve inefficient processes</i>	<i>Identify and improve inefficient processes</i>

<sup>1</sup> 2021 figure for missed bins reported by residents was c. 12,000 per annum, meaning that the missed bin rate was approximately 0.15% or one bin missed per 670 households.

### **Gemstone Theme: MODERN**

The focus for this Theme is bringing the Waste Management service fully up to date, and then innovating to make it a national leader.

<b>Action</b>	<b>Stable by 2023</b>	<b>Improved by 2025</b>	<b>Excellent by 2027</b>
Implement requirements of the Environment Act 2021 in Southampton	<i>All project plans and funding in place. Agreed pilot/trial work under way Support WRAP food waste analysis</i>	<i>Act requirements operational (NB dependency on UK Government regulations and new waste management infrastructure delivered by HCC)</i>	<i>Improvements based on national best practice and local lessons</i>
New waste collection policy	<i>Adopted and operational</i>	<i>Formally reviewed post-</i>	<i>Considered leading edge policy</i>

		<i>Environment Act implementation</i>	
Develop/trial new ideas eg underground waste stores, improve planning consideration of waste issues	<i>Intensive work with WRAP, community groups and other parties to trial new initiatives</i>	<i>New initiatives trialled and implemented</i>	<i>New initiatives trialled and implemented</i>
Depot review to ensure facilities are up to date	<i>Plan agreed and funded</i>	<i>Plan implemented including Electric Vehicle requirements</i>	<i>Depots well maintained and meeting service need</i>
Stronger regional participation/ neighbour collaboration	<i>All meetings covered and Councillor decisions taken. Potential collaboration with neighbouring districts explored</i>	<i>SCC playing full role in Hampshire-wide partnership</i>	<i>SCC playing leadership role in Hampshire-wide partnership</i>
Improve non-kerbside offer ie HWRCs, bring banks etc	<i>New bring bank and HWRC services available</i>	<i>Further improvements &amp; trials</i>	<i>Further improvements &amp; trials</i>

### Gemstone Theme: SAFE

The focus for this Theme is to maximise staff and resident safety, promoting a safety culture that aims to minimise sickness, accidents and damage and supports staff wellbeing.

Action	Stable by 2023	Improved by 2025	Excellent by 2027
Minimise Covid transmission risk	<i>Cases under control &amp; not affecting operations</i>	-	-
Reduce number of staff meeting sickness absence trigger points	<i>Benchmark not available at present – data incorrect</i>	<i>Reduction against benchmark</i>	<i>Ongoing reduction</i>
Re-issue crew folders with: <ul style="list-style-type: none"> <li>• Risk assessments</li> </ul>	<i>All vehicles have up-to-date folders on inspection</i>	<i>As '23 plus red routes flagged on in – cab systems (auto alerts)</i>	

<ul style="list-style-type: none"> <li>• Method statements</li> <li>• ALERT guidance</li> <li>• Accident / Near miss reporting cards</li> <li>• Bump cards</li> </ul>		<i>Fleet driver policy implemented</i>	
VHSMS reporting increased <sup>2</sup>	<i>50% increase in near miss reports from previous year</i>	<i>% increase in near miss reports from previous year</i>	<i>% increase in near miss reports from previous year</i>
Fleet Operators' Licence Internal Audit	<i>Low risk report 22/23; OCRS rating Green</i>	<i>Low risk audit report; OCRS rating Green</i>	<i>Low risk audit report; OCRS rating Green</i>
Changes to working practice	<i>Task and finish review implemented – staff work hours paid and slowing pace, reduce manual handling accidents and vehicle damage</i>	<i>Twin-stream DMR collections; no glass boxes; 360litre wheeled bins banned and recovered from residents</i>	
CCTV used to train and support drivers	<i>DPIA tailored to enable CCTV to be used to review post-accident footage with drivers</i>		
Vehicle accident/damage reduction	<i>Annual driver assessments on a collection round</i>	<i>Annual driver assessments on a collection round</i>	<i>Annual driver assessments on a collection round</i>
Joint safety checks with TU Safety reps increased	<i>100% of staff monitored on time and learning points noted</i>	<i>100% of staff monitored on time and learning points noted</i>	<i>100% of staff monitored on time and learning points noted</i>

<sup>2</sup> Currently believed to be under-reporting

### **Gemstone Theme: TRUSTED**

The focus for this Theme is to improve the customer experience and the reputation and credibility of the SCC Waste service.

Action	Stable by 2023	Improved by 2025	Excellent by 2027
Improve customer service, research & communication	<i>Extra communications support in place. Reduced time to close service requests. 10% reduction in complaints vs 2021/22<sup>3</sup></i>	<i>Satisfaction measure in place. Further reduction in time to close service requests. 25% reduction in complaints</i>	<i>Satisfaction rising. Feedback being applied to improve service. 50% reduction in complaints</i>
Monitor performance in real time; intervene to prevent problems	<i>Use of in-cab systems; flexible capacity available for quick intervention</i>	<i>Able to intervene on same day using flexible capacity</i>	<i>Able to intervene in real time using flexible capacity</i>
Set out clear KPIs and report regularly against them	<i>Weekly operations reports including missed bins &amp; fly-tipping. Monthly tonnages, recycling rates, H&amp;S and accident/damage reported vs plan</i>	<i>Meeting targets. Performance data reported and published regularly</i>	<i>Exceeding targets. Performance data reported and published regularly</i>
Expand use of data analytics	<i>Key datasets agreed, in operation and being regularly reported. WRAP food waste trial fully analysed</i>	<i>Waste data published regularly as open data for public re-use</i>	<i>Predictive demand techniques in use</i>
Implementation of customer feedback mechanism at end of interaction	<i>Mechanism put in place and baseline established</i>	<i>Results of 80%+ satisfaction with service and clear feedback loop established with learnings identified and actioned</i>	<i>Results of 90%+ satisfaction</i>
Ensure clear communication of operational activities to	<i>Clear process put in place to establish a feedback loop</i>	<i>Review and refine ongoing process</i>	<i>Review and refine ongoing process</i>

support services (customer and communications)	<i>between operation decisions and customer perspective</i>		
Report against Gemstone Plan and ensure it is updated/reissued	<i>Head of Service review at the end of each financial year</i>	<i>Head of Service review at the end of each financial year</i>	<i>Final report on Gemstone</i>

<sup>3</sup> Current baseline figure to be confirmed

### Gemstone Theme: VALUED

The focus for this Theme is to look after our staff, create a strong team and make the Waste service a good career choice for young people.

Action	Stable by 2023	Improved by 2025	Excellent by 2027
Improve communications with staff and trade unions	<i>Range of improvements eg monthly briefing from Head of Service</i>	<i>Digital communications enabled for all Waste staff as well as face-to-face</i>	<i>Waste staff report engagement at SCC average level or above</i>
Increasing pride in the service	<i>Visible measures eg lorry naming, new uniforms, monthly staff award</i>	<i>Increase in staff survey engagement figures</i>	<i>Waste staff report engagement at SCC average level or above</i>
Offer career pathway/support for development	<i>Pathway in place; market jobs to new groups eg ex-offenders</i>	<i>Staff progressing regularly through the service</i>	<i>SCC Waste regarded as an employer of choice for young people</i>
Improve training	<i>Numbers completing mandatory H&amp;S – regular annual driver assessments – CPC – reversing assistant</i>	<i>Six-monthly driver assessments</i>	<i>Further training improvements</i>
IT access for all staff	<i>Access at Civic; logon and 365</i>	<i>Home access. Trial digital tools</i>	<i>Staff are fluent in IT use to support</i>



	<i>account; e-payroll etc; training provided</i>	<i>to support productivity</i>	<i>career development</i>
Performance reviews for all staff/staff recognition programme	<i>In place for all staff; 95% completion</i>	<i>100% completion</i>	<i>100% completion by SCC deadline</i>

### Action Plan Theme: ONE team

The focus for this Theme is to bring together partners around the city to commit to the elimination of fly-tipping from Southampton by 2030.

Action	Stable by 2023	Improved by 2025	Excellent by 2027
Convene city task force on fly-tipping, led by SCC but including police, community groups, landowners, businesses etc	<i>Fly-tipping Summit held in summer 2022. Charter agreed and adopted by all parties. Funding, action plan and reporting in place</i>	<i>Progress regularly reported. 40% reduction in fly-tipping incidents vs 2021/22<sup>4</sup></i>	<i>Progress regularly reported. 80% reduction in fly-tipping incidents vs 2021/22. Cited as national leader</i>
Encourage and educate residents about fly-tipping	<i>Additional communications &amp; engagement capacity in place and working with community groups</i>	<i>Public see fly-tipping as unacceptable (survey)</i>	<i>Increase in number of people seeing fly-tipping as unacceptable</i>
Prosecute more fly-tippers	<i>Additional Enforcement officers already recruited. Increase in successful prosecutions</i>	<i>Increase in successful prosecutions</i>	<i>Increase in successful prosecutions</i>

<sup>4</sup> Baseline number to be confirmed