

COSLA EXCELLENCE AWARDS 2011

2011 APPLICATION FORM

Please refer to the '2011 Guidance for Applicants' before completing this application form.

The deadline for submission of entries is 5pm on Friday 8 October 2010. Further guidance is available at <http://www.awards.cosla.gov.uk>. Submission arrangements are detailed at the end of this application form.

The application form is split over four sections to reflect the assessment criteria, and to facilitate the letting process. It is up to you to decide the content and length of each section, but your application must not exceed three pages in total (excluding the cover pages).

CATEGORY TITLE	Category 4 – Promoting Sustainability	
Project Name	Service re-routing for improved recycling	
Lead Organisation	Renfrewshire Council	
Department/ Team	Environmental Services	
Participant or Partner Names	1. Karen Anderson	2. Kenny MacLeod
	3. John Muir (Project Manager)	4. Greig Crawford
	5. Sean Culpan	6. Ted Simpson
	7. Liz Robertson	8. Dorothy Kerr
	9.	10.
Award coordinator	Pauline Moss	
Contact details	Email: pauline.moss@renfrewshire.gov.uk Tel: 0141 840 3611	

Can we publish this application form on our website?	YES
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FOR INTERNAL USE		
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EXECUTIVE SUMMARY

In one short paragraph please describe this project and what it has achieved. We will use this in any future publicity material.

The service re-routing for improved recycling project was a crucial part of the successful sustainable waste management solution implemented in November 2009 to increase recycling rates within Renfrewshire to meet our SOA commitments and challenging Scottish and EU recycling targets. The project aimed to support the introduction of co-mingled recycling and residual waste collection services to over 80,000 across Renfrewshire through the development of a dynamic technology based routing system that streamlined collection routes and minimised the environmental impact of the service by reducing mileage, fuel consumption and the service's carbon footprint. At the same time, it was recognised that the optimum solution must minimise disruption to customers, link in with corporate IT systems and allow remodelling for future demographic and service changes. The service rerouting project has optimised collection routes, taking cognisance of local geography and service issues, delivered improved recycling rates of 37.43% in 2009/10 & 48.5% in quarter one of 2010/11, and achieved cost savings through reduction of collection vehicles, minimised fuel usage and collection mileage and reduced the service's carbon footprint. Building on this success, the routing software solution 'RouteSmart' is being further developed to optimise routes for other services across the Council.

PLANNING

- *a clear rationale, defined processes and focus on stakeholder needs*
- *contributes to organisation's goals, community plan and SOA, and national policy context*

Sustainable waste management is a key priority within Renfrewshire, not only due to the environmental impact that landfill disposal has on land usage but also due to the greenhouse gases released from the breakdown of waste and the impact of vehicle emissions incurred through collection mileage.

Although the percentage of municipal waste recycled in Renfrewshire has improved year on year, it was recognised that significant changes to service delivery arrangements were required to meet Renfrewshire's SOA commitments and challenging national Zero Waste Targets to recycle 40% of waste by 2010 and to achieve the increasing recycling and waste diversion targets in future years. As a result, a revised methodology for residual waste and recycling collection was devised to allow co-mingled collection of more recyclate material and reduce capacity to collect residual waste by moving from weekly to fortnightly kerbside collections. Council approval was given to implement these changes in January 2009, with significant support from our Elected Members for this project and continuing support for recycling initiatives from the Renfrewshire public.

Due to the diversity and complexity of this project, a project board was established and a systematic project plan devised using the Council's Project Management Framework to manage the interdependencies of the four key workstreams of service rerouting, procurement, communications and HR for a target implementation of pre Christmas 2009.

The service rerouting project team comprised of cross service representatives and partners with the necessary technical skills, service knowledge and experience to deliver this project. The objectives of the project were:

- 1) To increase recycling rates to achieve a recycling rate of 40% in 2010 and beyond
- 2) To realise financial savings of £355,000 per annum
- 3) To reduce staff costs to a level suitable to realise the overall financial savings
- 4) To reduce refuse collection vehicle fuel costs to a level suitable to realise the overall financial savings
- 5) To reduce refuse collection vehicle maintenance costs to a level suitable to realise the overall financial savings
- 6) To reduce the total number of routes to a level suitable to realise the overall financial savings
- 7) To reduce the collection service's carbon footprint

DELIVERING

- *implemented in all relevant areas and across all the required stakeholders*
- *carried out in a structured and logical way, using robust and sustainable methods*

Following development of the waste collection strategy to improve recycling, and with Elected Member support, the project was approved by the Council in early 2009 and the project board established to take the project forward. The cross service project team containing staff from within Waste Management Services, IT Services, Procurement and the Project Management Unit utilised the Council's Project Management Framework to develop the project plan to ensure that the project deliverables, work streams and timescales were co-ordinated and managed effectively.

The service re-rerouting workstream completed a number of tasks in order to create revised refuse and recycle collection routes. These included:

- Purchase of RouteSmart software and training of Council staff on the use of the RouteSmart routing software that links into the existing Council GIS (Geographic Information System).
- GPS tracking survey of existing refuse collection routes to assist in understanding the current efficiencies.
- Detailed information on the properties that require a service was derived from the Local Land and Property Gazetteer to ensure that no properties were omitted from the exercise.
- Creation of a north and south partition for the collections to ensure that the refuse and recycle disposal contractors receive a steady stream of waste and that the routes.
- Refuse collection vehicles can support each other when operational difficulties are encountered.
- Methods and processes in place to ensure that the information used to carry out the routing is regularly reviewed and updated.

As manual rerouting exercises had previously been applied in 2002 and 2004, this project provided the opportunity to move from a manual routing system to a dynamic technology based solution that linked in with corporate GIS systems to bring service routing into the 21st Century.

As the RouteSmart solution is specifically designed for route optimisation, it was procured as the preferred software tool. Effective partnership working arrangements with the supplier aided development of a dynamic system that could interface with Council systems and used local knowledge to develop efficient collection routes. Using the RouteSmart technology, a 'clean sheet' redesign of routes was carried out to make the best use of vehicles and other resources. Staff training was carried out to utilise and develop the system and interacting with our GIS officers in IT Services to provide the link to corporate GIS systems. Using existing Council geographical information and local employee knowledge, the dynamic re-routing software developed more efficient routes and as a direct result, mileage, fuel consumption and carbon footprint have been significantly reduced. RouteSmart technology allows service routing solutions to be obtained immediately and developed over time in response to emerging situations. Our employees were consulted about the routes and their feedback and suggestions were fed into the final routing solution that was road tested by our employees prior to implementation. Minor adjustments to routes continue to be made to take account of changing demographics.

The project took cognisance of the success of initiatives in other authorities and utilised this information to devise recycling collection solutions for differing property types which were also built into the service rerouting system. An important aspect of the project was minimising disruption to our residents and routes were arranged to ensure that collections took place in a single area on a single day with cluster routes for all vehicles with a North/South split to cover the area effectively. In addition, the communications plan was critical to the success of the project and specifically targeted a number of different stakeholders groups and completed a number of different activities to ensure that the information provided was relevant and complete.

**INNOVATION +
LEADING PRACTICE**

- *Demonstrates leading practice*
- *Achieves genuine innovation or new ways of working*

Part of the success of the project was due to the effective partnership working arrangements developed with Integrated Skills Limited to develop the RouteSmart software and provide training and support for the project. We were the first Council to use and develop RouteSmart technology in this way and our solution is now being utilised by ISL within other authorities. Routing workflow system utilisation was applauded as an example of best practice.

Our approach to service rerouting took cognisance of best practice elsewhere and took it one step further with recycling provision in place within flatted properties and build into our optimum service routes. The branding of the service was well received by the public and achieved improved recycling rates even although the service delivered efficiency savings. The project was implemented effectively across the whole of Renfrewshire from November 2009. Building on this success, the routing software solution 'RouteSmart' is being further developed to optimise routes for other services across the Council and will be further integrated with our Customer Relationship Management System (CRM).

RESULTS + IMPACT

- a convincing mix of customer perception and internal performance measures
- clear line of sight to the delivery of the Single Outcome Agreement
- a full range of relevant results showing improvement over time

Significant outcomes were achieved in the first 6 months including a reduction in the number of fleet vehicles, recycling rates on target to meet Government targets by 2010, enhanced and extended kerbside recycling services for customers and more efficient use of resources. These results are detailed below:

Objective	Degree to which objective was met
To increase recycling rates	Increase in recycling rate from 30.5% in 2008/09 to a recycling rate of 37.43% in 2009/10, rising to 48.5% in quarter one 2010/11 and on target to achieve in excess of 40% rate in 2010 to meet SOA commitments.
To realise financial savings of £355k per annum.	Targeted savings achieved.
To reduce staff costs to a level suitable to realise the overall financial savings.	There has been a net reduction of 14 members of staff. This reduction contributed to the overall financial savings.
To reduce refuse collection vehicle fuel costs to a level suitable to realise the overall financial savings.	Three refuse collection vehicles have been removed from service which also contributed to the financial savings.
To reduce refuse collection vehicle maintenance costs to a level suitable to realise the overall financial savings.	The reduction of refuse collection vehicles detailed above will reduce the vehicle maintenance costs which will in turn contribute to the overall financial savings of the project.
To reduce the total number of routes to a level suitable to realise the overall financial savings.	The frontline routes have been reduced to a level that increases productivity and delivers efficiencies.
To reduce the collection service's carbon footprint	Reduced carbon emissions from vehicles were achieved, equating to a reduction of approximately 147 tonnes in CO ₂ emissions per annum.

A post implementation update briefing at the Local Area Committees received a very positive response from the local community, particularly in relation to the communication campaign and ease of use of the new scheme, allowing the public to recycle significantly more materials.

Next steps

- ✓ Have you answered the assessment criteria set out in the guidance?
- ✓ Is your application form 3 pages or less? (anything more, including appendices, will be automatically rejected)
- ✓ Has your application form been authorised by an appropriate person?
- ✓ Have you indicated whether you wish the application form to be published?

Submitting your application

Please email your application by 8 October to:

Category 1 submissions	exawards2011-1@cosla.gov.uk
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Category 2 submissions	exawards2011-2@cosla.gov.uk
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Category 3 submissions	exawards2011-3@cosla.gov.uk
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Category 4 submissions	exawards2011-4@cosla.gov.uk
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Category 5 submissions	exawards2011-5@cosla.gov.uk
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Category 6 submissions	exawards2011-6@cosla.gov.uk
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Category 7 submissions	exawards2011-7@cosla.gov.uk
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Queries surrounding the submission of applications can be made to:
Adam Stewart (adam.stewart@cosla.gov.uk / 0131 474 9275)