

APPENDIX 1 – WASTE, RECYCLING AND STREET CLEANSING – CONTINUAL IMPROVEMENT PLAN

Objective A - Increase recycling rates across the Borough

Action	Completion date	Current Position
A1 - Carry out a pilot scheme to demonstrate what engaging and educating residents can achieve.	Q2 – 2022/23	This scheme is designed and will be presented to Cabinet in July 2022 for agreement.
A2 - Launch a Borough Wide Campaign to encourage recycling	Q2 – 2022/23	This scheme is designed and will be presented to Cabinet in July 2022 for agreement.
A3 - Review the provision of receptacles' and the size to determine if this would increase the amount of recycling presented by households.	Q3 – 2022/23	
A4 - Roll out good practices across the borough.	Q1 – 2023/24	

Objective B - Review of collections operation

Action	Completion date	Current Position
B1 - Reduction in the number of missed bins	Ongoing	PI's monitored monthly and fortnightly continual improvement meetings are tackling this.
B2 - Reduce overall Agency spend	Q2 2022/23	Stage 1 complete to staff up to full establishment. Stage 2 involves increasing establishment to reduce agency use further.
B3 - Reduce overtime spend	Ongoing	As part of B2, work to
B4 - Clarify procedure on removal of side waste and Lane end collections	Q3 2022/23	
B5 - Improve Customer Care/Experience	Ongoing	Training complete and further actions included in the corporate customer services action plan.
B6 - Introduce a performance management system that drives continual improvement and demonstrates service effectiveness	Complete	This is in place and being used at fortnightly Continual Improvement Meetings
B7 - Undertake a review of collections by 2023	Q4 2022/23	
B8 - Review software provisions for real time in cab reporting	Q3 2022/23	Initial proposal received, possible capital bid for 23/24

B9 - A review of back office technology and our website	Q4 2022/23	Website being completed as part of digital strategy, back office systems review will form part of this work
B10 - Review the customer experience in partnership with Corporate Support	Q3 2022/23	This is a key action in the Customer Services Improvement Plan
B11 - To work with LCC on a more efficient waste transfer and disposal process including their review of depots and waste transfer stations	Q1 2023/24	This is being led by LCC and we are actively engaged
B12 - Upgrade the depot at Henrietta Street to be more effective	Q3 2022/23	Capital agreed and report to cabinet in July 22

Objective C - Implementing new national legislation

Action	Completion date	Current Position
C1 - Monitor and implement new government legislation	Ongoing	Awaiting further guidance
C2 - Develop a waste strategy that is aligned with national guidance	Q4 2022/23	This will be dependent on guidance being received

Objective D - Improve the removal and prosecution of fly tipping

Action	Completion date	Current Position
D1 - Introduction of new joint protocols for the PPU team and Operations team for dealing with reports of fly tipping	Complete	Bi weekly updates with Head of PPU and Head of Ops to progress any actions and provide feedback to all staff.
D2 - Develop the Town Centre Caretaker role to focus on removing smaller fly tips immediately and reporting larger ones	Q2 2022/23	Awaiting recruitment of final person but this is being implemented now. Waiting on Regrading of post prior to going out to advert again.
D3 - Develop Operation Trident to gather evidence via both Operations and PPU to identify individuals that are responsible for fly tipping.	Complete	This process is in place but is being continually improved Further training to be deployed to Ops staff on evidence gathering

D4 - Increase the level of enforcement action by the PPU team on those responsible for fly tipping	Complete	Enforcement has increased but needs to be continually monitored and improved
D5 - Raise awareness with residents and businesses on the impact of fly tipping and publicise successful enforcement	Ongoing	All prosecutions are now publicised
D6 - To work in conjunction with the PPU team to ensure all businesses in the area are aware of their responsibility to have appropriate collections in place to remove business waste	Q4 2022/23	This is now complete for key town centre businesses and is on schedule to be completed for all 2000 businesses by early 23 Regular updates between PPU and Ops taking place to monitor progress.

Objective E - Maximise income

Action	Completion date	Current Position
E1 - Introducing a dedicated Officer to increase the number of local businesses that use our collection service.	Complete	Number of customers and the increase in revenue to be monitored monthly through the KPIs.
E2 - To increase awareness of the garden waste service we provide through all communication channels	Ongoing	This will be repeated annually.

Objective F - Culture change and continuous improvement

Action	Completion date	Current Position
F1 - All staff engagement sessions to articulate expectations and engage the workforce in improvement	Ongoing	Further engagement sessions are to be rolled out.
F2 - Increased monitoring of collections and overall performance to be shared with individual crews	Ongoing	This is now taking place with every individual crew engaged each 10 week period

F3 - Introduce corporate values and celebrate successes	Q3 2022/23	The values have been launched and are being introduced through all staffs sessions
F4 - Training sessions on emerging issues and customer service	Ongoing	

Objective G - Improve Street Cleansing and litter bin collections

Action	Completion date	Current Position
G1 - Review Street cleansing and introduce fixed routes	Complete	Performance indicators reviewed monthly to monitor performance.
G2 - Develop the Town Centre Caretaker role to focus on litterbin emptying and smaller fly tipping removal as a priority.	Q2 2022/23	Awaiting recruitment of final person but this is being implemented now
G3 - Undertake stage two of the litterbin review and introduce additional bins	Q2 2022/23	
G4 - Introduce monitoring of litter bin emptying	Complete	This is being continually monitored through reviews of KPIs each month.
G5 - Continually improve our relations with local Pride Groups and support them to maximise their impact	Ongoing	Active involvement in Rawtenstall Britain in Bloom bid