Service Review - Public Litter - Report

Originating Officer	Manager - Strategic Procurement Services - Jamie Dunnicliff
Corporate Manager	N/A
General Manager	General Manager Corporate Services - Sorana Dinmore
Report Reference	FAC201208F01

Confidential

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Confidential Motion

That pursuant to Section 90(2) and (3)(a) and (d) of the *Local Government Act 1999,* the Finance and Audit Committee orders that all persons present, with the exception of the following persons: Adrian Skull - Chief Executive Officer, Tony Lines - General Manager City Services, Sorana Dinmore - General Manager Corporate Services, Ilia Houridis - General Manager City Development, Ray Barnwell - Manager Finance, Jamie Dunnicliff - Manager Strategic Procurement Services, Karen Cocks - Manager Customer Experience, Kate McKenzie - Manager Corporate Governance, Vicky Travers - Performance and Innovation Lead, Mel Nottle-Justice - Business Improvement Officer and Jaimie Thwaites - Unit Manager Governance and Council Support be excluded from the meeting as the Committee receives and considers information relating to the *Service Review – Public Litter – Report*, upon the basis that the Committee is satisfied that the requirement for the meeting to be conducted in a place open to the public has been outweighed by the need to keep consideration of the matter confidential given the information, relates to personnel matters and commercial information of a confidential nature.

REPORT OBJECTIVE

To provide the Finance and Audit Committee (FAC) an overview of the Public Litter Service Review, including key recommendations that impact the City of Marion (CoM).

EXECUTIVE SUMMARY

At the 9 June 2020 meeting of General Council, Council adopted the Service Review Program for FY2020/21 (GC200609). This program focuses on carrying out ten cross council service reviews to allow CoM to focus on the delivery of the Digital Transformation Project. The cross council service review of Public Litter forms part of this program of work.

RECOMMENDATION

That the Finance and Audit Committee:

1. **Notes the Public Litter Cross Council Service Review as provided in Appendix 1.**
2. **In accordance with Section 91(7) and (9) of the *Local Government Act 1999*, orders that this report, the attachments and any minutes arising from this report having been considered in confidence under Section 90 (2) and (3)(a) and (d)(i) and (ii) of the Act, except when required to effect or comply with Council's resolution(s) regarding this matter, be kept confidential and not available for public inspection for a period of 12 months from the date of this meeting. This confidentiality order will be reviewed at the General Council Meeting in December 2021.**

DISCUSSION

The review of public litter has been finalised with the final report included as Appendix 1.

CoM's contrasting approach and community outcomes relating to litter management have provided a very sound benchmark for the Cities of Charles Sturt (CCS) and Port Adelaide Enfield (PAE) in reviewing their services with confidence and have informed the recommendations.

As the CoM's costs are less than 10% of that of CCS and PAE, the majority of recommendations are focused on CCS and PAE where service provision and unit rates are significantly higher.

There were only minor recommendations identified for CoM with minimal financial impacts, the key recommendations for CoM include:

- Review bin provision/service levels at minor hot spots (Glandore Oval, Oaklands Wetlands, Warriparinga, MCC Plaza and Capella at Hallett Cove),
- Formalise bin placement at entry and exit points of reserves and roadside to support more effective litter collection services,
- Remove public litter bins related to club rooms and replace with 660L bins (subject to council endorsement),
- Update agreements and fees and charges practices to clarify council and club responsibilities in relation to clubroom and outer waste management,
- Manage litter bin data updates consistently and spatially; and
- Investigate possibility of trialling recycling in precinct areas through partnering with traders associations and community organisations.

Attachment

#	Attachment	Type
1	FAC201208 - Service Review - Public Litter - Appendix 1 CONFIDENTIAL	PDF File

CROSS COUNCIL SERVICE REVIEW

Public Litter

October 2020

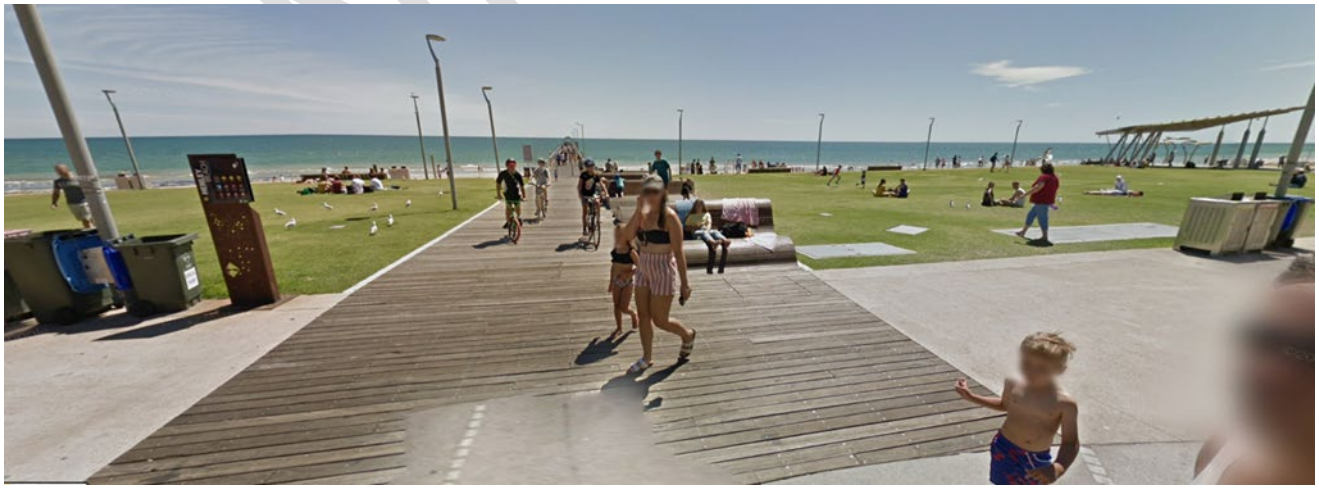
Contents

Acknowledgement

The Cities of Marion, Charles Sturt and Port Adelaide Enfield have worked together to establish a collaborative partnership to identify and implement process improvements and initiatives to improve service, cost and quality to the mutual benefit of their communities.

While this review was initiated by the City of Charles Sturt, the insight and operations of all three councils have been reviewed and provided excellent insight into the opportunities for Charles Sturt and likewise opportunities have arisen for the Cities of Marion and Port Adelaide Enfield also. The following people have contributed to the review:

City of Charles Sturt	City of Marion	City of Port Adelaide Enfield
Jan Cornish	Colin Heath	Rebekah Schubert
Donna Dunbar	Jamie Dunnicliff	Simon P Davis
John Wilkinson	Janie McIntosh	Stephen Payne
Joe Parisi	Rebecca Dean	Mark Buckerfield
Loren Mercier		
Alyssa Todd		
David Coombe		
Darrin Smith		
Jim Morias		
Peter Kinnersly		
Sam Higgins		
Carmine DÁmico		
Tracey Ware		



1. EXECUTIVE SUMMARY

This service review covers Public Litter Management at the Cities of Marion (Marion), Charles Sturt (CCS) and Port Adelaide Enfield (PAE).

SERVICE OVERVIEW

Public litter collection is a highly visible community service with more than 3,000 bins (costing $3.5M) in place across the three council areas, on reserves, in precincts, on streets and at bus stops and at sporting and community clubs.

Contract service providers collect(lift) these bins more than 6,000 times a week and 340,000 times a year. The service is high volume and logistical and can be physically demanding. The collection service costs around $1.4M annually at present, with contractors driving significant cost increases at renewal over the past number of years.

Service levels range from bins being collected once a week in the main by Marion, to close to 3 times a week at Port Adelaide Enfield. Service levels appear to more than meet community need with less than one service-related contact received per council per day with most of these incidents due to contractor performance at PAE.

Less than 1% of the litter collected by the councils is managed through this service with around 1100-1200 tonnes of litter collected each year. Recycling is currently low with trials conducted showing contamination levels achieved by the community result in minimal litter actually being recycled by current processors.

BENCHMARKING

Marion's service costs less than 10% of the other two councils at $40K per annum as Marion's lower service levels enable a lower unit cost model with the public litter run able to be incorporated into the kerbside litter run[1].

Bin provision and collection service levels are much higher at PAE and CCS than at Marion while community feedback appears largely comparable across all three councils. Marion's performance suggests bin provision and collection could reduce at PAE and CCS without impacting community satisfaction materially. This has been confirmed by a field-based review of operations.

Marion's contrasting approach and community outcomes relating to litter management have provided a very sound benchmark for PAE and CCS in reviewing their services with confidence and have informed these recommendations.

RECOMMENDATIONS AND IMPACTS

The key recommendations of this review are as follows:

- Insource public litter collection at CCS prior at contract renewal (April 2021). This will require the purchase of a truck, ute and lifting equipment at a cost of $0.3M, recruitment of 1.2FTE and will save the organisation $0.2M per annum [2]
- Reduce lifting rates by 1 per week at CCSs reserves, street, sporting and bus stop bins saving $60K per annum
- Replacing public litter bins with bulk bins at select CCS sporting and community clubs, increasing recycling
- Remove 560 reserve and bus stop bins at CCS and PAE to align service levels and reduce cash outflows by $0.1M annually
- Insource public litter services at PAE at contract end in 2025. This will require the purchase of a truck, ute and lifting equipment at a cost of $0.3M and recruitment of 1.8FTE, saving the organisation $0.3M per annum[3].
- Reduce lifting rates by 1 per week at PAEs reserves, street and bus stop bins saving ~$0.2M per annum
- Align designs and joint procure bins saving around $50K per annum (based on expected replacement rates)
- Undertake focused service level improvements including replacing Henley Square bins at a cost of $60K in 21/22 to resolve waste management capacity in the square

Sustainability of these recommendations will be supported by the implementation of policies and processes to maintain the refined service provision.

Overall, the recommendations of the review will reduce cash outflows by more than $1.1M per annum by year 6 (~50% post PAE contract renewal) and will improve community value by $4.5M (NPV 6% 10 years) over the evaluation period with minor improvements in service and recycling outcomes.

[1] Marion's current lift rate will be sustained to the end of their current contract in 2025

[2] Note equipment and FTE requirements are based on all bin and service provision recommendations being accepted

[3] As above

2. BACKGROUND

This service review covers Public Litter Management at the Cities of Marion, Charles Sturt and Port Adelaide Enfield.

Public Litter Management involves:

- the placement of public litter bins on reserves, at sporting and community clubs and community buildings, on the street, at bus stops and along the foreshore of the council areas
- the maintenance of those bins
- the collection of the litter within those bins based on specified service levels and
- the disposal of that litter

Public litter represents less than 1% of all litter collected by the three Councils.

The combined councils have more than 3,000 recorded public litter bins that are lifted at least twice a week. The operation is high volume with more than 360,000 lifts a year and 7,000 lift tasks a week at a current combined cost to the councils of $1.0M.

Bins lift service levels vary across the councils with average service levels twice a week. Marion lift their bins typically weekly, CCS more than twice a week and PAE lifting their bins closer to three times a week on average.

All three councils contract out their public litter collection services with the City of Marion using their kerbside contract with Cleanaway to manage the majority of their public litter bins, while the Cities of Charles Sturt and Port Adelaide Enfield have had dedicated and long term contractors providing the service until recently. PAE changed their service provider in the 18/19 financial year following the retirement of their long-term provider. Service provision issues with the subsequent contractor triggered engagement of a new vendor who commenced in August 2020.

Litter is largely commingled, and recycling levels of public litter are low due to the community typically struggling with achieving contamination levels required by processing facilities for litter to be processed as recyclables. This restricted ability to achieve required contamination levels combined with the high cost of providing multiple layers of infrastructure and collection have driven low levels of recycling of public litter across the sector.

Community feedback on public litter is incredibly low with 455 requests in total received a year across the three councils, and less than 1.3 contacts per 1,000 residents per year. PAE experienced the highest contact rate from their residents which was driven by service issues with a contractor.

The cost of the bins themselves can range from $250 to $5.5K depending on whether the bin is attached to a stand or a bin enclosure, and the size of the bin, which can range from 55 litres to 240 litres. The physical location of the bins at a reserve or along the foreshore, as well as the size of the bins deployed, can impact the frequency and efficiency of the bin lifting tasks.

Analysis has shown there is minimal correlation between littering and illegal dumping events and the provision of public litter bins, with littering and illegal dumping typically relating to large scale items more akin to hard rubbish collection.

Historic and impending public litter collection contract cost increases, and an imminent contract renewal with the existing provider at CCS triggered this review.

3. SERVICE REVIEW OBJECTIVES

The service review has the following objectives with regard to the in-scope services:

- Improve service levels, productivity, quality, risk management and customer experience
- Balance programmed and reactive maintenance tasks
- Use contracted services effectively
- Create value for the community
- Improve environmental outcomes
- Identify opportunities for effective collaboration

The services are summarised in the table below.

TABLE 1: Description of services included in the review

Service	Description
Public Litter Management	• Litter bin policy and service levels • Litter bin design, procurement, installation and placement • Litter bin replacement • Litter bin rubbish collection services • Litter bin related rubbish disposal • Litter bin customer request and event management

Event bin management has not been included in scope.

4. ANALYSIS UNDERTAKEN

A broad range of analysis was undertaken to identify opportunities to improve outcomes for the community in relation to public litter. Each council's activities was reviewed in detail in addition to a comparison of key indicators between each council with the aim of understanding work practices and opportunities to improve.

The analysis undertaken and high level findings are contained below with more detail on the analysis undertaken contained in attachment A.

Policy Review

Policies on bin placement and service levels were reviewed at each council. Marion have formally specified service levels for public litter bins in their open space planning guidelines, while the councils were silent on size and positioning of bins and street litter and sporting and community club bin litter provision. Litter bins and enclosures form part of the open space plans for CCS and Marion however they are not captured in AMPs at PAE.

Costs

Costs were reviewed across all three councils. Costs per lift were highest at PAE, while Marion's costs were significantly lower (10% of the costs of the other councils) due to lower bin density, lower lifting frequency and lower unit rates for collection due to lower service levels enabling integration of the public litter service with regular kerbside collection.

Customer Events

All customer events received from the community were analysed to determine the root cause of the need for the community to contact, as well as to identify service level gaps and opportunities to reduce community demand.

Public litter service levels were quite high with only 1.4 requests per 1,000 customers per annum received across the councils.

The root causes were service provider failures at PAE, CCS experienced vandalism and damage with minor capacity issues at their main precincts (Henley Beach and Bowden) during peak periods while Marion had higher call rates for overflowing bins however these calls amounted to only 1-2 contacts per week with some minor reduction possible through targeted bin placement in a small number of areas in the community.

Historic Costs

Historic costs were reviewed with a 30% increase in costs in 4 years at CCS which has been driven by contractor increases due to increased bins. PAE will experience a 60% increase in costs with their new provider following the retirement of the previous long-term contractor. Marion's costs have decreased over time through migration of services to their kerbside contract and tight review and control of bin numbers.

Waste Disposal Volumes

Public litter related waste volumes and waste volumes per lift were reviewed[4]. Where dedicated public litter trucks are used, the weight of waste collected can be determined based on weighbridge reports from the waste facilities.

3-3.5 kilograms of waste is collected on average for each lift with weights higher in the summer months. Port Adelaide kilograms of waste per lift are around 15% higher than CCS which is expected to be in part due to PAE reserve bin density being about half of that of CCS (leading to more volume per bin).

Public litter is not recycled in the majority as the community cannot typically achieve the contamination levels required by the current recycling processors. Having two bins and collection runs for public litter would also drive significant cost.

Service Provision Review

Actual bin provision rates by physical location, per SQM of reserve and per kilometre of road were reviewed, as were the lifting rates per bin.

Service levels varied significantly between the councils with bin availability highest at CCS, and lifting rate service levels highest at PAE, which is likely in part due to the use of smaller bins. Marion had the lowest levels of bin provision and lift rates.

Insource Analysis

The resources and equipment used by the contractor to satisfy current service levels were reviewed and insource costs generated on this basis. A high level insource costing was developed based on these resourcing and equipment levels which confirmed savings were possible. Insourcing resourcing levels were tested through the follow along (see below), indicators provided by the contractor and route optimisation analysis.

Route Planning

To support understanding whether current contractor resourcing levels could be improved upon, optimized routes were modelled for bin runs to determine travel time and effort required to support the current bin numbers and service levels. This work supported demonstrating current contractor capacity levels are more than adequate for current service levels.

Lift Program Review

Contract schedules and the service levels and days were reviewed for CCS and PAE[5]. More than 80% of the bins at CCS and 60% of the bins at PAE have been deemed as requiring a visit on a Friday and Monday creating a significant peak demand in activity for the current contractors which drives contractor inefficiency. The contractors buy and charge for equipment to cover the peaks and it remains idle on low to zero volume days. Visual inspections were undertaken to determine whether the schedule could be flattened out over the week and confirmed this was possible for the majority of non-precinct sites.

Follow along

A day was spent in the field following the current CCS contractor (with their permission) to understand the operational aspects of the service in detail and to see how much litter was being collected. The follow along helped confirm assumptions regarding resourcing levels, servicing levels (the majority of bins were less than 10% full) and scheduling. It also confirmed productivity gains would be possible with better route planning.

[4] Marion public litter related volumes were not able to be reviewed as the litter is collected as part of the kerbside collection run and therefore waste is not collected separately.

[5] Marion was not reviewed due to the low cost of the service and the inclusion of the public litter collections on the kerbside collection run.

Bin Capacity Design and Pricing

The capacity and fastening of bins were compared across the councils. The majority of Marion's bin fleet are 240L bins on stands while the other councils have higher proportions of 140L and 55L bins in enclosures which affects the capacity in the field and the number of times bins need to be lifted. Marion had the most competitive costs for their bins, stands and enclosures and alignment of designs and specification of the bin fleet and joint procurement is likely to be of benefit.

Data Management

The presence and accuracy of public litter bin data was reviewed across the three councils with records available for public litter bins in asset management systems at PAE and CCS. Marion's records are maintained incrementally in a spreadsheet. The data at PAE was maintained by the prior contractor and there is low confidence in the data however it appears relatively accurate based on a spatial sampling. The data at CCS had not been verified for several years with a recent field showing the data was around 85% accurate.

Technology Review

Bin sensors were assessed as part of the review. To attain the economic and service benefits of bin sensors they would need to be deployed across the whole fleet and the collection model would need to move from programmed to reactive response triggered by the sensors. The high cost of the sensors relative to the cost of service provision make this not economic at this time.

Technology to determine bin weights is available for litter trucks at a cost of around $50K, however the weight of litter in a bin is not the most accurate indicator of whether it needs to be lifted. Technology has not yet been found to determine fullness levels (albeit manual captured is possible however is likely to only yield marginal benefit).

Compactor bins are currently high cost and current technology is problematic in some cases rendering the bin redundant. While this technology is being trialed in precinct areas where there is limited capacity for bin deployment, the technology is not yielding benefit to warrant the increase in costs.

5. CROSS COUNCIL OBSERVATIONS

The high-level indicators relating to public litter are included in the table below. At a high level the primary observations across the public litter indicators are:

- Marion's servicing costs are less than 10% of their peers mainly due to their differing service levels enabling incorporation of the public litter run on the kerbside collection run which is unique to Marion.
- CCS have the higher reserve bin provision service levels and the highest costs per litre of bin capacity provided due to higher infrastructure costs
- PAE have higher rates of provision of bins at bus stops than the other councils and the higher lift rates per bin driven in part by their unique use of smaller 55L bins

These observations and the outcomes of detailed benchmarking have been further investigated and understood with differences presenting opportunities for each of the councils.

TABLE 2: Public Litter Service Parameters

Service Parameters 18/19 actuals	Marion	Charles Sturt	Port Adelaide Enfield	TOTAL
Costs $000s				
Lifting	42	459[6]	498[7]	999
Dumping	-	71	102	213
Bin Fleet Cost $M	**0.2**	**2.0**	**1.3**	**3.5**
Average cost per bin	374	1,574	1,055	1,170
$ per litre capacity	$2.05	$10.76	$8.37	$8.15
Customer Interaction				
Customer Events per annum	150	75	230	455
Events per 000 residents per annum	1.6	0.6	1.8	1.3
Bin Numbers	**473**	**1,288**	**1,251**	**3,012**
Street Litter	117	276	255	648
Bus Stop	89	101	215	405
Reserve Bins	172	504	517	1,193
Foreshore Bins	-	170	120	290
Sporting Clubs	80	177	92	349
Council Buildings	15	60	52	127
Bin Provision Service Levels				
KMs per Street Litter Bin	4.1	2.0	2.7	2.7
Bus Stops per bin	6	6	3	4
000 SQM per Reserve Bin	18	6	10	9

[6] Note this cost is expected to increase by at least $110K per annum in 21/22

[7] Note this is the 19/20 cost. Costs will increase to $799K per annum in 20/21

Service Parameters 18/19 actuals	Marion	Charles Sturt	Port Adelaide Enfield	TOTAL
Bins per club location	11	5	5	7
Bins per council building	4	10	2	4
Lifting Service Levels				
Lifts 000s	28	150	187	365
Average lifts per annum	59	116	159	121
Implied cost per lift $	1.5	$3.06/$3.79	$2.67/$4.27	$2.73/$3.86

6. KEY FINDINGS AND RECOMMENDATIONS

The following key recommendations, along with the risk mitigation actions set out in Section 7, encapsulate the key actions to be implemented as a result of this review.

It should be noted that as Marion's costs are less than 10% of that of CCS and PAE, and their service provision is lower and their community feedback is quite good, the majority of recommendations are focused on CCS and PAE where service provision and unit rates are significantly higher. Marion set the benchmark for the other councils in this review.

These combined actions have the following impacts:

- Reducing the costs of litter provision to the community by $0.5M per annum (NPV $1.5M) through insourcing
- Reducing the costs of litter service provision by $0.5M per annum (NPV $1.5M) through the reduction in the frequency of lifting or collecting bins
- Reducing the overall cost of the bin fleet and replacement costs
- Solving a small number of localized but high-profile community satisfaction issues (primarily Henley Square)
- Increasing public litter recycling at sporting and community clubs

Capital investment in bins and plant and equipment to achieve these savings is $0.7M to be incurred in 20/21, 21/22 and 24/25 financial years.

The key themes around findings and recommendations, and their primary impacts, have been summarised below. Note the estimated impacts are based on actual spend in the 18/19 financial year.

Detailed impacts of the initiatives by cost type, year and council are included in Attachment B.

TABLE 3: Key Findings and Recommendations (M=Marion, C=Charles Sturt, P=Port Adelaide Enfield)

Finding	Recommendation	Impact	M	C	P
1. Bin Policy and Process					
1.1. Bin numbers at CCS have increased by 28% over 5 years with cost increasing by $100K in the same period in part due to no formal service level policies being in place and responsibilities being shared	Put in place processes to mitigate proliferation of bins.	Mitigate cost increases of $20K per annum cumulative at CCS		✓	
1.2. CCS and PAE don't have formalized policies in place regarding bin provision service levels while Marion do	Put in place formal guidelines for public litter bin provision at bus	Mitigate risk of cost increases due to over servicing (see below)		✓	✓

Finding	Recommendation	Impact	M	C	P
	stops, reserves, street side and foreshore				
Overall these recommendations will improve community value by around $20K per annum and $0.2M NPV over 10 years through avoiding cost increases					
2. Community service issue feedback					
2.1. PAEs community call 3 times a week due to service issues caused by contractor performance	Implement reporting on customer events in relation to litter to support contractor management for new contractor	Reduce public litter service issues by ~100 per annum			✓
2.2. CCS register very few service issues a year, however social media feedback highlights Henley Beach bin capacity limitations prevent meeting peak demand	Increase bin capacity at Henley Beach from 22 140L bins to 32 240L bins at an investment of $XXM with $XK per annum impact on operating costs	Increase litter management capacity at Henley Square by and reduce need for temp litter bins		✓	
2.3. Marion's community are generally very happy with the levels of service with avoidable service issues <2 per week	Review bin provision / service levels at minor hot spots – Glandore Oval, Oaklands Wetlands, Warriparinga, MCC Plaza and Capella at Hallett Cove	Reduce public litter service issues by <20 per annum (MINOR)	✓		
Overall these recommendations will create focused service improvements for a service where community service levels already appear high and will reduce calls from the community for PAE by around 2 per week					
3. Sourcing of Service					
3.1. CCS contract costs are likely to increase by another $110K at contract renewal in April 2021	Review alternative provision of service (completed through this review)	Avoid increased contract costs of $110K from April 2021		✓	
3.2. PAE contract costs increased by $300K or 60% in the recent contracting round	Review alternative provision of service (completed through this review)	Determine alternative methods of provision given prohibitive costs			✓
3.3. Current resourcing and equipment levels provided by the contractor could be sourced internally for lower cost	Insource the CCS service at CCS by April 2021 with PAE to follow at end of contract in 2025	$150K pa saving at CCS and $300K+ pa saving at PAE at contract end		✓	✓
3.4. The current days of week for collection specified by the councils drives inefficiency in the service with 60 and 80% of the bins expected to be collected on a Monday and Friday. Inspection of bin fullness on Mondays has shown servicing schedules can be flattened without impact to the community, reducing schedule pressure and increasing utilization rates of plant and equipment.	Review collection schedules and spread collections more evenly over the full working week.	Reduce insourcing risk		✓	✓
3.5. The efficiency of the service is currently impacted by the path the contractor takes around the city with	Plan efficient collection runs across the week	Increase efficiency by more than 30% and reduce insourcing risk		✓	✓

Finding	Recommendation	Impact	M	C	P
sometimes twice the distance travelled than is required under optimal route planning		at CCS - will reduce costs by further			
3.6. Efficiency gains in equipment utilization and more optimal route management will be possible through combining management of public litter collection across PAE and CCS at the end of the PAE contract.	Insource PAE service at end of contract 2025 and combine with CCS service. Consider management of service via CWRA (see recycling)	Will allow greater efficiency and back up in management of the service (not valued)		✓	✓
3.7. Weekly service levels at Marion enable Marion to include their public litter collection on their weekly collection rounds at 50% of the lift cost . Note Marion don't have precinct or foreshore areas similar to PAE and CCS which drive the need for a more frequent service in these areas.	Review ability to incorporate 100,000+ PAE and CCS weekly lifts on the kerbside collection service at end PAE contract. Collaboration then provides opportunity to share the servicing of foreshore and precinct bins (not able to be put onto kerbside) across the two councils more effectively.[8]	More than $0.1M additional saving per annum across CCS and PAE not valued in this review	✓	✓	
Overall these recommendations will improve community value by $0.5M per annum and $1.5M (10%) NPV over the evaluation period through improved efficiency in collection practices and avoiding contractor margins. **Greater opportunities are likely when the services are able to be combined at PAE and CCS in 2025/26.**					
4. Bin Lifting Levels					
4.1. Marion lift their reserve, club, street and bus stop bins once a week with what appears minimal impact on their community satisfaction and littering events.	Review CCS and PAE lift levels for street, club, bus stop and reserve bins to once a week (conducted as part of this review) – no change to	Reduce costs of service provision without impacting community satisfaction	✓		
4.2. A follow along with the litter contractor at CCS showed over 90% of observed bins were less than 10% full on a Monday (post peak) confirming lift frequencies could be reduced.	Reduce CCS lift rates to once per week for street litter, reserve and bus stop bins	Cost reductions in excess of $0.1M per annum (without impacting community feedback)		✓	
4.3. PAE have around 15% more litter per lift than CCS which indicates that reduced lift rates should also be possible at PAE (bins 20-30% full at lifting).	Perform a follow along at PAE to confirm assumptions and reduce lifts to once per week leading into transition to insource.[9]	Cost reductions in excess of $0.2M per annum (without impacting service levels)			✓
Overall reducing lifting rates is expected to reduce costs by more than $0.3M per annum and improve community value NPV by $1.4M[10] over the evaluation period					
5. Bin provision and Placement – Reserves					
5.1. Bin density on Marion's reserves is half that of PAE and nearly quarter that of	Reduce bins on reserves at CCS to a maximum of 1 per 8000SQM for	Reduce bin numbers by ~200 at CCS, costs		✓	

[8] Opportunity is not cost effective at present due to PAE contract position. Good review point at end of PAE contract prior to PAE investing in equipment

[9] PAE's new litter contract is fixed price and does not allow for any price variation with respect to changes in service levels or bin numbers. As a result it is suggested and reduction in service levels is not undertaken until toward the end of the contract to support transition to insource

[10] PAE will not be able to realise benefits until 25/26 which means there will only be 3 years of benefit to them in the evaluation period

Finding	Recommendation	Impact	M	C	P
CCS, however Marion's littering events and service issues are minimal highlighting there is opportunity to reduce the number of bins on reserves especially at CCS.	existing sites and a maximum for new sites set based on the reserve hierarchy[11] (subject to council endorsement)	of bin replacement by $20K per annum and reduce bin collection costs by $40K per annum			
5.2. Studies of littering in Australia, NZ and the UK show that people will walk 8-12 metres to put litter in bins making placement of bins at entry and exit points to a reserve a logical place to ensure litter is disposed of appropriately	Formalising bin placement at entry and exit points of reserves will increase the likelihood of litter disposal	Increase litter capture effectiveness		✓	✓
5.3. Bin placement on reserves and along the foreshore is a driver of the effectiveness of the litter collection process. Placement of bins close to roads, reserve entry and exit points will support more effective collection.	Formalising bin placement at entry and exit points of reserves and roadside will support more effective litter collection services	Increase litter capture effectiveness, increase collection efficiency and reduce insource risk	✓	✓	✓
Overall reducing bin numbers at reserves and ensuring considered placement of the reduced bin numbers will support reduction in annual costs of $40K per annum and reduced bin replacement costs of around $20K per annum					
6. Bin Provision – Sporting and Community Clubs					
6.1. Analysis of bins at sporting and community clubs showed use of multiple council provided public litter bins to support clubroom operations	Remove public litter bins related to club rooms and replace with 660L bins (subject to council endorsement)	$36K net pa reduction in the costs of waste management for clubs	✓	✓	
6.2. Site visits at club rooms showed a high proportion of cardboard and recycling waste going to landfill	Provide council provided 660L recycling bin at sites where current capacity exceeds 1320L to improve recycling opportunity	Cost neutral but likely 15-20 tonne improvement in recycling volumes[12]		✓	
6.3. Sporting and Community Club agreements are not clear on responsibilities and funding for litter	Update agreements and fees and charges practices to clarify council and club responsibilities in relation to clubroom and outer waste management	Clarity with clubs on roles and responsibilities in relation to waste	✓	✓	✓
Overall reducing bin numbers at reserves and ensuring considered placement of the reduced bin numbers will reduced bin replacement costs of around $20K per annum and will provide opportunity to increase recycling volumes					
7. Bin Provision and Placement – Bus Stops					
7.1. PAE have twice as many bins per bus stop as Marion and CCS however they have few requests for bins at bus stops or littering events in relation to bus stops	Align PAE use of bins	Reduce bins by 100 and annual costs by $10			
7.2. CCS are reducing their bus shelter fleet progressively. It is recommended bins	Apply a policy of no bus shelter no bins at the councils, don't replace	Reduce bus stop bins by 50 at CCS		✓	

[11] The service levels at CCS will still remain higher than those at PAE by 20% and those at Marion by 110% - additional potential removals are possible

[12] 24 sites with a 660L bin emptied once per week with 15kilos of cardboard in each removal (based on 3-5 kilos of rubbish per lift for a 140L bin)

Finding	Recommendation	Impact	M	C	P
have the same criteria applied to them as bus shelters	bins at bus stops with no shelters and remove bins when bus shelters are removed.				
Overall reducing bus stop bins will reduce annual operating costs by $40K and will reduce bin replacement costs by $120K overall with minimal expected impact on community satisfaction					
8. Bin Design, Capacity and Sourcing					
8.1. There is a 200% variation in bin stand costs with Marion's provider the lowest cost, while there are also varying bin stand designs with flip up / hex key stands being the best alternative for the litter collection operators	Align bin stand designs across the councils (standard post with flip up latch with hex key unlock only) and joint procure			✓	✓
8.2. CCS bin enclosures and stands cost twice as much as those at Marion despite very similar designs	Align bin enclosure designs across the councils (standard as per Marion with cowl) and joint procure in advance of Henley Beach Upgrade	Expected annual reduction of around $50K in replacement costs – more than $0.9M reduction in fleet cost for CCS		✓	
8.3. CCS have bins 140L or greater with Marion tending toward 240L bins. The smaller bins drive increased need to lift.	Replace 140L bins with 240L bins as enclosures and stands (no change to cost with joint procurement) need replacement and have 240L bins as policy standard for new assets to support reduced service levels	Support reduction in lift volumes and benefits		✓	✓
8.4. PAE have unique small 55L bins in enclosures which could drive increased lift frequencies	PAE migrate away from 55L bins in enclosures as they replace their bin fleet and move to 240L bins on stands (no cost difference) as a standard to increase litter management capacity and support reduced lift frequency	Support a further $10-15K per annum in reduced lift costs (based on reduced bin numbers – not valued)			✓
8.5. Bin stands can cost up to $880 however are of a simple fabrication.	It is recommended that PAEs fabrication shop tender or submit a price for bin stands	May reduce cost further	✓	✓	✓
Aligning designs and the application of different bins to circumstances will support reducing lift numbers, will reduce replacement costs by around $50K per annum and will reduce the cost of CCSs fleet by more than $0.9M					
9. Data Management					
9.1. Bin data is not maintained on a total fleet or spatial basis at Marion and so service levels can't be assured	Manage litter bin data updates consistently and spatially	Support better understanding service levels and future transitions	✓		
9.2. CCS asset data has been found to be around 98% accurate in total numbers but around 90% accurate locationally	Undertake bin audit and put in place processes to ensure asset data continues to be maintained accurately	Greater assurance of maintaining service levels through insource transition		✓	
9.3. PAE are not confident in their bin data – it appears around 80-90% accurate	Undertake bin audit by location and type using light duties staff and	Greater assurance of maintaining service			✓

Finding	Recommendation	Impact	M	C	P
based on checks against aerial photography	ARCGIS collector to validate confidence in data set and put in place processes ensure asset data continues to be maintained accurately	levels through insource transition at minimal cost			
9.4. PAE lifting and bin fleet reductions are currently conservative due to field assessments of bin fullness volumes not being undertaken	Undertake bin fullness audits (using light duties staff) and undertake contractor follow along to allow for refinement of benefits of this initiative	Savings are likely to improve over and above those in this review and activity can be conducted at minimal cost			✓
Improving data quality and maintaining improved data quality will support the insourcing of the function and contractor transition and management.					
10. Community service issue feedback					
10.1. PAEs community call 3 times a week due to service issues caused by contractor performance	Implement reporting on customer events in relation to litter to support contractor management for new contractor	Reduce public litter service issues by ~100 per annum			✓
10.2. CCS register very few service issues a year, however social media feedback highlights Henley Beach bin capacity limitations prevent meeting peak demand over Summer	Increase bin capacity at Henley Beach from 22 140L bins to 30 240L bins at an investment of $60K with $5K per annum saving in operating costs through bringing ancillary bins to the square	Increase litter management capacity at Henley Square by and reduce need for temp litter bins		✓	
10.3. Marion's community are generally happy with the levels of service with avoidable service issues <2 per week	Assess placement or increased collection of bins at Oaklands Wetlands, Warriparinga, MCC Plaza and Capella at Hallett Cove	Reduce public litter service issues by <20 per annum (MINOR)	✓		
Overall these recommendations will create focused service improvements (for a service where community service levels already appear high) of 130 contacts per annum					
11. Recycling and consumables					
11.1. Prior trials have shown limited success with being able to process public litter through recycling with duplication of infrastructure required, however very low levels of recycling achieved due to high contamination rates as a result of the community not being able to separate recyclables accurately enough to meet contamination rates set by processing facilities	Investigate possibility of trialing recycling in precinct areas through partnering with traders associations etc	No impact other than to determine alternative strategies to improve public litter recycling	✓	✓	✓
11.2. Other councils have had experience in managing increased recycling of public litter through partnering with community organisations (ie: Scouts) to separate recyclables onsite	Investigate partnerships with community organisations to determine viability of doing the same	No valued impact but potential to increase recycling of public litter	✓	✓	✓
11.3. CWRA may present an opportunity to retrial recyclables	Revisit strategy once CWRA is established and prior to next decision point when PAE contract is up	No valued impact but opportunity to		✓	✓

Finding	Recommendation	Impact	M	C	P
		potentially trial recycling again			
11.4. Individuals may collect recyclables for deposit if they are left in a manner that would make it easy for them to do so	Trial can and bottle cages in Henley Square and other precinct areas to determine effectiveness of community centred recycling	No valued impact but improved recycling outcomes at no added cost with community benefit	✓	✓	✓
12. Related Activities					
12.1. A high-level review of hard waste management at the three councils highlighted low visibility of volumes and service levels of a high cost service	Commence collection of hard waste volume and community data at PAE and CCS in advance of contract expiration in xx and xx	Understanding of community service levels for highly valued and high cost service	✓	✓	✓
12.2. Comparison of the relative costs of the hard waste services across the councils showed two councils (absent of volume data) had services with costs more than 3 times that of their peer	Review hard waste insource opportunities and alternative models at PAE and CCS	Understand potential value of insourcing (or alternative contracting arrangements) for hard waste		✓	✓

7. RISKS, ISSUES AND MITIGATIONS

The changes encapsulated in the recommendations amount to a significant amount of change from prior practice for the councils. Through the course of discussions, and a structured project assessment session, more than 50 concerns, issues and risks have been raised - most of which will be able to be mitigated or managed through the implementation process.

A detailed risks and issues list and where the items have been managed in the project and evaluation is included in Attachment B. Key risks and mitigation alternatives relate to:

TABLE 4: Key risks and mitigations

Key risk	Mitigations
Readiness in time for contract end at CCS in April 2021	• Expedite approval and ordering of litter truck • Review options to purchase equipment second hand (auction, other councils, contractor and contract companies) or access through contract hire etc to avoid lead times on purchase new equipment • Set decision point end November 2021 to advise contractor or seek extension (prefer not to) • Review ability to have other litter contractors perform services as contingency for a period (ie: Cleanaway)
Elected Member Support for and community response to changes in service levels	• Bin removal presents most controversial change in service levels with annual reduction in cash outflows of $170K net after allowing for bulk bins at sporting clubs and after reducing the number of lifts • Removals of reserve bins are to be trialled to determine community response levels to the initiative prior to moving to presenting the initiative to council and the decision by executive to proceed • Removal of bins at the point of replacement on reserves and at bus stops rather than en masse should be considered also - note this needs to be expedited as will have impact on the FTE and equipment levels required • Sporting and community club bin consolidation is to be supported by comprehensive communication with the clubs with close monitoring of feedback
Back up for service due to leave	• Additional 20% FTE included to backfill annual leave, sick leave, RDOs etc • 10% contingency included in addition to required employee costs • Detailed planning to be undertaken to have strategy for all scenarios
Inability to match resourcing to workload	• Clear understanding of FTE and activity targets • Clear plans in relation to how planned and unplanned backfill will be managed • Use of casual or part time resources for one position to allow resourcing flexibility • Reduce commitment to ancillary equipment by second hand equipment purchases and application of under-utilised existing vehicles already in place at the councils

Key controls relate to clear visibility of community impacts and a project manager being available to support the change in service levels and transition of services inhouse at CCS, as well as having processes in place to ensure longer term actions at PAE are triggered and acted upon at an appropriate point. Ongoing oversight of the impact of the recommendations is also required.

8. FINANCIAL ASSESSMENTS AND IMPACTS

The impact of the recommendations on the overall spend, operating surplus and indicators of the operations has been assessed and is contained in the tables below.

Overall the recommendations require investment of $0.7M and will reduce cash outflows by more than $1.2M per annum by the time the PAE contract turns over. Net costs over the 10-year period will reduce by 25% from $14.7M (NPV) to $10.2M NPV.

Indirect benefits of the recommendations include being able to increase recycling at sporting and community clubs, minor service level improvements at all three councils (including Henley Square) and the option to further decrease service risk and improve outcomes through collaboration on the service in 2025 when the PAE contract ends.

NPV OUTCOMES

TABLE 5: Scenarios and NPV Outcomes

$M Scenario	Overview	CoM NPV Cost 7 years (change)	CCS NPV Cost 7 years (change)	PAE NPV Cost 7 years (change)	TOTAL NPV Cost 7 years (change)
As is	Continue with current contract arrangements, bin numbers and service levels including creep in bin numbers at CCS and contract increases at CCS and PAE	0.5	6.8	7.8	**15.0**
Policy	Put in place policies regarding bin provision and contain the increase in bin numbers	0.5 +0.0	6.6 +0.2	7.8 +0.0	**14.8** **+0.2**
Insource CCS and PAE	Bring public litter services inhouse – resulting in 3 one person teams at PAE (2 trucks and one ute) and two one person teams at CCS (one truck and one ute)	0.5 +0.0	5.2 +1.4	7.3 +0.5	**13.0** **+1.8**
Reduce lifting levels	Reduce reserve, bus stop and street litter bin pick ups by one per week – reducing the need for FTE and equipment on the insourced service	0.5 +0.0	4.7 +0.5	6.6 +0.7	**11.8** **+1.2**
Reduce bin numbers	Remove public litter bins at sporting and community clubs and replace with 2 bulk bins. Remove litter bins on CCS reserves and reduce bus stop bins	0.5 +0.0	4.1 +0.6	6.4 +0.2	**11.0** **+0.8**
Procurement, Henley and Service Levels	Align designs and undertaking joint procurement to reduce bin costs. Undertake targeted remediation of service levels	0.5 +0.0	3.6 +0.5	6.4 +0.0	**10.5** **+0.5**
TOTAL	NOTE impacts at PAE lower due to 3 years of benefit in evaluation period due to contract in place. CCS experience 8 years benefit.	+0.0	+3.2	+1.4	**+4.5**

- = Unfavourable + = Favourable

CASHFLOW IMPACTS

TABLE 6: Cashflow Savings Relative to Baseline by Council - = favourable impact

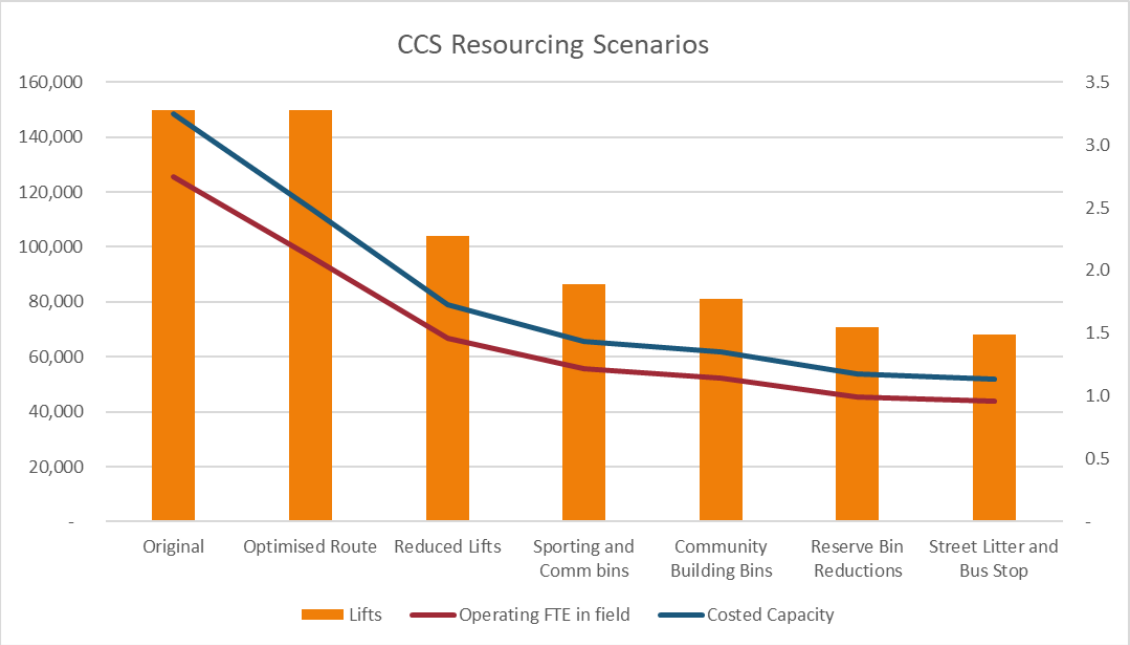
Savings $000s		20/21	21/22	22/23	23/24	24/25	25/26	26/27	27/28	28/29
City of Marion	Operating	0	0	0	0	0	0	0	0	0
	Capital	0	0	0	0	0	0	0	0	0
	TOTAL	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**
City of Charles Sturt	Operating	50	423	439	456	472	489	507	524	542
	Capital	-316	148	146	145	144	135	141	139	209
	TOTAL	**-266**	**570**	**586**	**601**	**616**	**624**	**648**	**664**	**751**
City of Port Adelaide Enfield	Operating	0	0	0	0	-27	598	613	629	649
	Capital	0	0	0	0	-307	13	14	14	96
	TOTAL	**0**	**0**	**0**	**0**	**-334**	**611**	**626**	**643**	**745**
TOTAL	Operating	50	423	439	456	446	1087	1119	1154	1191
	Capital	-316	148	146	145	-163	148	155	153	306
	TOTAL	**-266**	**570**	**586**	**601**	**282**	**1235**	**1274**	**1307**	**1497**

KEY ASSUMPTIONS

The key assumptions underpinning the financial evaluation are:

- 18/19 was used as the base for operating costs and cost increases expected under current contracts in 20/21 have been incorporated
- CPI as per the current Deloitte Access Economics forecasts with wages escalating at CPI
- Kms travelled based on average kilometres per route planning software for full 8 hour day operation
- Fuel consumption 1ltr/km (twice what is likely) and $1.40/litre
- Employee Costs:
  - Average cost per employee is based on a CCS sweeper operator cost of $32 per hour
  - Paid hours of 7.6 hours per day over 52 pay weeks (260 days) in a financial year.
  - Oncosts of 17% have been assumed for super, leave loading, long service leave and workers compensation
  - Wages have been uplifted by 20% for backfill of RDOs (26 days), sick leave (10 days) and annual leave (20 days) and this will need to be resourced
  - 3% has been allowed for additional penalties for overtime hours
  - Productivity is set at 7 hours per day of the 8.4 hours per day at work and worked which includes 1 hour unproductive time (as per typical calculations) and 0.4 hours waste transfer station drop off.
  - Average cost per employee (including backfill) is $92K per year at 19/20
  - 10% contingency has been applied to employee costs

- Lifts per hour have been assumed at 30 lifts per hour (current contractor rate which is based on inefficient route planning) uplifted by 30% for improved route planning
- The FTE allowed for each scenario for CCS are included below:



- Capital cost savings assumed as 10% of capital costs included in LTFP (which is conservative as the savings range found through detailed estimates being compared to contractor quoted prices being 8%-25%)
- Evaluation period 10 years from 2019/20
- Route planning software fees $800 per vehicle per annum
- Residual value has been included at the end of the evaluation period for PAE capital investment as the equipment would not be at end of life after three years of effective operation
- Bin Estimated Useful Life has been set at 13 for CCS and 15 for PAE based on current recorded averages
- Discount rate – 6% compared to 4.6-4.85% long term fixed borrowing rate through LGFA
- Bin cleaning services to remain as current

UPSIDE AND DOWNSIDE

- Bins at CCS – the bin audit has demonstrated there are 100 less bins than modelled in this document – which represents 5-8% less volume than expected.
- Service levels – if bin lift and bin reductions don't occur savings will not be as significant – differing resourcing levels will be required
- Contingency – 20% added staffing has been included in costs for backfill of leave and RDOs, 3% allowance for penalties has been included and an 10% additional employee costs have been included for contingency. These may not be entirely required.
- Waste Disposal Cost Reductions – Reductions in disposal costs have not been incorporated and are likely due to the use of bulk bins at sporting and community clubs and the lower instance of bins
- Productivity benefits – there are opportunities to further improve unit costs at the end of PAEs current contract by running the service across CCS and PAE and looking to put the weekly
- Fuel consumption – is estimated at twice the likely fuel consumption per kilometre which should present reasonable upside
- Fuel costs – are at $1.40 which is likely current – fuel costs may rise

INVESTMENT COST

The forecast costs include project spend related to implementation of the recommendations included in the table below.

TABLE 7: Project spend

Capital Costs $000s	19/20	20/21	21/22	22/23	23/24	24/25	Comments
Charles Sturt – Insource							Assume full reduction in service levels
Litter Truck		260					New equipment based on current truck spec
Compactor Trailer		30					Second hand compactor trailer as contingency and for beach bins
Ute		30					May not be required if part of underutilised ute can be sourced
Henley Beach Upgrade							
30 new 240L bins			66				Assumes no scrap or re-use costs for existing 22 140L surrounds at Henley
Port Adelaide Enfield Insource							
Litter Truck						260	Assume full reduction in service levels
Ute						30	
Compactor Trailer						30	Opportunity to share assets if service provided jointly
TOTAL		**320**	**66**	**-**	**-**	**320**	

9. SCOPE

IN SCOPE ACTIVITIES

- Defining public litter service levels and bin placement
- Public litter bin design, procurement and installation
- Public litter collection on streets, reserves, the foreshore, sporting clubs, bus stops and council buildings
- Public litter disposals
- Bin cleaning and maintenance

OUT OF SCOPE ACTIVITIES

Activities that are not in scope are:

- Kerbside collection
- Event bin management

10. CHANGE IMPACTS

Key points to note are:

- Charles Sturt will have the most significant near term impact from the recommendations with the creation of an inhouse public litter function that may then transition to CWRA
- Change planning at PAE for future changes should occur closer to the time but can be based on the approach taken at Charles Sturt and the other findings in this document

The change impacts likely to be driven by this initiative are set out below:

TABLE 8: Change Impacts

Impact	Marion	CCS	PAE	Outcome
Contract Management not required for Public Litter		Contract Management		Reduction in workload post transition – invoice and contractor management will no longer be required
Customer Event Management responsibility change		Contract Management ???		Reduction in workload post transition for contract management. Potential additional workload for operational lead for public litter
New Insource Function to manage		???	TBC	Increase in workload
Potential long term cross council function to manage		???	TBC	Increase in workload and cross council responsibilities
[Implications of changes in workload if other functions get moved around to free up capacity for public litter function]			TBC	Increase in workload
Back up support for insource public litter function		Sweeper drivers		Training in new equipment and changes in work application
New and specific equipment to maintain		Workshop staff		Will require training in compactor maintenance (or contract out)
New and specific equipment to operate		Field staff / sweeper operators / supervisor		SWIMS, SOPS and WHS representatives to review new equipment
Assume responsibility for Public Litter Bin Policy		Open Space Planner Open Space Project Coordinator	Parks and Gardens Project Manager	Minor change
Will need to seek endorsement to add bins		Open Space Project Coordinator		Minor change related
Co-approver of litter bin installations				

11. COLLABORATION PRINCIPLES FOR INITIATIVE AGREEMENT

An Initiative Agreement is not required by this initiative at this stage.

12. STAKEHOLDERS AND ENGAGEMENT

The following stakeholders all currently have an involvement in the management of public litter across the Cities of Marion, Charles Sturt and Port Adelaide Enfield or an interest in this review. This group will need to be engaged in the initiative. It should be noted the majority of the near-term impacts of the review are at CCS, with large benefits at PAE however in the longer term. In the majority there are only minor impacts at Marion and so a number of stakeholders only need to be informed of the initiative for their interest rather than deeply engaged in the review.

TABLE 9: Stakeholders

Role	Who	Interest
Waste leaders	• Jamie Dunnicliff • Colin Heath • Rebekah Schubert • Stephen Payne • Loren Mercier • Joe Parisi	• Public litter service owners / key stakeholders • Environmental representation • Management of customer requests and events in relation to service (part) • Bin replacement management (part)
Open Space Planning	• John Wilkinson • Jim Morias • Simon Trill • Renee Pitcher (FYI) • Rebecca Dean (FYI)	• Open Space design policy owners • Influence bin proliferation, placement and service levels generally • Bin replacement management (part)
Open Space Operations	• Peter Kinnersley • Mick Davey • Rick Davenport • Simon Trill (future)	• Changes at reserves being used • Need to be advised in advance
Engineering	• Sam Adams • Carmine Dámico • Mat Allen • Chris Dunn	• Management of bins at bus stops and street litter bins • Street litter bin policy awareness and application
Asset Management	• Simon P Davis • Alyssa Todd / Chris Shallow • Brendon Lyons	• Litter bin asset data maintenance and management • Litter bin data accuracy • Litter bin audit uploads
Operational Leaders	• Adrian Ralph • Mark Buckerfield • Tony Lines • Donna Dunbar • Sorana Dinmore	• Information, communication and oversight • Potential ownership of insourced service (CCS only)
Property Leaders	• Richard Hughes • Matt Rose N/A • Marion N/A	• Impacts at community buildings and facilities • Management of operations at sporting and community clubs
Sporting and Community Clubs	• Sam Higgins • Kelly Mader • Scott Edgecombe	• Relationship management with sporting and communication clubs • Design of communication and engagement with sporting and community clubs
Fleet	• Darrin Smith • Colin Heath	• Design and specification of new equipment • Procurement and commissioning of new equipment
Contact Centre	• Adam Filipi • Nikki Barns • [not required at Marion]	• Interface between the community and the organisation on any queries regarding changes in bin placement, design and service levels

Role	Who	Interest
		• Need to know changes are happening prior to the event • Processes to ensure queries are logged and referred to the relevant person
Procurement and Contract Management	• Jamie Dunnicliff • Bruce Wright • Kerrie Jackson • Joe Parisi	• Management of existing current contract arrangements • Management of contracts in line with asset and service levels • Contract transition and handover
People and Culture	• Jacki Done • [Note PAE and Marion FYI only]	• Role descriptions and classifications • Organisational impacts • Change planning and management
WHS	• Tracey Ware • Tennelle Driver (FYI) • Sherie Walczak (FYI)	• Changes in relation to procedures etc with insourcing • Risk assessment • Safety documentation development
Finance	• Annette Martin • Mark Gray • Ray Barnwell (FYI only)	• Business Case Review • Funding for initiatives • Update budgets and plans for costs and benefits
Urban Planning	• Craig Daniel	• Engagement with Henley Traders Association • Compostable initiative
Marketing and Communications	• Kristie Johnson • Craig Clark • Chris Crago	• Communication planning • Community engagement • Employee communication and awareness • EM engagement • Communication of benefits to community
Service Reviews	• Donna Dunbar • Karen Cocks • Abby Dickson	• Report recipients

13. DELIVERY AGAINST OBJECTIVES

The combined recommendations of the review deliver on its objectives as follows:

TABLE 10: Delivery against objectives

Objective	How delivered
Improve service levels, productivity, quality, risk management and customer experience	• Improved service levels in relation to solving targeted issues the community have raised with us • Increased visibility of community feedback and concerns in relation to public litter through customer event reporting
Balance programmed and reactive maintenance tasks	• Reduce the volume of programmed tasks that are being completed to no significant benefit of the community (ie: reducing lift activity where bins aren't full)
Use contracted services effectively	• Insource irrigation construction and use contractors for work unable to be performed by in-house crew
Create value for the community	• Insource irrigation construction lowering costs of investment in irrigation and creating valuable redeployment opportunities for staff freed up through productivity management.
Improve Environmental Outcomes	• Creation of additional construction crew in the SA market to reduce pressure on demand and price for irrigation construction
Identify opportunities for effective collaboration	• Work together to create demand to allow for cost competitive services to be provided in-house

14. BENEFITS REALISATION

As this review is not resulting in the creation of an imminent collaborative function the governance for the delivery of recommendations is proposed to reside within each council separately. Benefits, reporting and annual reviews will be managed centrally through the collaborative performance improvement function.

The following actions will be put in place to ensure the goals, targets and assumptions reflected in this review are achieved:

- Capture of all service review actions in the relevant council's audit / action follow up systems to ensure the recommendations are tracked, followed up and ultimately implemented
- Monthly reporting dashboards to be put in place to track the nominated metrics and support the long term realisation of benefits.
- Monthly project meetings of the nominated CCS implementation team
- Bi-monthly review of actions and progress by the General Manager, Corporate Services and General Manager, Asset Services to ensure the CCS implementation plans are being realised
- Bi-monthly review of
- Formal annual review of the initiative against all plans and the assumptions in this review (action to be caught in asset management system).

15. REPORTING AND MEASUREMENT

The following metrics reporting will be implemented to track outcomes from the implementation of the recommendations of this report. Targets for the key metrics for each council are included in the financial evaluation model.

TABLE 11: Metrics

Objective	Proposed Metrics
Improve service levels, productivity, quality, risk management and customer experience	• Public Litter Customer Events (trends) • [social media communication]
Balance programmed and reactive maintenance tasks	• Planned lifts compared to actual lifts • Average bin weights per lift
Use contracted services effectively	• Completion of recommendations captured in this document (including collaboration on litter in 2025) • [see community value below]
Create value for the community	• Average lifts per bin • Average cost per lift • Kilometres travelled per lift / per kilo of waste collected • Bin fleet numbers • Bin fleet composition • Average cost of bin fleet
Improve Environmental Outcomes	• Kilos of waste collected • Bulk bin recycling volume trends • Specific measurement where possible of recycling volumes from Sporting and Community Clubs
Identify opportunities for effective collaboration	• Completion of recommendations captured in this document (including collaboration on litter in 2025)

16. CONSULTATION AND ENGAGEMENT

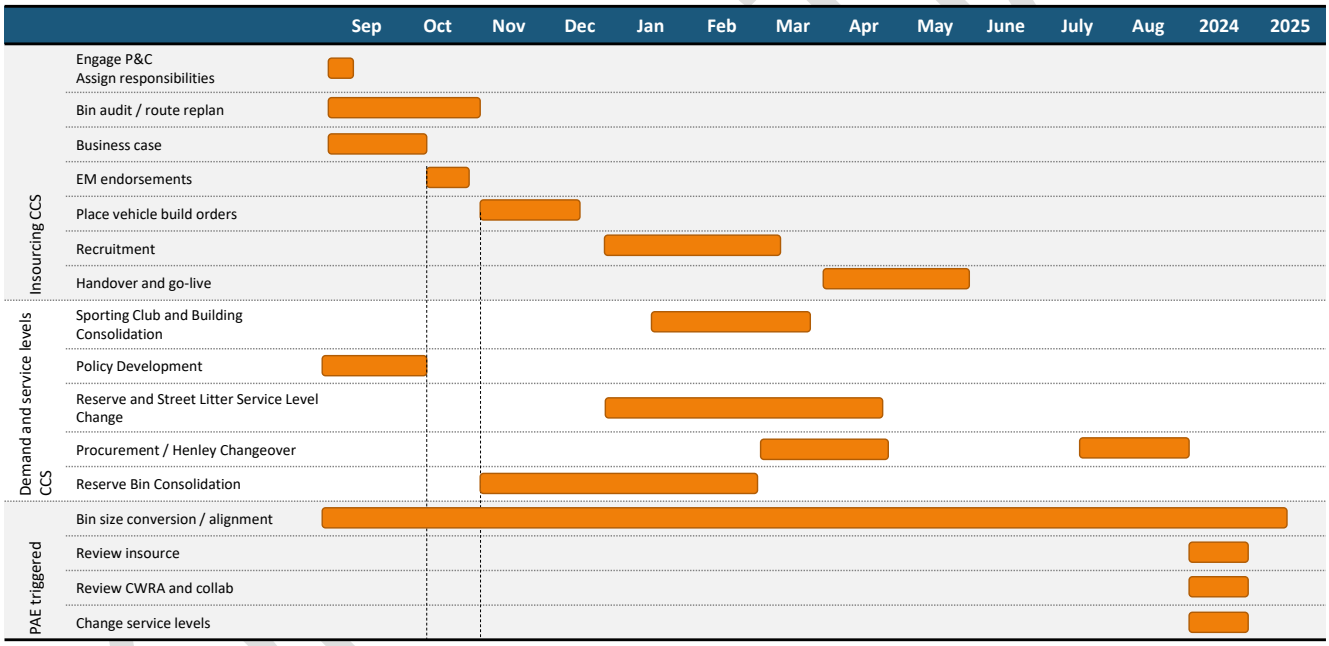
Significant consultation has been undertaken across the three councils regarding this review and the recommendations included within it including:

- Briefing sessions with the Executive Groups at each of the three councils
- Briefing sessions for operational leadership at CCS and PAE
- Project team meetings including sharing analysis and findings as well as agreeing recommendations
- Risk and issue identification session with project team and broader group to stress test business case and planning
- Handover meetings for operational leadership

Each of these sessions involved briefing the participants on the initiative at its various stages, gaining input and understanding concerns, risks and issues to be mitigated.

17. KEY IMPLEMENTATION MILESTONES

Key milestones relating to the implementation of the project are included below:



ATTACHMENTS

ATTACHMENT A | KEY RISKS, ISSUES AND MITIGATIONS

The following items were identified through the course of the initiative by the project team, analysts and operational representatives involved in the project. Each item has been addressed in the project implementation plan, the manner in which the solution has been designed or through the costs for the project.

The key risks with the initiative relate to the community's response to service level changes and the potential flow on impacts on cost effectiveness should bin numbers and lifting rates not be able to be reduced. Sensitivities and planning implications have been included in Section XX to show the impact on costs and resourcing for differing service levels.

TABLE 4: Key Risks, Issues and Mitigations

Risk	Mitigation	Status
Service Insourcing – CCS and PAE		
Savings aren't realisable	• Model sensitivities in the scenarios to show range of benefits • Ensure good modelling and testing of final resourcing levels against final service provision and lifting levels	Allowed contingency Modelled resourcing requirements
Funding outside of budget bid cycle	• Elected members informed • Variation reports for equipment funding • Funding of person in 2020 through savings from litter contract with budget bid for long term change to FTE in the 20/21 budget year	Funding and budget bid actions included in plan
Operational Leader capacity	• Ensure that operational leader picking up function has capacity to manage the additional workload • Re-balance workload and assess position impacts as part of change management process	Being monitored
Service levels reduce at changeover – CCS service provision	Prevention • Build in training period for new staff with new equipment into plan • Use handover plan requirements as part of existing contract to support training new staff members etc • Pick up of litter around bins to be included in team work practices • Use contract service levels in position description Detection • Monitor work completed by field operatives each day • Monitor volumes of waste delivered to facility • Ongoing monitoring of community feedback • Response process for community feedback • Implement spot checking process in field through transition	All included in plan
Service levels from contractor reduce leading into changeover	• Manage contract service levels closely from this point • Ensure that any performance of items such as bin maintenance etc are managed from now • Monitor service levels through contract transition • Provide adequate notice • Maintain confidentiality of plans until appropriate approvals and decision points are achieved in the plan • Use new labour to backfill any labour shortages contractor may have which will allow for training also	Included in plan

Risk	Mitigation	Status
	• Reduce lift frequency coming into contract end to help manage capacity for contractor and workload through transition	
Contract Changeover is in peak period	• Contract changeover is in Anzac / Easter period • Determine potential to extend contract for a couple of months	Included in project plan
HSE risks – manual handling, back, knee and shoulder injuries	• HSE review of all tasks • WHS involvement in SWP design and SOP design etc • Assess any training and physical conditioning that is required for team members and incorporate into SWPs • Review of truck design including step height for knee injury prevention	Included in project plan
Hours of operation	• Service needs to start early in the day to get into high traffic areas safely (ie: Henley Square etc) – note hours of operation similar to • Backfill public holidays • Discuss hours of operation with People and Culture and determine how to manage	Managed in current operations HR Scenario planning session included in plan
Capacity will be fixed during peak periods	• Determine manner in which minor equipment and casuals or alternative resources can be used to support peak periods • Develop contingency plans around capacity constraints	Full time cost of ute included in model HR scenario planning session Beach crew
Appropriate licencing	• EPA licence required (note costs)	Not required
Fixed capacity may constrain service levels	• See below • Use of overtime and backup resources for flexibility if needed	Rapid response team Beach crew Secondary kit
Truck availability – servicing and breakdowns	• ACC agreement • Use of secondary kit • Investigate hire arrangements • Access to night servicing • Cleanaway back up agreement • Dispatch software to support hand off of service • Prioritisation of sites in case of breakdown	Included in project plan
Community Safety with additional truck in public places	• Ensure that SWPs and SOPs cover off on working in high foot traffic areas (ie Henley Square during daylight in summer)	Deal with it already – included in project plan
Fixed capacity may result in stranded costs	• Use existing ute with compactor trailer and part person for beach work and to provide flexibility • Use contractors for part resources or capacity available in other teams	Casual second resource Rotate – three time trained staff
Equipment doesn't arrive in time to start service	• Assess ability to hire equipment • Assess second hand equipment options (for economics also) including determining whether to take on current contractor equipment • Have business case and funding signed off ASAP to increase likelihood of being able to procure new equipment	Included in project plan Key risk relying on accessing equipment through hire

Risk	Mitigation	Status
	• Critical decision point in plan associated with contract termination / notice period • Assess alternative contractors / providers	
Use of CWRA complicates implementation at CCS	• People and Culture advice on best way to address • Review position in relation to stamp duty and insurance etc with fleet / governance	Not going to do this
Transfer of assets and resources to CWRA creates additional costs / complexities	• Review position in relation to asset and employee transfer • People and Culture advice on best way to address	Not going to do this
Single person risk with service	• Locate service with like services to allow for cross training and back up for leave and absences • Design back up processes for unplanned leave (including work prioritisation) and planned leave • Implement route management tool to enable transition of service from one person to another with no notice and to track completed lifts etc	Back up provided through rapid response and beach crews Prioritisation of sites and recovery plans included in project plan Route optimisation selection and adoption included in project plan
365 day a year service at some locations	• Discuss best approach to LAWA or alternative for service with People and Culture	Currently manage with water testing at Henley Scenario planning session in project plan
Hot weather and wet weather issues	• Develop contingency / catch up plan for extreme weather events	Scenario planning Site prioritisation
Ability to manage through equipment breakdowns	• Establish plan around management of catch up following equipment breakdowns • Understand equipment and manage key spares onsite if possible • Work through maintenance schedule for equipment and support and servicing from manufacturer	Scenario planning Site prioritisation Equipment servicing, spares and support in spec is in project plan
Ability to perform all current contractor tasks – bin maintenance	• [test current contract and service provision] • Ensure truck specification includes any tool boxes or facilities for repairs or spare bins as practically required	Bin lids Spec on the truck is included in project plan
Ability to perform all current contractor tasks – bin cleaning	• [test current contract and service provision] • Ensure truck specification includes any onboard tanks or cleaning equipment required	Above
Service levels impacted by poor bin asset data	• Bin audit to get data up to date and accurate • Processes to manage bin asset data maintenance to be put in place • Allocate clear responsibilities for bin data management and data flow	Bin audit undertaken Asset data clean and implementation of new asset data maintenance process in project plan

Risk	Mitigation	Status
WHS implications of less bins resulting in remaining bins being heavier	• Identify use of lifter in WHS processes	WHS involvement in work practice design in plan
Dark work	• Ensure appropriate lighting is on the specification of the truck	Include in truck spec is in plan
Early work	• Work practices need to be tested against Nuisance Act • schedules and work planning to take into account early collections at non-residential locations and residential locations after regulated hours	Risk is currently managed
Ability to manage route planning effectively etc	• Include operational lead in selection of tool • Train operational lead on route optimisation including running through a number of route re-sets • Write up processes for route optimisation • Appropriate device selection including ensuring device is able to be used safely in truck cabin etc	In project plan
Team ability to adapt to runs set through mobile tool	• Recruit for data literacy • Ensure all team members involved are trained in tool to point of acceptance	In project plan
Community upset at loss of long term contractor	• Include appropriate communication / thanks and farewell for Peter	In project plan
PAE so far off that it doesn't happen	• Capture all review recommendations in internal audit action tracking processes at each council to ensure longer term recommendations are caught and actioned • Commence actions now in regard to bin design and consolidation to support the transition of a smaller service at contract end	Recommendations in audit follow up system at PAE
Reserve, Sporting Club and Street Litter Bin Provision Changes		
Recovered bin stock unable to be housed	• Set out approach for bin re-use and recycling for plastic bins • Organise stock locations for plastic bins and enclosures able to be re-used	Finding location in project plan
Community expectations around recycling and compostables	• Additional recycling at sporting and community clubs to be communicated widely • Initiatives to look at other ways to address recycling and compostables in public places • MRF opportunity	Current organisational risk MRF included in review recommendations
Cleanaway contract transition for bulk bins	• Organise for bulk bins to be placed under new contract rather than current contract	In Project Plan
Clash with sporting events	• Organise sporting and community club transition post football season	Timing reflected in plan
Event bin process	• Need to deal with the addition of the event bins to public litter runs (until cleanaway can do it with multi-recycling)	Cleanaway management in project plan
Sporting Club backlash and perceived reduction in service	• Sign off by elected members prior to changes	Low spec proposal with minimal risk Info report

Risk	Mitigation	Status
	• Carefully managed communication with all sporting and community clubs – letter to introduce concept, site visit and final confirmation communication • Use of site plan to agree which bins will change with clubs and then use same to facilitate implementation of change • Clearly articulated update to service agreements and fees and charges schedules with clubs • Processes to support administration of fees and charges • Align with sporting club policy changes currently going through	Detailed comms with clubs in plans All other in plan
Placement of bulk bins at sporting and community clubs	• Meet with clubs to agree site plan for bins to be removed and bins to be replaced (note most bins able to go where current bins are placed)	Project Plan
Community concern regarding reduced reserve and bus stop bins	• Sign off on changes by elected members prior to implementation • Consider the timing of bins being removed – avoid spring and summer? • Trial site and service level changes at a number of targeted sites prior to full roll out to determine community response	EM endorsement for change Trial in project plan Elected member report
Reinitiating infrastructure for reserve bins if go too far	• Take out bins initially and then remove bin stands and pads after a period of time	In plan
Undoing the service level changes incrementally	• Clear policy on how will respond to community feedback • Call centre clearly informed • Operations teams briefed	In Project Plan
Henley Square community response	• Elected Member sign off on changes • Communication in square to help inform locals • Engagement and communication with the Henley Traders association to be part of plan • Changeover outside of peak season (July 2021) • Funding for changes to be managed through a 2021/22 budget bid	In project plan
Henley Square Cost	• Costs greater than in business case – need to manage as with any other project cost risk • Need to complete joint design and procurement prior to Henley Upgrade to secure best pricing	Joint procurement in project plan
Overall Collaboration		
Collaborative Initiative is long term and won't happen	• Capture PAE and collaboration initiative actions in audit follow up processes at PAE and CCS	Recommendations in audit follow up system at PAE and CCS