

A. Specific recommendations

	Title	Davis Report Recommendations	Council Agreed Action	Comments September 2017
1	Introduction of any further new vehicles	Any new vehicles are used as a backup for a short period initially and to allow the new driver to get used to their new round before needing to collect from that round in a given timeframe.	<ul style="list-style-type: none"> • New vehicles will be trialled operationally prior to orders being placed. - Complete • Support vehicles will be available when new vehicles are introduced to the fleet or collection rounds change. - Complete • Team Leaders will be involved with the development of new rounds and be provided time to learn new rounds prior to implementation. - Complete 	<p>New refuse collection vehicles phased into service, old vehicles remained on fleet during bedding in period and Dennis Eagle engineers on site.</p> <p>Collection Team steering group recently set up, and will meet quarterly to look at round development / changes.</p>
2	Optimising the efficiency of in-day tipping	In-day capacity issue is an important element of training for any new crews and, particularly, drivers.	<ul style="list-style-type: none"> • Training for new staff about optimising tonnage on collections - Complete • Refresher training with all staff about optimising tonnage on collections - Complete • Monitoring of vehicle tonnages by service supervisors - Complete 	<p>Systems in place for regular tool box talks and refresher training where necessary.</p> <p>Vehicle tonnage by round monitored on daily basis, and reviewed by senior managers on a weekly basis.</p>
3	Review of collection rounds:	In the light of the higher volumes, it is necessary to review the round sizing and number and I recommend that this should be done as soon as practicable to allow the changes to be well communicated to any residents affected by a changed collection day.	<ul style="list-style-type: none"> • A technical review in terms of tonnage collected, vehicles and staffing utilization to be undertaken. - Complete • In day round adjustments to be undertaken as soon as possible. - Complete • Day changes and communications to residents only undertaken once revised round trialled - 	<p>Eunomia report undertaken to look at resource requirement</p> <p>Adjustments made to trade collection schedule to allow greater support availability if required</p> <p>Not planning any large scale changes to rounds and days. Small amounts of day changes have been identified to be initiated in November 17.</p>

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4	The council's 'place' database	A failsafe system is put in place to ensure that all properties within the Borough are transferred when new computer systems are introduced as there should only be one 'Master' council database of 'place' which others should then duplicate from if that's needed.	<ul style="list-style-type: none"> The Local Land and Property Gazetteer will be updated and integrated into Bartec on a regular basis. Completed. <p>The Local Land and Property Gazetteer will become the "Master" council database of "place" for all services. The only system where this is not currently the case is Revenues and Benefits for which the feasibility will be investigated - Complete</p>	<p>This now takes place automatically each month.</p> <p>A feasibility study will be undertaken by the end of March 2018 in respect of the Revenues and Benefits system.</p>
5	Assisted Collections	Operatives are reminded that they should address any requests for an assisted collection to the Council's call centre (preferably by using the online form on the website).	<ul style="list-style-type: none"> Staff to be reminded via training that only authorised assisted collections should be undertaken. Requests for bespoke or assisted collection should be directed to customer services. - Complete 	<p>Collection Staff are reminded that only ACs on Bartec system are to be collected.</p> <p>Issue with on-line form identified and waiting to be resolved.</p> <p>Review of Assisted Collection Policy identified in 2017/18 Service Plan</p>
6	Bartec User group	The council prioritises its membership of the Bartec user group to ensure that it receives the early benefits of any additional developments of the system as they are likely to be valuable in service improvements.	<ul style="list-style-type: none"> Staff in Recycling and Waste, ICT and Customer Service to take an active part in the Bartec User Group. - Complete Work directly with Bartec to maximise the impact of the technology - Complete Ensure staff receive ongoing training to maximise the impact of the technology - Complete 	<p>Regular internal meetings taking place.</p> <p>Joint work with wider Staffordshire Bartec user group taking place, and specific areas of joint work with Stoke City Council, looking at weight data and bin deliveries.</p> <p>System of ongoing training for drivers in place.</p>

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7	Enforcement of kerbside collection	At the earliest opportunity, the Council uses a specific article in The Reporter to clarify that it is now delivering a universal service to all households in the Borough except where an assisted collection has been agreed.	The service standards should first be circulated to all Members with additional detail how they are applied and enforced. Information and policy should then be published on website. Working with the Communications Team an article should be written in Spring Reporter detailing the policy with examples why this is necessary. – Complete .	Policy sent to all Members – Action started ward by ward regarding end of lanes in consultation with Portfolio Holder. Information on Policy Page of Website Additional detailed information provided Review of Assisted Collection Policy will include policy issues with enforcement of kerbside collection.
8	Cardboard and Glass Boxes	Whilst the decision about a preferred way forward is made without delay, very careful consideration is given to communication and potential implementation before initiating any change, especially as this may not be delivered universally.	<ul style="list-style-type: none"> • Simple instructions/options to be developed detailing options for residents to present cardboard and glass separately, supported by the Communications Team. - Complete • Financial resources identified for segregated communications activities.- Complete • Ensure resources (boxes) are available to back up options.- Complete 	Information to residents to present cardboard and glass separately was provided in Christmas Report and Flyer. Information repeated in Reporter and working Additional boxes in stock and available on request
9	The provision of trolleys	This is an outstanding decision which requires resolution and I recommend that this is dealt with speedily.	<ul style="list-style-type: none"> • Develop policy regarding the supply of trolley boxes in conjunction with Portfolio Holder - Complete • Ensure that resources are available for the supply as per policy.- Complete • Communication the policy to Members and residents as appropriate.- Complete 	Wider review of service standards is underway. Trolley available and issued as required Only communicated when operationally suitable

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10	Customer Services' Team Resilience	The council considers providing further resilience to its customer services team through a pre-planned mutual support arrangement with another council.	<ul style="list-style-type: none"> Consideration of the need for a mutual support arrangement will be part of the annual service and resource planning process - Complete 	Action agreed as standard operational procedure as part of the planning process of any future major service change
11	Review of Complaints	The council continues to see complaints as a key performance indicator which should be kept under review by elected Members and officers through the council's performance management reporting arrangements.	<ul style="list-style-type: none"> The performance indicator will be part of the regular reports that are produced for the Cabinet and the Executive Management Team by the Council's Performance Section. - Complete 	This is part of the regular reports produced by the Council's Performance Section.
12	Missed bins KPI	The Key Performance Indicator "Measure missed bins collections on all our routes" be reintroduced as a corporate performance measure.	<ul style="list-style-type: none"> Agree the format and reporting cycle of the key performance indicators with the Portfolio Holder. Complete Develop automatic reporting tool from Bartec to deliver agreed key performance indicator. - Complete 	<p>Missed bin performance information collected weekly via KPI monitoring. Performance and will be presented to Portfolio Holder during briefings.</p> <p>Automated report generated at month end</p>
13	Communications	Where the council is planning such a major service change in the future, a communications contingency strategy should be prepared before implementation.	<ul style="list-style-type: none"> Communications input required throughout development and planning of any major service change to ensure an appropriate strategy is in place and this should include contingency measures. - Complete 	Annual communications plan developed including any changes to services agreed with Head of Communications and Head of Recycling and Fleet Services.

B. General Recommendations.

	Title	Davis Report Recommendations	Council Suggested Action	Comment
G1	Push Messages	The council should encourage residents to register for 'push' messages which can be delivered by email, text, Twitter or the like (according to customer preference). These can be used to send targeted information to customers about service changes, issues or information.	<ul style="list-style-type: none"> A report outlining a revised "Communications Mix" has been written and this will be considered by Cabinet in January 2017. This includes developing a "push" message system. - Complete 	Report has been sent provided to Cabinet. Annual communications plan being developed which will focus on 'push' messages. Project being undertaken with support from Communications and IT support services.
G2	Scrutiny Committee (Report)	The relevant scrutiny committee review the recommendations made in this report to ensure that the council has considered the actions it will now take as a result	<ul style="list-style-type: none"> Report to Cleaner, Greener and Safer Communities Scrutiny Committee on 21st December 2016 to consider the Report recommendations. - Complete 	Meeting took place on 21/12/16 and the Action Plan agreed for implementation.
G3	Scrutiny Committee (Annual Review)	A brief should be prepared for the relevant scrutiny committee to review the running of the new service, and that this review should be commenced in the summer of 2017.	<ul style="list-style-type: none"> A report detailing a review of progress after running the service for a year will be considered by the Cleaner, Greener and Safer Communities Scrutiny Committee 	This is on the Agenda of the meeting of the Cleaner, Greener, Safer Communities Scrutiny Committee on 4 th October 2017.
G4	Customer Service Excellence	The recycling and waste service should be considered a priority for the next phase of rollout of	<ul style="list-style-type: none"> Working with Customers Services to scope the requirements of the 'Customer Services Excellence accreditation process.' 	The scoping of the requirements was undertaken. Assessment took place, and inspection carried out on 25 th & 26 th May

	programme	the Customer Services Excellence accreditation process	<p>- Complete</p> <ul style="list-style-type: none"> Develop a timetable for accreditation. - Complete Ensure resources are available to deliver service. - Complete 	<p>2017.</p> <p>Accreditation awarded for the service 12th June 2017.</p>
G5	Twitter	The separate account is deleted and focus provided through the council's main Twitter username.	<ul style="list-style-type: none"> Recognised process to be put in place between Communications and Recycling and Waste to ensure customer issues are dealt with in a timely and appropriate fashion using the corporate social media accounts. Complete 	Account has now been deleted
G6	Programme Board	In implementing projects of similar scale the council's Executive Management Team should put in place, as a matter of course, a programme board to ensure project oversight beyond the immediate service area	<ul style="list-style-type: none"> Consideration of appropriate project oversight arrangements will be made as an integral part of planning for projects of a similar scale. - Complete 	This will be taken into account as part of the planning of significant projects in the future.

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