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Oxford's Improvement Journey in Waste & Recycling

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Oxford

- 160,000 residents (33,000 students)
- 40,000 houses, 20,000 flats
- 25% annual population turn over
- Old narrow streets
- Higher than average traffic movement



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 recycle for Oxford



Current Performance (provisional)

- NI 192 up ✓
- NI191 down ✓

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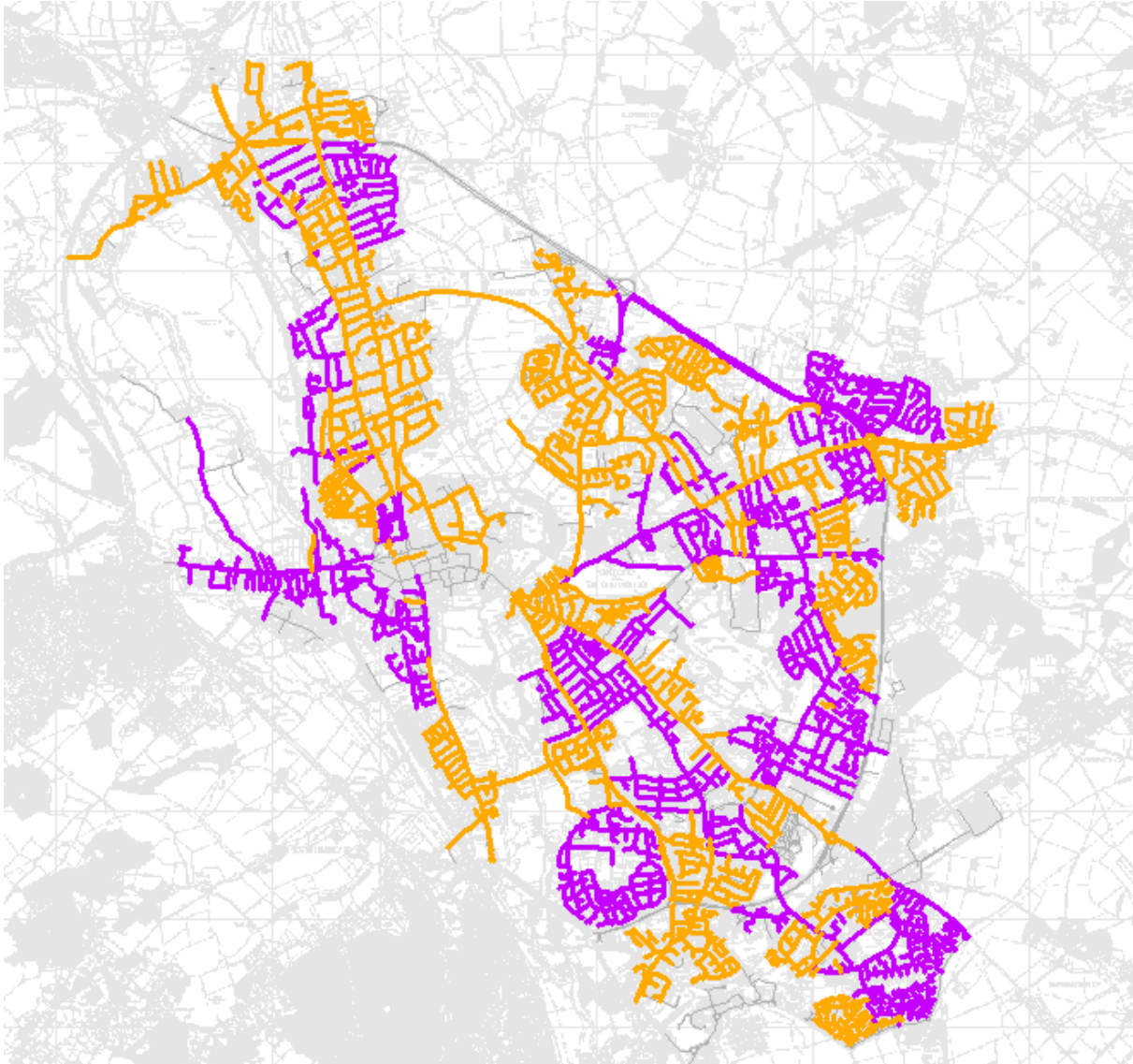
Start of Our Journey (2009)

- **Lack of local recycling facilities;**
- **Weak data management;**
- **Lack of effective side waste policy;**
- **Staff unaware of KPIs underpinning their business activity;**
- **Operationally inefficient...**



Start of Our Journey

Rounds - Before



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Disadvantages

- Unbalanced & fragmented weekdays
- Unbalanced and fragmented rounds
- Inefficient use of vehicles and crew
- Higher risk of crews missing households
- 'Buddy System' cannot operate effectively
- Confusing for residents
- Difficult to manage
- Difficult to communicate



Fundamental Service Review

- Reducing the cost of the Recycling and Waste service and to compare with the best that the private sector has to offer with a budget reduction target of £300k pa from 2010/11
- Reducing the carbon impact of the service
- Increasing recycling performance to meet the Councils and the Oxfordshire Waste Partnership recycling targets
- To simplify the service offer to residents
- To provide a service with the aim of improving customer satisfaction
- To procure more local sorting and processing capability to enable a wider range of recyclables to be collected and pushed into the recyclables market

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Four Day Working

- **Previous service spread over a 5 day period (Mon - Fri), with the collection team working a 37.5 hour week (06.45 - 14.45), with a 30 minute lunch break;**
- **New arrangement : Continue work a 37 hour week but over 4 days (Tue - Fri), starting at 06.30 hrs and finishing 16.15 hrs.**



Benefits of Four Day Working:

- **Cover breakdowns and other delays / crew flexibility;**
- **Bank Holidays;**
- **Maintenance & Training;**
- **Improved productivity;**
- **H&S**

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Productivity

- Assessed across collection services (x12);
- Property numbers were increased to reflect the longer working day;
- Benchmarked using Webaspx route optimisation technology;
- Average collected properties at upper end of industry range that private sector and other cost-effective in-house providers achieve in urban environments;



Clear Productivity Expectations

AWC Co-mingled recycling	Dvrs	Ldrs	Vehs	Props/day average	Props/week average	Weights/day (tonnes)	Weights/week (tonnes)
Round 1	1	2	1	1450	5801	10.22	40.88
Round 2	1	2	1	1369	5477	9.65	38.6
Round 3	1	2	1	1470	5882	10.36	41.46
Round 4	1	2	1	1455	5822	10.26	41.03
Round 5	1	2	1	1418	5672	9.99	39.98
Totals	5	10	5	7159	28714	50.48	201.95

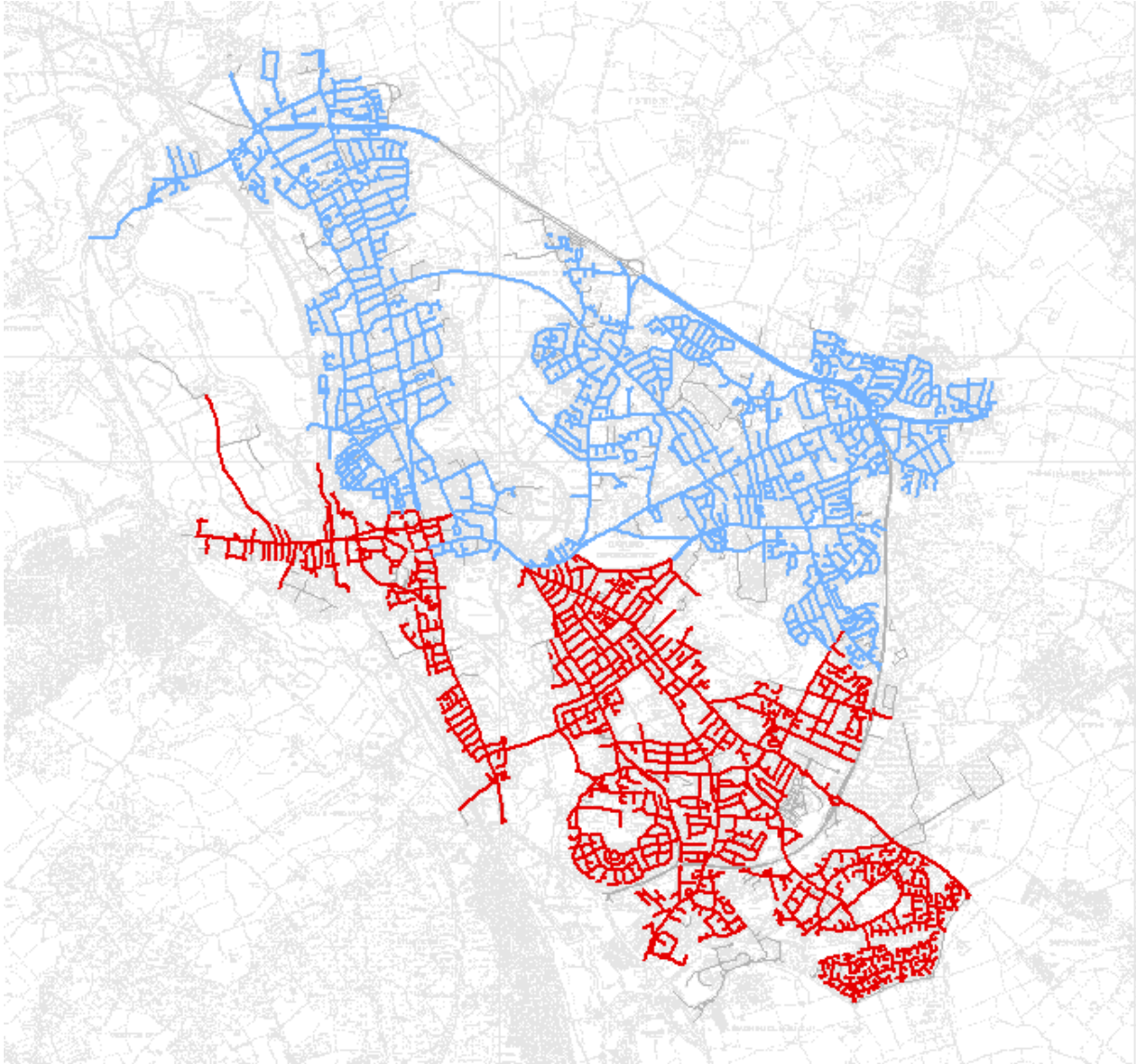
AWC Residual Waste	Drivers	Loaders	Vehicles	Props/day average	Props/week average	Weights/day (tonnes)	Weights/week (tonnes)
Round 1	1	2	1	1450	5801	18.06	72.24
Round 2	1	2	1	1369	5477	18.06	72.24
Round 3	1	2	1	1470	5882	18.06	72.24
Round 4	1	2	1	1455	5822	18.06	72.24
Round 5	1	2	1	1418	5672	18.06	72.24
Totals	5	10	5	7159	28714	90.3	362

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Our Journey ...

Rounds Review - After



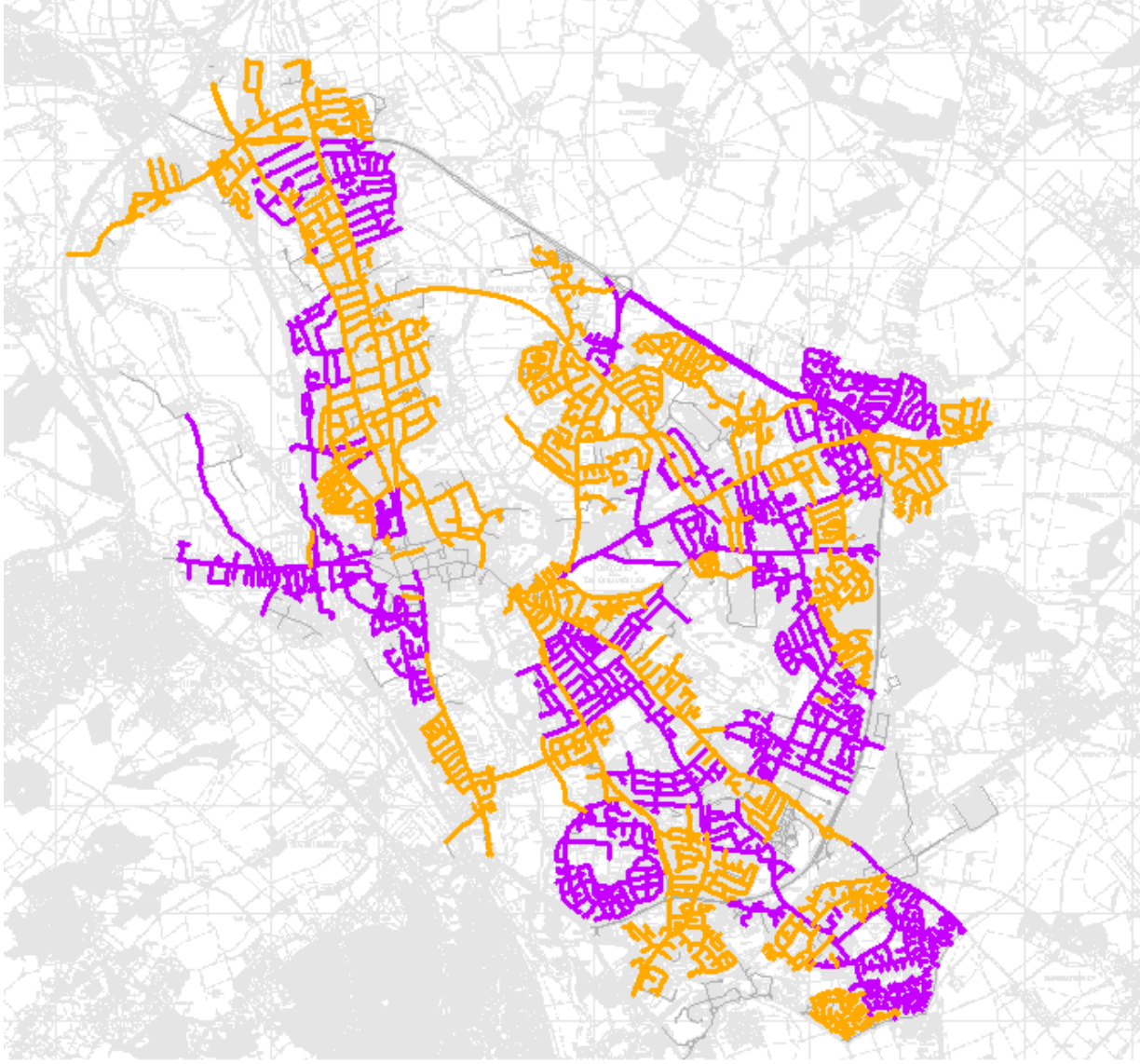
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Advantages

- Financial savings
- Consolidated rounds
- Clearly defined areas
- Efficient use of vehicles
- 'Buddy System' can operate effectively
- Lower risk of crews missing households
- Easier for residents to understand
- Easier to manage
- Easier to communicate
- Balanced in terms of number of households and refuse tonnage





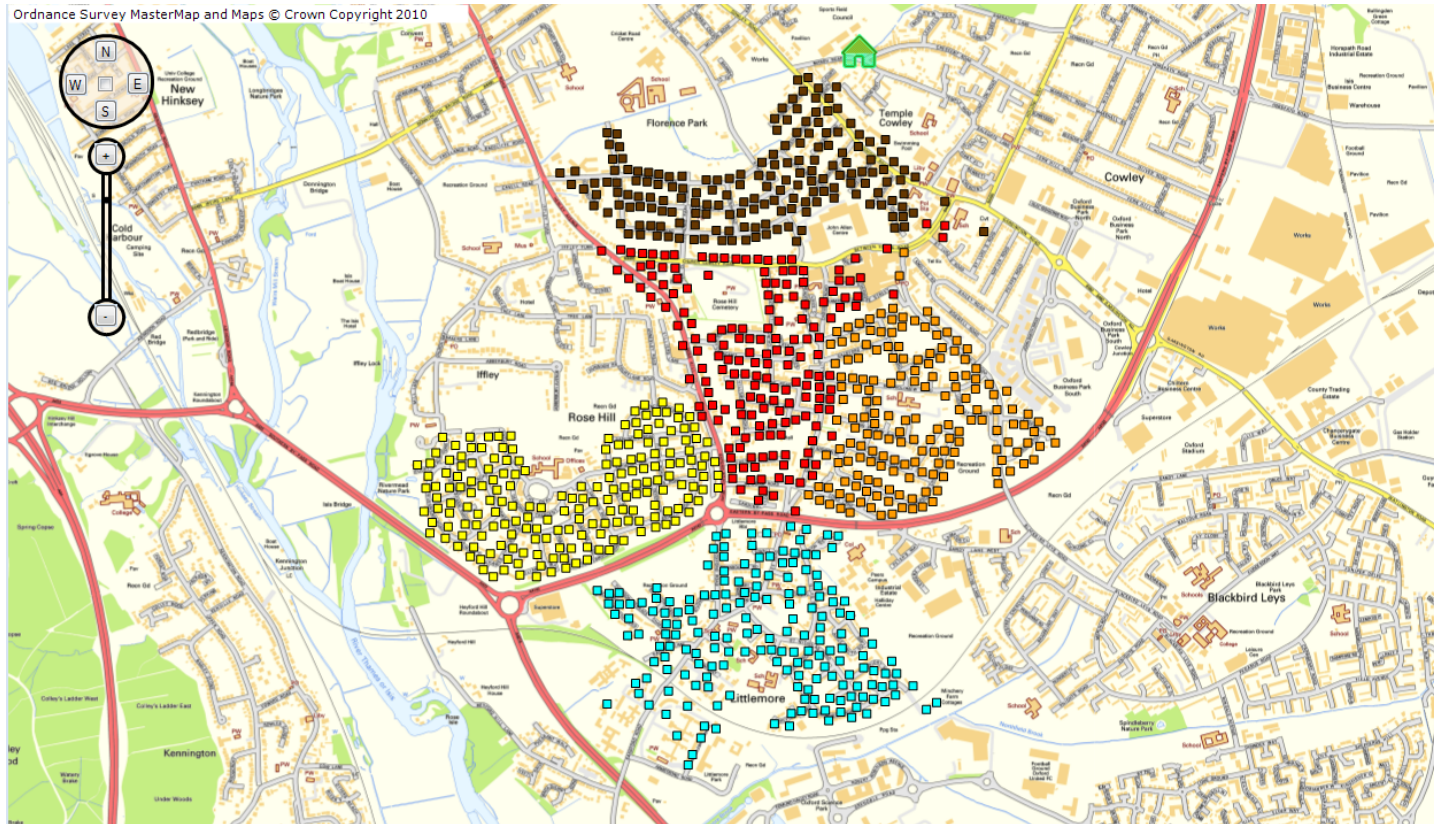
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WEEK 1 – RED - TUESDAY (COMMINGLED RECYCLING)



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Other Productivity Considerations

- Set out
- Participation
- Yields

EDUCATION!!

AND ENFORCEMENT...

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Outcomes

- Three fewer RCVs (crew reallocated across services) - this enabled the teams to operate at industry upper productivity outputs
- Savings c. £300K p.a.
- Enforcing the Council's no side waste policy
- The introduction of a co-mingled trade waste recycling service along with evening collections where requested
- Local waste facilities
- Introduction of food waste collections to 30% of households in the City



Use of Technology

- **Back office system**
- **Vehicle Cameras**
- **Vehicles**
- **On-board weighing**

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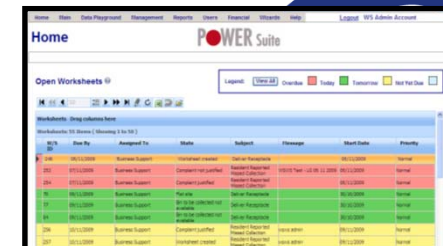
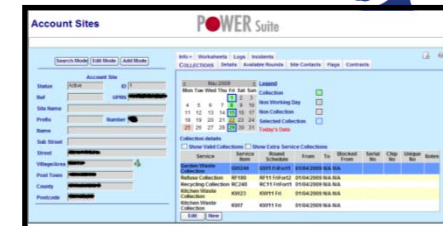
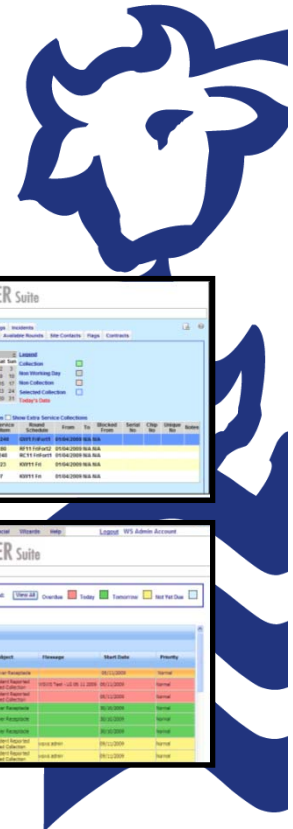
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Back Office System

- **Manages the Collection Rounds**
 - Maps and Tracks Collection Vehicles
 - Integrated to Corporate CRM System
 - Links to the LLPG
 - Administers Notifications e.g. Assisted Collections, Key Codes etc
 - Captures Exceptions e.g. not recycling, non presented
 - Back Office/SDA2 In Cab connection real time, two way messaging
 - Commercial Waste Operations and Invoicing
 - Panic Switches
 - Appointments
 - Ad hoc Round Management – Bulkies, Bin deliveries
 - Efficient Routing
 - Crew Manage Garden Waste on in cab devices - SDA2



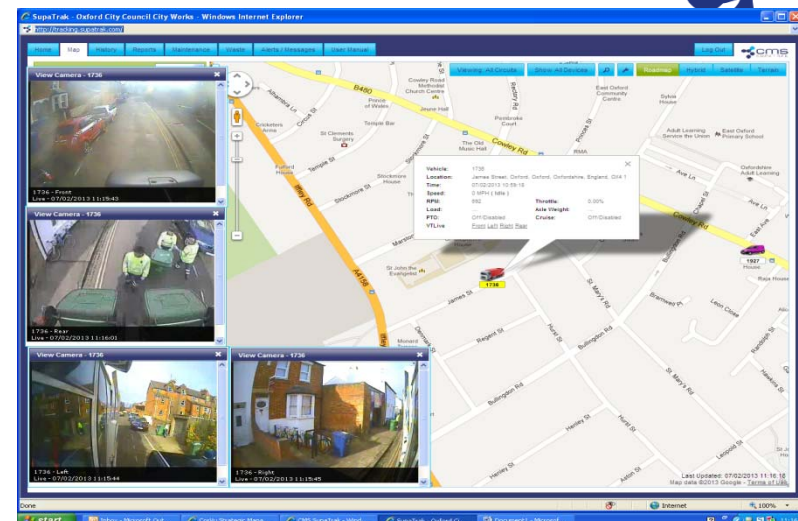
Vehicle Cameras



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- Four Cameras on Vehicle – Streaming Live Data
- Viewing Live or Recorded through the CMS portal
- Challenge Missed Bin reports
- Challenge Third Party Collision Claims
- Collision at Fault Evidence
- Health and Safety Management – Live or Recorded Images
- Assists Cycle Awareness
- Assisting with Complaint Reports
- Protecting the Crews
- Gritting Evidence and Viewing



RCV Vehicle



- **Dennis Eagle – 26 Tonne Narrow Body Rear Steer with Terberg Omni Del or DE Beta Lifter**
- **Dennis Connect concept**

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Next Steps?

- Continued education
- Waste Transfer Station (2017)
- Separate Glass?
- Residual Waste Collection Frequency Review
- Future-proofing for population growth
- Expand commercial collections



On Board Weighing



- **VWS Chassis Weighing – assisting the driver**
- **VWS Commercial Bin Weighing**
 - Opportunity to review customer charges
 - Opportunity for customers see their own recycling figures and promote own green credentials
- **Integrates with CMS**
 - Shows date, time, weight & location of bin
 - Identifies Extra Lifts
 - Reduces Missed Bin Claims

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Thank You

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