

East Kent Status Update and Schedule Improvements

November 2021



EAST KENT STATUS UPDATE AND SCHEDULE IMPROVEMENTS OVERVIEW

01

Performance

02

Lessons Learnt

03

Addressing Issues

04

Schedule Improvements

05

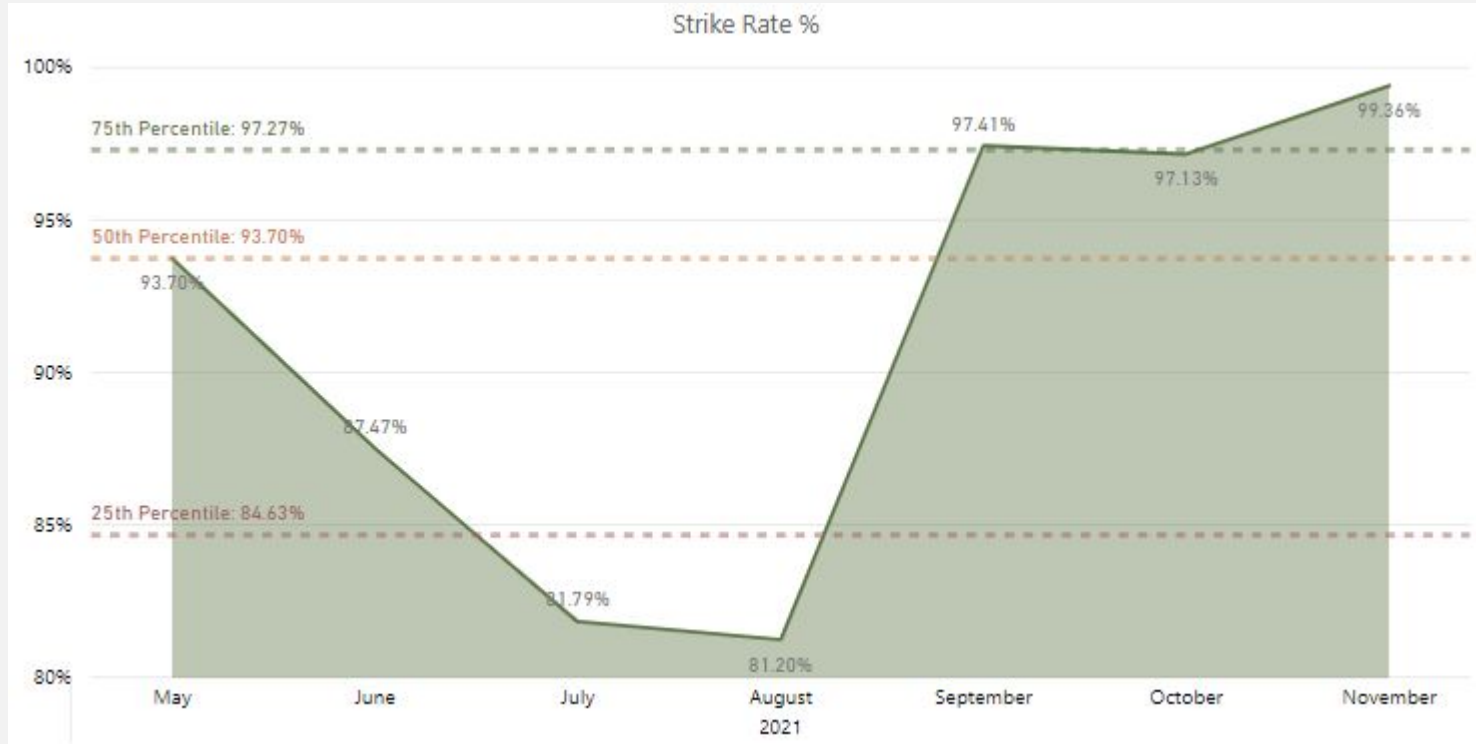
Mitigating Risks



1. Performance

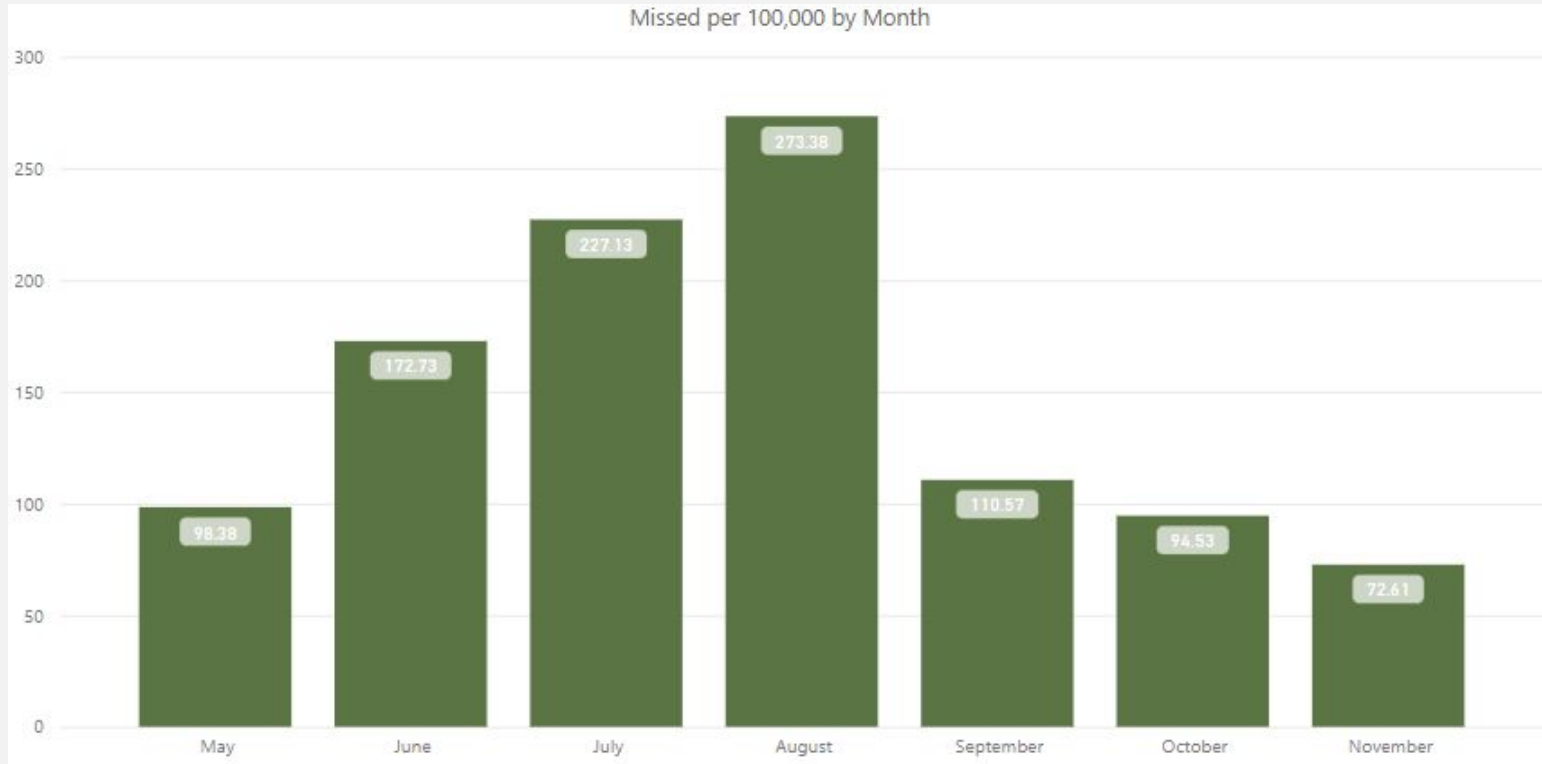
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STRIKE RATE



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MISSED COLLECTIONS PER 100K





2. Lessons learnt

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LESSONS LEARNT

Since the service rerouting in spring, there has been ongoing disruption to services in East Kent. This was caused by a variety of contributing factors including:

- Scheduling issues
- Introduction of new digital system (ECHO) at same time as rescheduling exercise
- Delayed arrival of new vehicles
- Nationwide driver shortage
- Tonnage growth
- Transfer station delays/ disposal infrastructure



3. Addressing issues

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NATIONAL DRIVER SHORTAGE

VEOLIA ACTION PLAN:

- National working group and action plan
- Increased advertising, e.g. Facebook advertising campaign
- 22 employees East Kent HGV fastrack/ HGV apprenticeships
- Referral, retention and welcome financial incentives (c£100k)
- Kickstart scheme - up to 10 18-24 year olds deployed
- TU negotiations - 2 year 12% pay deal out to ballot
- Working group to be established for driver pay
- Successful recruitment of 22 drivers since start of crisis in East Kent

Veolia UK
Sponsored ·

We are looking for HGV drivers to join our team. Whether you are an experienced driver or newly qualified, apply now to launch a driver career that works for your lifestyle. Apply today and become a key part of the Dover community.

RECRUITMENT
Become a
MORE

90,066
Reach - 50% of
population

5,321
Clicks

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NEXT STEPS AND PLAN FOR FULL RECOVERY

The two districts are in different positions with the current schedules, largely due to the fact that issues were identified during the Dover launch period which were corrected prior to the Folkestone and Hythe changes.

Proposal: stage one pilot

- Mainly affecting narrow, ultra-narrow and rural collections in Dover
- In Dover, resolving non-aligned communal collections

Proposal: stage two

- Dover is affected by unbalanced days - in particular Tuesdays and Fridays, these issues will be resolved in early 2022
- Communal collections in Folkestone & Hythe

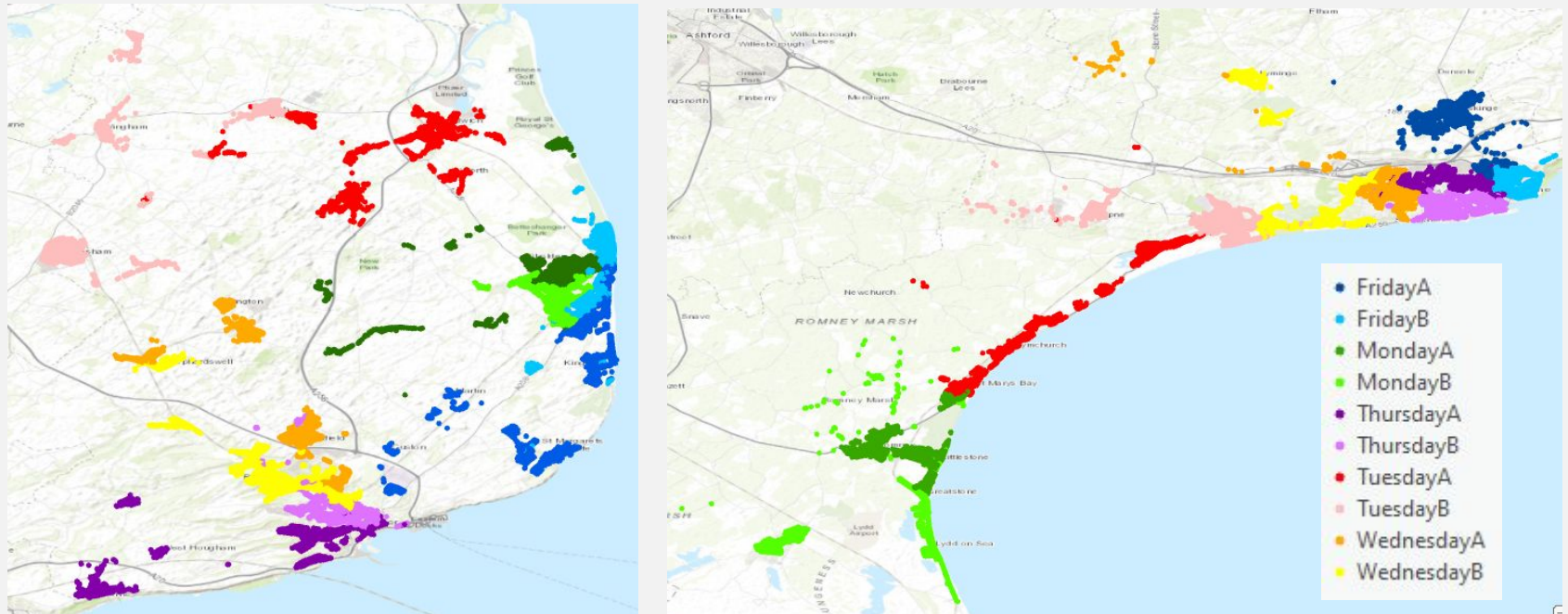


4. Schedule improvements

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DEVELOPMENT OF THE SCHEDULES

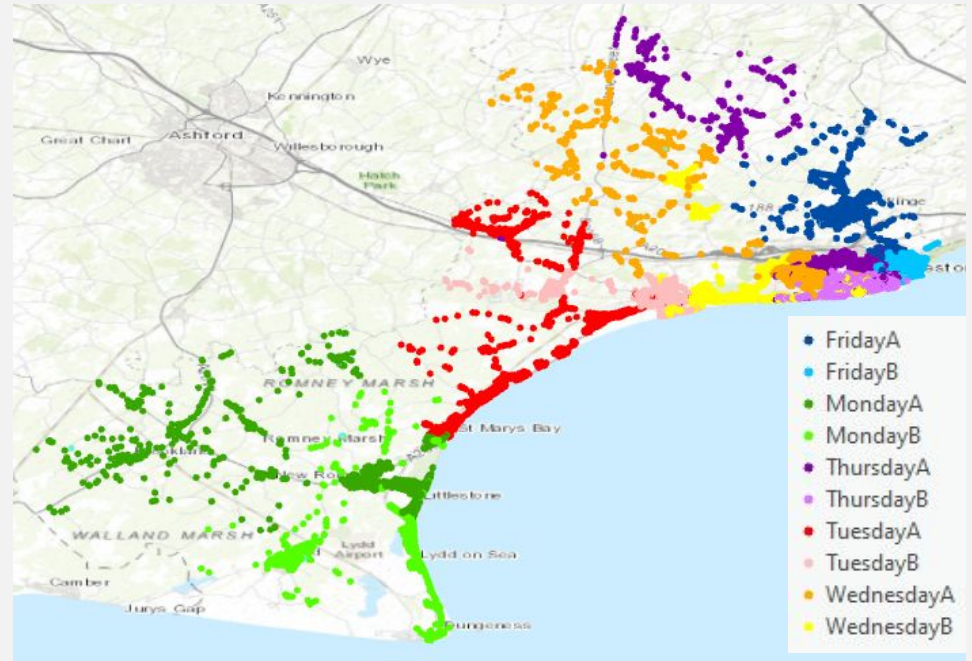
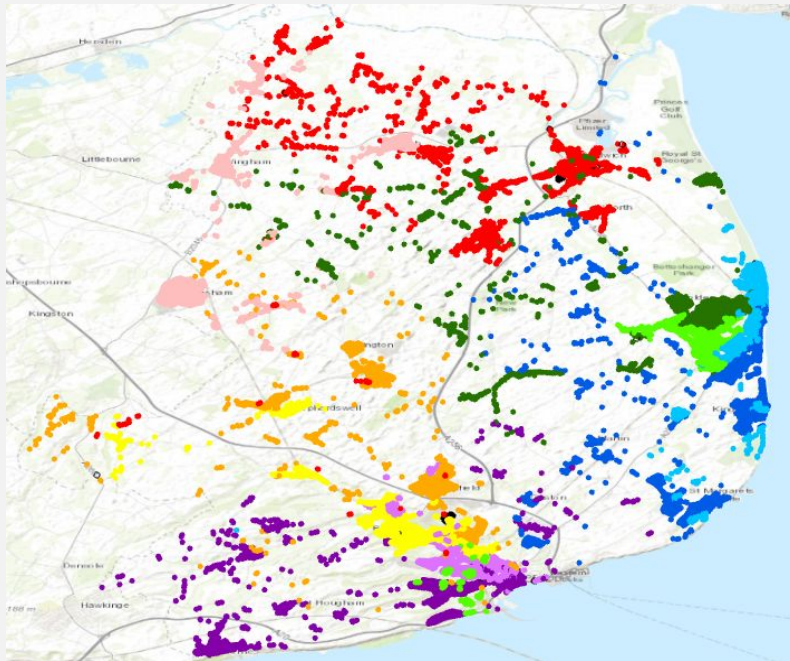
Originally, the scheduling changes in spring 2020 were designed to make positive improvements to rounds in order to increase efficiencies. These were developed around “core rounds” with the aim of creating compact, efficient rounds for the majority of East Kent’s households.



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DEVELOPMENT OF THE SCHEDULES

However, the non-core households (narrow, ultra-narrow, rural) were developed separately and did not as easily follow the more efficient routing - which has led to confusion. This was identified as an issue in Dover and improvements were made in Folkestone prior to the change.



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PILOT PROJECT - DOVER ONLY

The pilot is a stepping stone in the right direction for the full solution for schedules, which will:

**Narrow access
rounds**



Correct schedules for properties mis-allocated to the narrow access service

Move collections into newly defined day boundary areas, and test future rounds

**Communal
recycling**

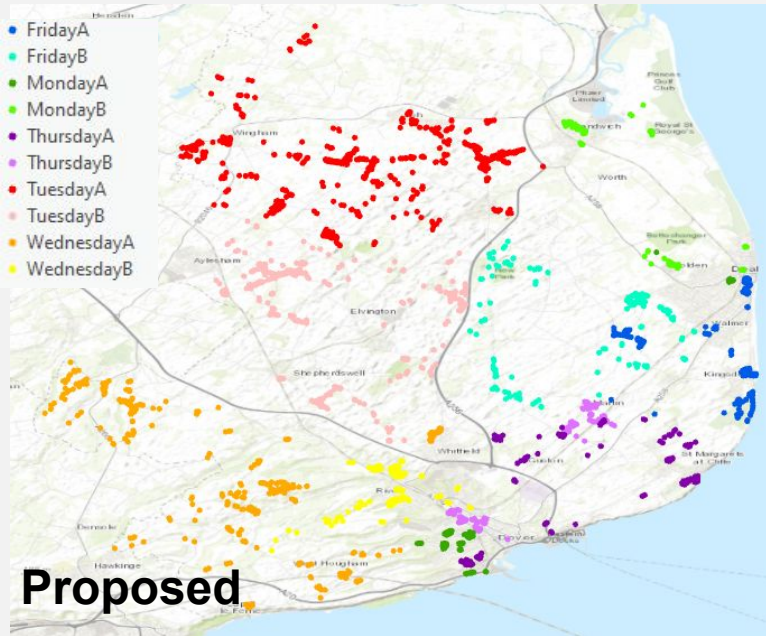
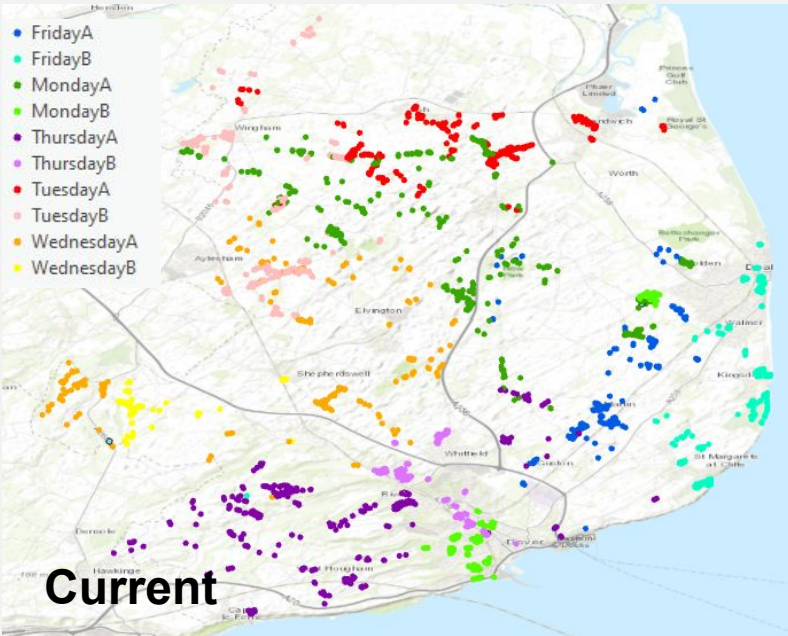


Align communal properties with core kerbside collection rounds

Match recycling collections with refuse service to allow a regular schedule

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NARROW ACCESS ROUNDS



Day changes

1,242

Week changes

1,232

Day and Week changes

1,063

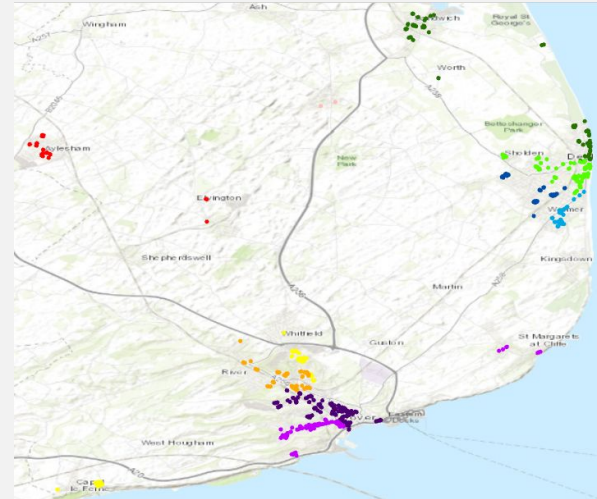
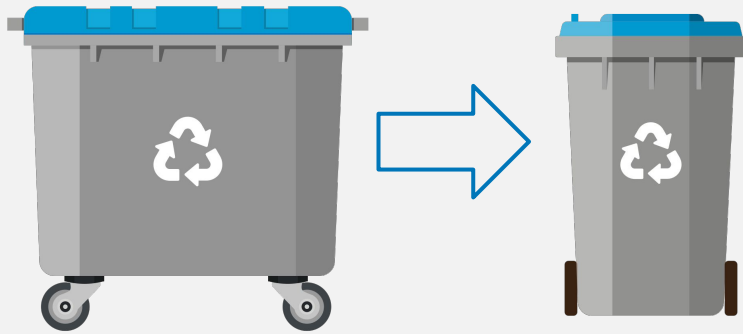
4,873 narrow access properties

487 average collected per day

3,134 narrow access properties

313 average collected per day

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194

blocks will
have bin
exchanges

273

bulk bins will
be replaced

530

containers
will be
delivered

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BENEFITS OF CHANGES

- Reverting to previous model for communal collections:
 - Aligned service with refuse/recycling on same schedule - easier for residents to understand
 - Communal collected by core rounds - so neighbours share schedule with neighbours
 - More regular, reliable service
- Fewer vehicles passing households without collecting - reducing confusion for residents
- More reactive to missed collections as greater presence - service does not rely on one vehicle
- Collections made by local crews with greater knowledge of areas
- Reducing vehicle movements means less distance travelled and fewer emissions



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PHASE TWO IMPROVEMENTS

To take place in 2022, aiming for early May

Dover

- Clear day boundaries for all collections services
- Work rebalanced to solve issues, particularly on Tuesdays and Fridays
- Remove instances of towns split into different schedules in rural areas
- Redefine clear boundaries in urban areas in Dover and Walmer / Deal

Folkestone and Hythe

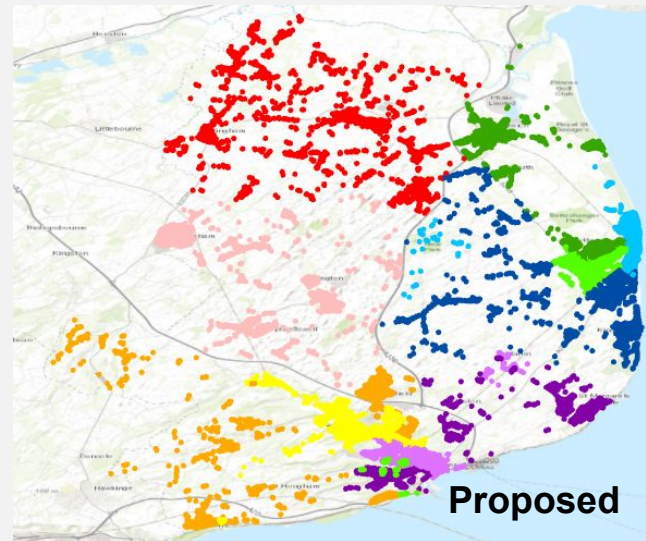
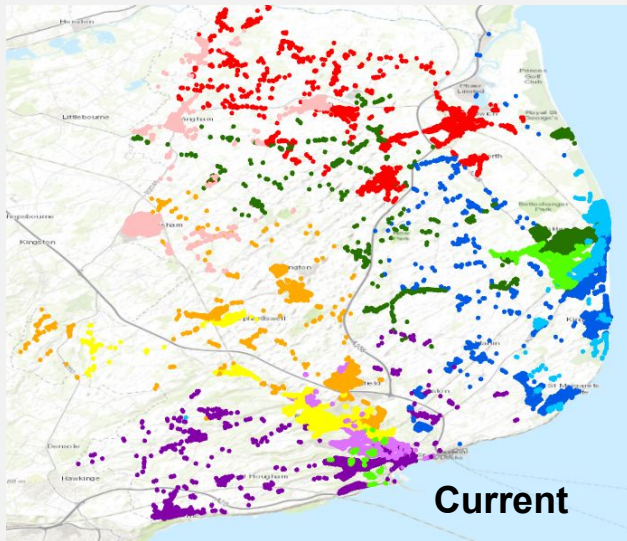
- Move communal properties back onto core services
- This can only be achieved by re-balancing days on core services
- Will be further refined to minimise changes



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SCHEDULE ALTERATION: DOVER

The improvement will enable the heavier Tuesdays and Fridays to be rebalanced. This impacts particular areas, with the whole of Sandwich moving to a Monday, and Capel and St Margarets changing only by one day. This creates clearly defined boundaries, where neighbours' schedules match with neighbours, and non-core service schedules match core services, as shown on the maps below.

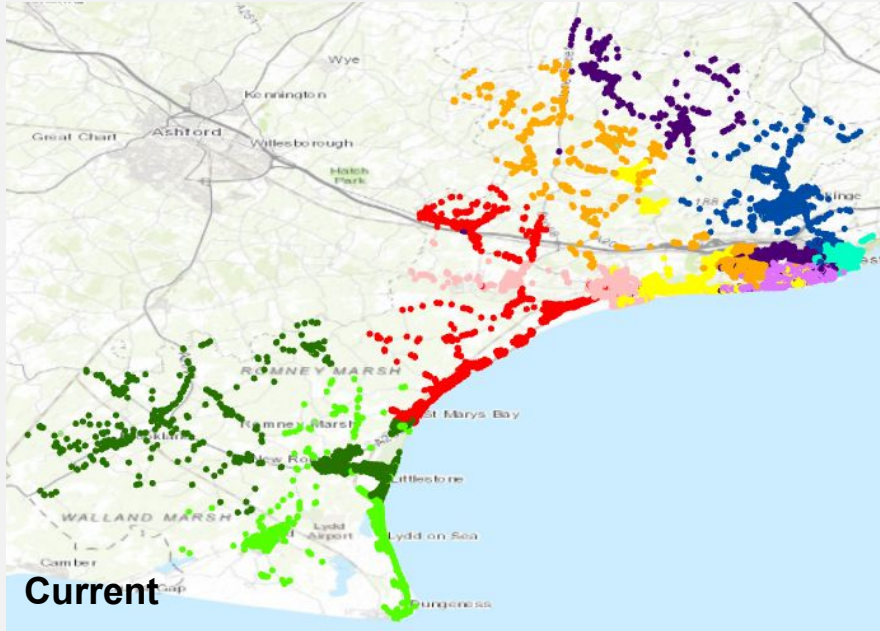


- FridayA
- FridayB
- MondayA
- MondayB
- ThursdayA
- ThursdayB
- TuesdayA
- TuesdayB
- WednesdayA
- WednesdayB

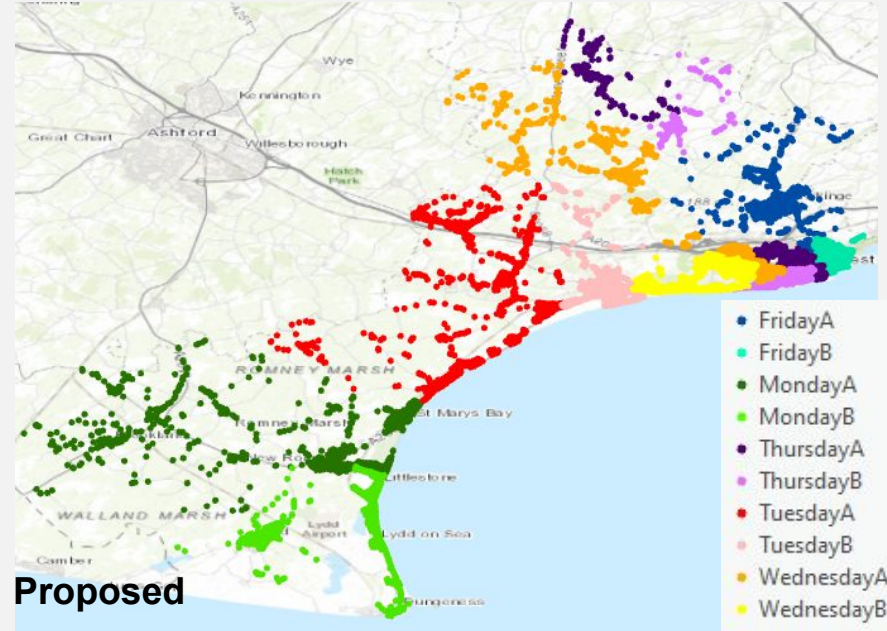
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SCHEDULE ALTERATION: FOLKESTONE & HYTHE

As shown by the maps below, particular areas of Folkestone & Hythe are impacted, with part of St Mary's Bay moving to a Tuesday. This enables communal properties to be absorbed into the core rounds later in the week:



Current



Proposed

- FridayA
- FridayB
- MondayA
- MondayB
- ThursdayA
- ThursdayB
- TuesdayA
- TuesdayB
- WednesdayA
- WednesdayB





5. Mitigating risks

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RISK MITIGATIONS FOR PILOT

- Less than 7% of Dover's population affected
- A greater familiarity with Echo than when changes first implemented in spring
- Increased management and administration resource
- New vehicles have arrived and are live on these services
- Little change for crews who are working in similar areas - rounds have been reviewed by drivers
- Core rounds supplemented with additional resources to support changes
- Additional collections for households requiring week change can be well resourced on a Saturday
- Have more resilience in our baseline resources, particularly drivers
- Learning from previous schedule change - including communications methodology

