

# **Basildon Waste Services Outline Strategy 2020 - 2025**

Version 1.0 - Tue 19th November

# Delivering 21st Century Waste Services

**As we face unprecedented challenges and opportunities, it's important we seize the opportunity to redesign a better, cost-effective service, fit for the digital age.**

A unique combination of four factors makes modernising our services vital:

- The Government's new waste strategy
- Plans for rapid housing growth in Basildon
- Public activism on environmental issues
- Tightening financial operating constraints

Without significant changes we will not be able to continue meeting residents' expectations and needs. By acting now, we can remodel our services around proven technology, timely data and modern ways of working, to ensure we deliver better outcomes in the years to come.

Waste services are a critical part of the Borough's infrastructure. For many residents, having their bins collected represents the only council service they regularly use and rely upon. Our performance has a significant impact for both the local environment and public perception of the council.

**We're proud of the services we provide, yet the reality is we're running an analogue operation in a digital world.** Our traditional ways of working and manual, paper based processes have changed little in the last 20 years and risk holding us back from fulfilling our responsibilities.

This document sets out our ambition and goals as a service to transform the way we work to meet the needs of the Borough.

## Action

We must radically transform the way we operate to continue to meet the needs and expectations of our residents, the Borough and the wider environment.



## Who we are

£7.9

million

Gross budget



£102

Gross cost  
per  
household

Fleet of

38

vehicles



440,700 total annual mileage

4.1 Miles per Gallon



106 staff

1:53 supervisor to crew ratio

## What we do

12,558,000

annual collections

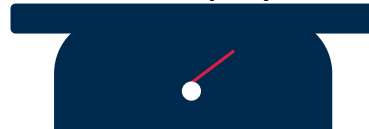
99.96% successful

78,850 households served



77,376

Total cubic  
tonnes  
of waste collected  
per year

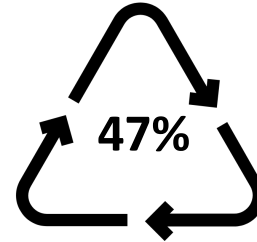


988 Kgs

of waste per  
household per year



Highest amount in Essex



of waste goes  
to recycling

4th worst in Essex

# The Future of Waste: The New Government Waste Strategy

[The Resources and Waste Strategy for England](#) will be the biggest change to waste in a generation when passed into law. The goals for the strategy are to:

- Minimise waste and promote resource efficiency
- Move towards a circular economy, encouraging reuse and repair

The Government's strategy commits to several high-profile changes, such as eliminating avoidable plastic in 25 years, and avoidable waste by 2050.

These goals are to be achieved through a range of measures, many of which will impact local authorities. These include mandating a minimum standard for recycling services and increasing transparency over waste movements.

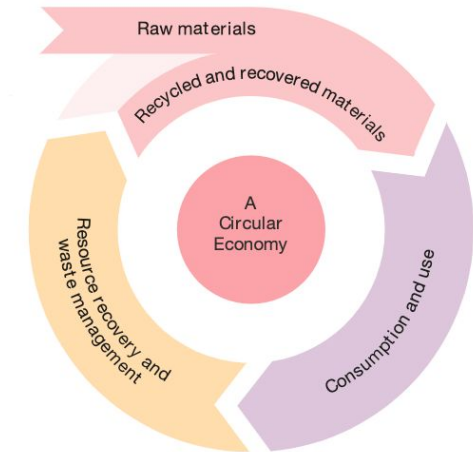
Although the implementation details are still being determined, the direction of travel is clearly set. We must ensure we are preparing to meet our responsibilities.

**Our current waste output illustrates the scale of challenge we face.** Basildon has the highest production of household waste in Essex at just under 1 tonne per household per year. Our recycling rate peaked at 52% in 2014, but since then have dropped back down to 47% in 2019. This places Basildon as the 4th worst authority in Essex.

In order to meet our obligations and performance targets, as well as fulfill our responsibility to residents, we need to fundamentally shift our collective approach and mindset to waste.

## Action

We need to begin the process of changing our services now to ensure that we are ready to meet our future legislative and social responsibilities.



# Time for Change

## Drivers for change

Our reliance on traditional ways of working is constraining our ability to meet modern challenges. **Our operations are based predominantly on manual paper processes, which cause delays and increases the risk of errors.** It also means we are not deploying our staff and assets as effectively as possible.

As well as complying with the government waste strategy, we also need to meet the growing demands of the Borough, with current plans projecting roughly 20,000 new households to be built by 2030.

At the same time, our financial constraints continue to tighten. If we don't redesign the way we work, we won't be able to continue meeting the Borough's needs.

## Proven best practice to follow

While our services have changed relatively little in recent years, the waste industry has modernised. There are now many well evidenced examples of how others have improved their services, as well as a mature market of technology solutions.

We can accelerate our own progress and improve service quality by evaluating, learning from and building upon the work of others. **Being slower than other authorities to change may now become a benefit as we have the potential to leap forward in areas where others initially had to struggle.**

We boast an experienced and motivated team who are ready to seize the challenge to work differently.

## Action

Having cautiously watched and waited as other authorities remodelled their services, we must now be willing to learn their lessons and commit ourselves to bold, purposeful action.



# Changing Together

Our team are proud of their role serving the Borough and we embrace our responsibilities as civic leaders.

**We recognise we need to make internal process changes to ‘reduce the waste within waste’.**

Improving our services is part of our ongoing commitment to the community but we need to harness the power of collective effort in order to move towards a more sustainable relationship with our resources.

We will work openly together with residents, elected officials, businesses and partners to do the right thing for the long term interests of the Borough. Regular research and engagement with residents and partners must become part of our ongoing improvement cycle to help identify issues and opportunities.

**Establishing a culture of continual improvement, rather than treating change as a one off exercise, is core to achieving our goals.** We will ensure we value researching, learning and adapting to enable us to deliver effectively, at pace.



# Our Three Strategic Goals

## 1. Driven by data

“We understand the Borough and use our knowledge to make decisions based on data”

## 2. Overhaul our operations

“We deliver efficient and modern services we can be proud of”

## 3. Enhance the environment

“We do the right thing for your local area and the wider environment”

# Goal 1: Driven by data

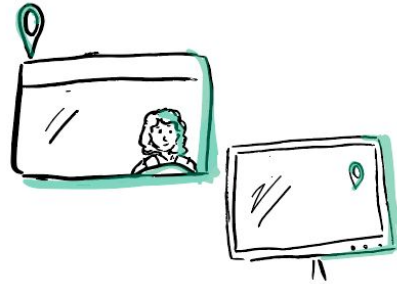
“We understand the Borough and use our knowledge to make decisions based on data”

Smarter use of data has the potential to transform the delivery of waste services in the Borough.

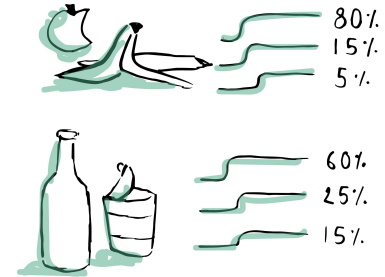
The technology is now now readily available and affordable to enable us to capture, analyse and act upon information in real time.

By putting data at the heart of the way we work, we can unlock new insights and capabilities to drive improvements for residents and the environment.

**This will require changing our mindset as well as our tools.** We need to shift to using data proactively rather than reactively to help spot early signals, preempt issues and take timely action.



*Tracking data for vehicles and collections*



*Transparent data about where waste goes*

**Residents** benefit from a clear understanding about the waste they produce and what happens to it.

**The environment** benefits from better targeted initiatives and behaviour change as a result of improved data analysis and sharing.

**Waste services** benefit from being able to take timely action to optimise services as a result of improved understanding of data.



# Goal 1: Driven by data

## Steps to achieving our goal

- Develop our data sets based on common standards and reusable formats
- Implement in-vehicle technology, digital route planning systems and data rendering tools
- Invest in data analysis and modelling capabilities
- Redesign our core business processes to harness timely information
- Setup data sharing with residents and internal / external partners

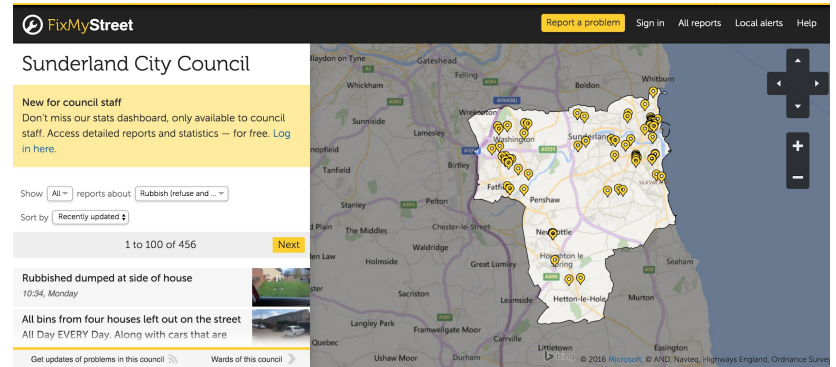
# 20%

Average reduction in mileage and CO2 emissions made by councils who implement data based digital route planning.

## Inspiration

# Sunderland's Fix my Street Data

Sharing timely data to improve reporting and response



Sunderland City Council combined timely bin collection information from in-vehicle technology, together with live resident reports via the Fix my Street service, to deliver better issue management. The work has resulted in a 50% increase in the proportion of transactions online, reducing missed bin reports by 7,000 and delivering £136,364 in savings.

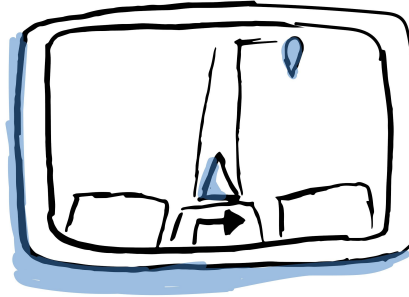
## Goal 2: Overhaul our operations

“We deliver efficient and modern services that we can be proud of”

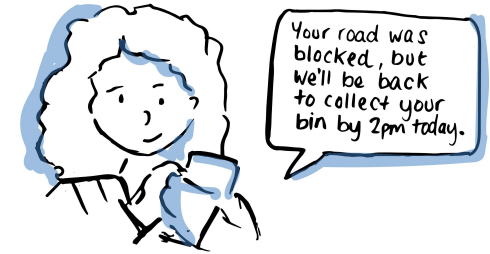
Through purposeful redesign of our services and modernising the way we work we can unlock improvements in efficiency, effectiveness and quality.

**Advances in technology are already helping us improve our services but it's not simply a case of making our existing paper processes digital.** We need to ensure we are building a service which has the flexibility and resilience to adapt to continuous and unpredictable change.

We need to learn from others and re-evaluate both what we do and how we do it, in order to help staff, residents and communities act with clarity and confidence when it comes to waste.



*Digital route planning and running*



*Improved communications for residents*

**Residents** benefit from improved communication about services as a result of accurate timely collection information.

**The environment** benefits from better Boroughwide engagement with reuse and recycling initiatives as a result of simplified services.

**Waste services** benefit from more effective and efficient deployment of staff and vehicles as a result of digital route planning.

# Goal 2: Overhaul our operations

## Steps to achieving our goal

- Review and redesign our manual processes to better use skills and technology
- Redesign waste collection processes to deliver greater impact and results at lower costs
- Improve communication with residents and deliver clear, timely information through better use of timely data and technology
- Simplify waste sorting and disposal to make it easier for residents to take positive action

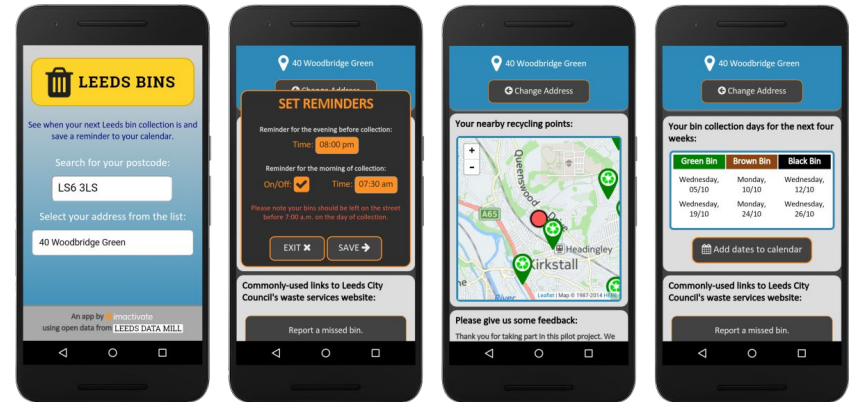
83%

Proportion of UK councils in England that have switched to new collection models in the last 10 years.

## Inspiration

### Leeds Bin App

Improving services for residents using open data



Many UK authorities have implemented software to help keep residents informed about bin days. What's unique about Leeds' approach is they openly published their data, which massively reduced the barrier to entry for people to build the app. As a result, it's worked out much cheaper to deliver and maintain. Usage data from the app is in turn generating valuable insights.

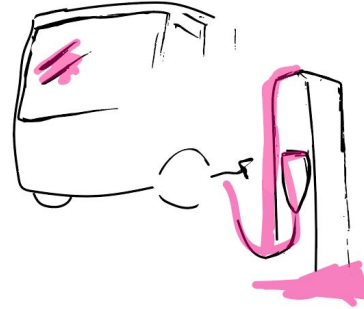
# Goal 3: Enhance the environment

“We do the right thing for your environment and the wider environment”

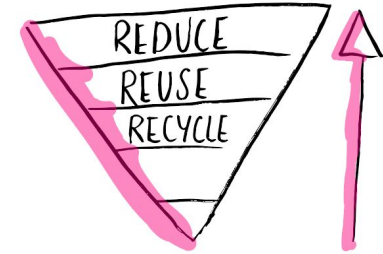
We must embrace our responsibility as civic leaders to help protect both the local and wider environment. Our role in the community empowers us to drive smarter use of waste and resources.

Our services should be purposefully delivered in ways that easily enable everyone to contribute to this change.

**We will build strong local and regional partnerships** to ensure we minimise the environmental impact of our services and optimise the use of resources. We will ensure residents have access to information and services to take actions that help improve where they live.



*Deploying electric bin lorries*



*Improved resource management*

**Residents** benefit from improved access to local services that enable the reuse and recycling of resources.

**The environment** benefits from the reduced environmental impact of our fleet as we switch to electric vehicles.

**Waste services** benefit from regional partnerships which ensure we are collectively creating the greatest impact for the region.

# Goal 3: Enhance the Environment

## Steps to achieving our goal

- Review the services we deliver to ensure they contribute to our environmental goal
- Transition our fleet to use electric vehicles to reduce our environmental impact
- Build partnerships to develop capability, coordinate activity, and collectively invest in new methods for waste disposal and reuse
- Work with planning partners to ensure services will meet the needs of growing communities.

**62%**

Proportion of black bag waste in the Borough which could be recycled based on recent analysis.

## Inspiration

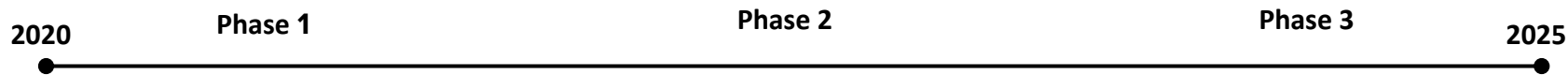
### Sheffield's Electric Bin Lorries

Upcycled vehicles powered by the rubbish they collect



Sheffield City Council are recycling diesel lorries destined for the scrapyards, fitting them with electric motors and transforming them into 26-tonne bin wagons powered by the waste they collect. Any surplus energy can be fed back into the system to power people's homes.

# Our Roadmap for Change



*Focus*                      *Build solid foundations*                      *Deliver redesigned services*                      *Increase preventative impact*

<b>Driven by Data</b>	<ul style="list-style-type: none"> <li>● Develop datasets</li> <li>● Implement new technology</li> <li>● Model future service options</li> </ul>	<ul style="list-style-type: none"> <li>● Digital route planning and tracking</li> <li>● Publish waste data openly</li> <li>● Using data to run targeted initiatives</li> </ul>	<ul style="list-style-type: none"> <li>● Forecast trends and patterns to plan collections and prevent issues</li> <li>● Develop targeted responses to emerging risks and opportunities</li> </ul>
<b>Overhaul our Operations</b>	<ul style="list-style-type: none"> <li>● Review existing processes</li> <li>● Rationalise vehicle fleet</li> <li>● Pilot new ways of working</li> </ul>	<ul style="list-style-type: none"> <li>● Making it simple to do the right thing</li> <li>● Improve info sharing with residents and reporting processes for residents</li> <li>● Automate repeatable processes</li> </ul>	<ul style="list-style-type: none"> <li>● Utilise new waste collection technologies</li> <li>● Deliver demand driven, responsive services</li> </ul>
<b>Enhance the Environment</b>	<ul style="list-style-type: none"> <li>● Ensure processes align to environmental targets</li> <li>● Develop local partnerships</li> <li>● Engage in climate response</li> </ul>	<ul style="list-style-type: none"> <li>● Reduce negative impact of fleet</li> <li>● Improve waste sorting processes</li> <li>● Ensure new development in the Borough meets future needs</li> </ul>	<ul style="list-style-type: none"> <li>● Use electric vehicles in fleet</li> <li>● Collaborate with partners to reduce waste at source</li> </ul>

# Starting the Journey: Next Steps

## Building the foundations

The work to redesign our services and culture is already underway.

We are looking outside of the authority for best practice, and engaging with peers, experts, internal staff and local residents to learn how we might improve our services.

Our role in the coming weeks and months is to listen, ask the important questions and learn how we can be better.

We have plans in place to make the necessary operational changes to deliver against existing savings targets, whilst not impacting staffing or service quality.

**By the start of the 2020 financial year we commit to developing a delivery plan for our strategy.**

We'll develop the delivery plan in close consultation with our internal colleagues and bring it back to review at the Neighbourhoods and Public Spaces committee by Spring 2020. This plan will detail how we intend to get into a position to make our waste collection service the centre of our offer to residents.

We all have a responsibility to answer some of the most challenging questions of our time – but we will be prepared with good quality data, efficient services and clear outcomes for both our residents and the environment to meet these challenges head on.

## Action

You have an important role to play. We have the chance to shape the Borough for the next ten years and beyond. Basildon has a choice – we can continue on our current path to an uncertain future, or we can work together to help shape a waste service which matches the ambitions we all share for our Borough – delivering a waste service we can all be proud of, today and for our shared future.

**Our long term outcome is for Basildon to have an efficient, environmentally sound waste service that delivers for residents and businesses.**

**Thank you,  
The Basildon Waste Service**