


Highlight Report

August 2023

Project Name	Street Smart	Programme	Waste	
Project Manager	Liz Knox	Project Executive	Isabel Edgar	

Purpose: To provide a progress update on the project

Period Covered: May-August 23-24

Overall Project Status

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The significant project milestones have either been completed or are on track: compliance, new management structure and an improved performance management regime are in place. The implementation of the new incab technology has commenced and the completion date for stage one (refuse) is on target for 18 September. Delivery of the new recycling and green waste fleet also remains on target. The use of more carbon efficient fuel, internal communication plan and review of street cleansing projects remain underway, and a revised milestone of September has been agreed by the project board. This has predominately been due to the availability of staff during holiday season.

Budget Status

N/A

There is no specific budget for the project, but at each Board / Committee ECSS will provide a budget health check for the service.

Schedule Status

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Some activities have been delayed but should not impact on the delivery of the project:

- Review and agree minimum staffing level for delivery of service. This is dependant on the below being completed:
- Street cleansing schedules finalised and rounds being established. Further recording and mapping of street cleansing has been required to establish the current service against the requirements of the MoA. Once understood, a service that is fit for the future can be recommended to Board / Committee. This work is to be completed in September.
- The internal communications plan (including staff health and wellbeing survey) is still in development. Having recruited key people as well as the end of the holiday leave period means the plan is expected to be completed in September.
- HVO is not being used as expected but this due to the cost of HVO being above the financial limit agreed by the Operational Services Committee. A review of this is underway and a recommendation to Committee is to follow in September. ECSS continues to be in talks with suppliers to be ready for if and when a decision to use HVO is taken.

Work Completed

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- O License approved and service fully compliant.
- New management structure implemented, vacancies being recruited (Transport & Depot Manager recruited, permanent Operations Manager in post).
- Depot infrastructure improvements have started.
- Data cleanse for refuse incab software (Bartec) completed, implementation has begun.
- VOR management has improved, and a new trial contract is in place for the maintenance of smaller fleet.
- COP, SSOW, TBT, Waste Services & Cleansing Handbooks have been updated and a training matrix has been developed.
- H&S Statement has been completed.
- HR policy (including absence management) reviewed with UNISON.

Risks and Issues

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See Appendix 1.

Forward Plan

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Next Period Milestones

- New RCV fleet arriving (green waste and recycling).
- Go live of vehicle incab technology and hyper care period.
- Additional Customer Operations and Support Administrator advertised.
- Completion of depot infrastructure improvements.
- Street cleansing review completed and report produced, which will include a proposal for fleet replacement, and any changes to the minimum staffing level to deliver the service.
- Further monitoring of HVO fuel potentially being used.
- Staff health and wellbeing survey finalised.