

Committee: Sustainable Communities Overview and Scrutiny Panel

Date: 17 March 2020

Wards: All

Subject: Waste and street cleansing service performance update report

Lead officer: John Bosley - Assistant Director Public Space

Lead member: Cllr Tobin Byers - Adult Social Care, Health and the Environment

Chair of the Health and Wellbeing Board

Contact officer: Charles Baker – Commissioning Manger Public Space

Recommendations:

- A. The Committee are asked to note the content of the report and provide officers with any comments regarding their experience, or reports they have received relating to the waste, recycling and street cleaning services.
- B. The Committee note the content of the Local Improvement Plan (LIP) prepared by our service provider, Veolia.
- C. The Committee note the recommended changes in the governance structure and role of the South London Waste Partnership (SLWP).

1 PURPOSE OF REPORT AND EXECUTIVE SUMMARY

- 1.1. This report is intended to provide Members with an update on the performance of the waste, recycling and street-cleaning service over the last six (6) months since the committee last reviewed the service in September 2019.
- 1.2. The committee will receive a separate paper detailing the current progress of the areas highlighted from the presentation of the previous report (Waste and street cleansing service performance report) during the meeting on the 3rd September 2019.

2 DETAILS

Waste collection – performance summary

- 2.1. Since Sept 2019, the trend for the number of missed collections /per 100K have fallen steadily on all collection streams. Veolia acknowledges that this improvement needs to continue and the local management teams within Veolia are continuously working with the operatives and the Client team to develop further service improvements in order to achieve the required contractual standard.
- 2.2. Chart 1 below, illustrates the level of missed collections per 100k collections which have been reported within 48hrs of the scheduled collection date.

Whilst there was an anticipated increase in January following the Christmas seasonal collection period, the general trend is demonstrating a steady decrease in the number of reported and actionable missed collections.

Chart 1. Missed collection performance – last six (6) months



2.3. Table 1 below, illustrates the comparison in missed collections over the last six (6) months as compared to the previous six (6) months and builds on the improvement illustrated in Chart 1 above. In summary, this equates to an average one (1) missed collection per crew per day. It should be noted, the higher value of garden waste missed collections is as a direct result of the methodology of the calculation based on c9, 900 customers.

	June - Sept	Oct - Jan
REFUSE	152	120
RECYCLING	108	89
FOOD	92	76
GARDEN	654	429

2.4. The client team has been recently working with Veolia, supported by bespoke advice materials and individual door-step assistance and support, to address non-conformance with the Council's excess residual waste policy.

2.5. The approach to tackle this issue is through a phased educational enforcement programme. The firsts phase has been successful and of the 1393 properties initially assessed, 208 properties received further notification of presenting excess waste. During the next collection cycle, 117 properties were identified and this was followed by the last collection cycle whereas only 28 properties presented excess waste, which is just 2% of the collection round.

2.6. A further phased delivery programme to implement this strategy in managing the excess waste collection issue is being planned for imminent delivery (early March 2020), with the next phase concentrating on the two adjacent collection rounds.

- 2.7. The client team will also be working with Veolia on the delivery of *service standards* undertaken during the collection service. This is a focus on improving the general standards when collections occur, such as the replacement of containers where they were collected from and tidiness of any spillages which may have occurred during the collection.
- 2.8. In addition to service standards, the containment of waste and recyclables is an important facet to minimise litter and waste being attacked by vermin. Recycling box lids are available for recycling containers and we are currently working on the most efficient way to get these to people who require them to improve containment of recyclables and limit wind-blown recycling litter.
- 2.9. Whilst the general improvement trend is positive, we are mindful of the need to further increase both the reliability of the service as well as the focused areas of improvement, listed below, over the course of the next financial year.
- 2.10. A summary of the areas of improvement within the collection services are;

Service standard issues – replacement of wheeled bins and recycling containers	Conclusion of estates waste containment reviews; including modifying recycling facilities decrease contamination levels
Collections from properties above shops, including time-banding	Side waste collections – Programme to eliminate requirement

Street Cleansing - performance summary

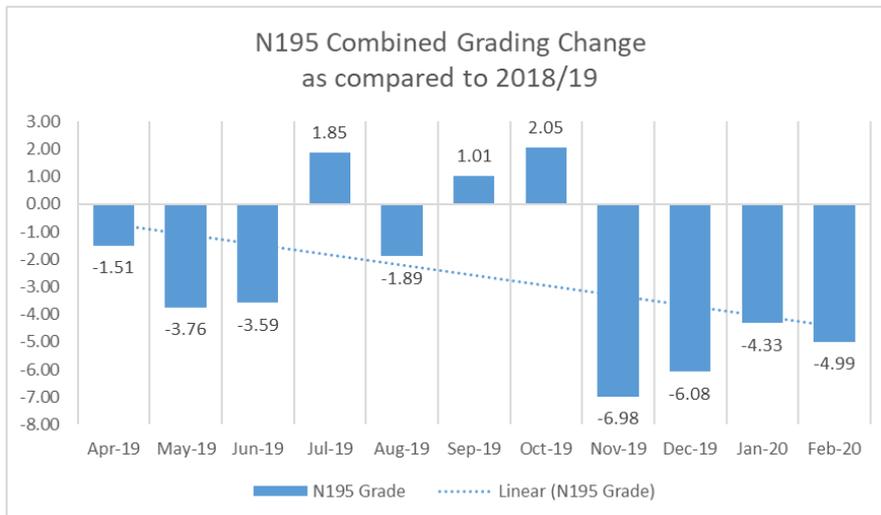
- 2.11. The street cleansing service continues to be a priority area of focus for our Client team, Veolia and our residents.
- 2.12. The standards associated with the delivery of the street cleansing service has not been optimal and this has been recognised and addressed by Veolia through the development actions outlined in the Local Improvement Plan to address deficiencies in the service, details of which are summarised in the table in 2.32.
- 2.13. The Council's performance monitoring officer continues to undertake both monthly and quarterly inspections at random sites across the borough to assess the level of contract performance separately. The data from these inspections provides an independent insight into the street cleanliness of Merton's roads over time.
- 2.14. The graphs below compare the results of these inspections over time. The scores are based on the former National Indicator (NI-195) for street cleanliness; LBM's performance target that is currently applied is less than 8% for litter and less than 10% for detritus; both of which are stricter targets than previous years.
- 2.15. The current service being delivered is consistently below the required standard, which is only being achieved on average 67% of the time over the last 3 years based on inspections undertaken by the service

2.16. The table below illustrates the current performance (street litter and detritus combined) over the last 4 years

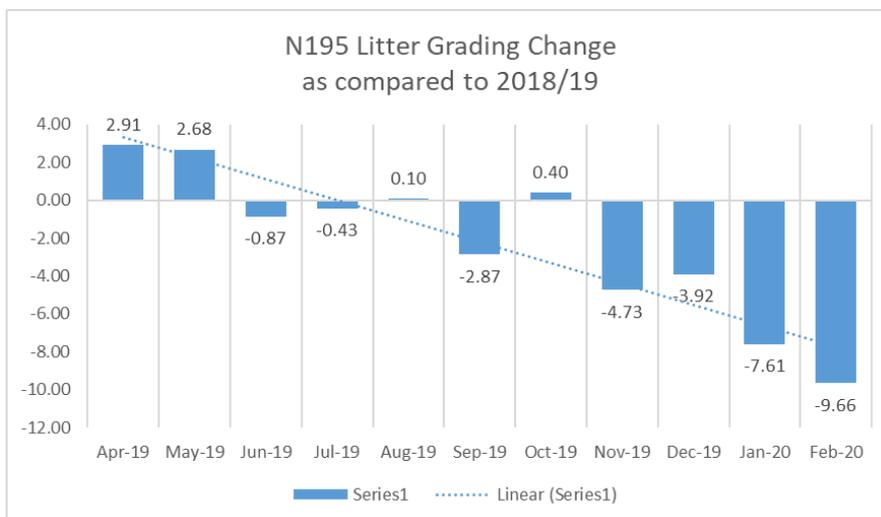
	A	B+	B	B-	C	C-	D
2016/17	0	0	82%	16%	1%	0	0
2017/18	0	0	66%	30%	3%	0	0
2018/19	0	0	68%	29%	3%	0	0
2019/20	0	0	71%	25%	3%	0	0

2.17. The Council’s client team has been seeing general performance improvements in the overall quality and outcomes achieved by the service over the last six (6) months as demonstrated by the following charts which are based on survey results by the Council’s performance monitoring officer.

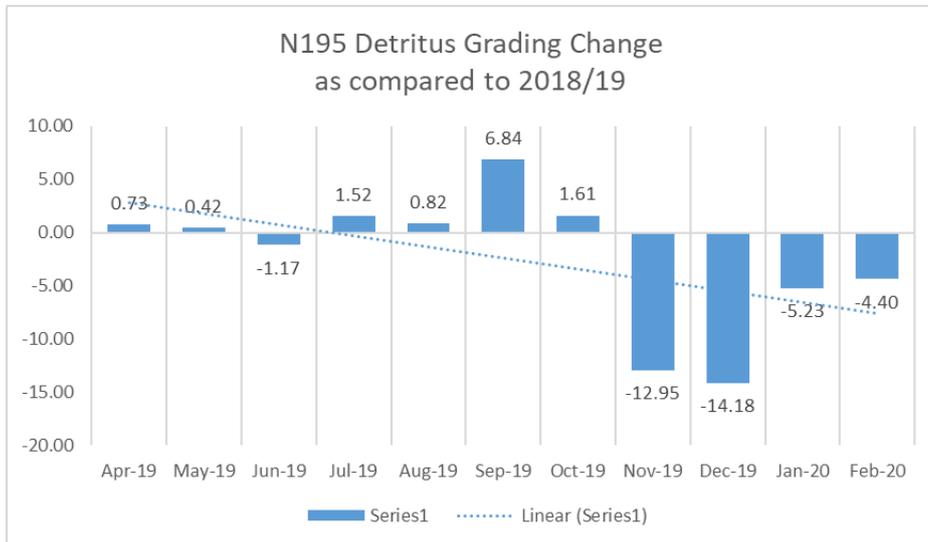
2.18. Chart 2. Improved outcomes through the reduced rate of inspection failures for assessments of streets for litter, detritus and weeds as compared to the same period last year.



2.19. Chart 3. The following chart demonstrates improvements in performance with litter collections within the contract as compared to last year.



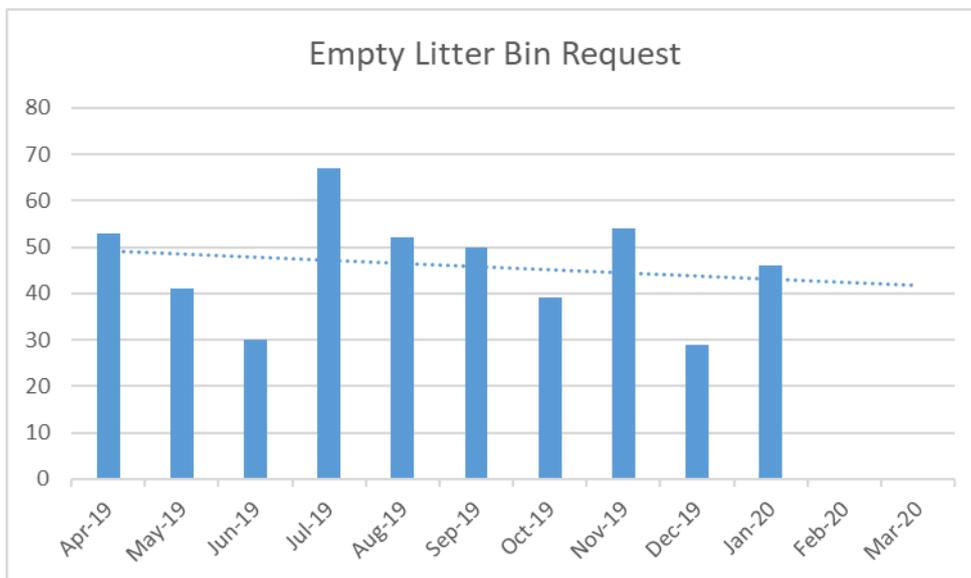
2.20. Chart 4. The below chart also demonstrates improved performance in the area of detritus cleansing as compared to last year. However, it also expresses that the trend of improvement is slower in this area. The Client team has identified this as an area for further investigation to determine barriers that may be limiting performance improvement and we will be targeting this within the next year's plan of action.



2.21. Further detailed performance data of monitored contract performance is attached in Appendix 1. This information details the granularity of information that is undertaken and will be further used to focus and prioritise the specific areas across the borough where we will collectively focus in order to further improve the service deliverables.

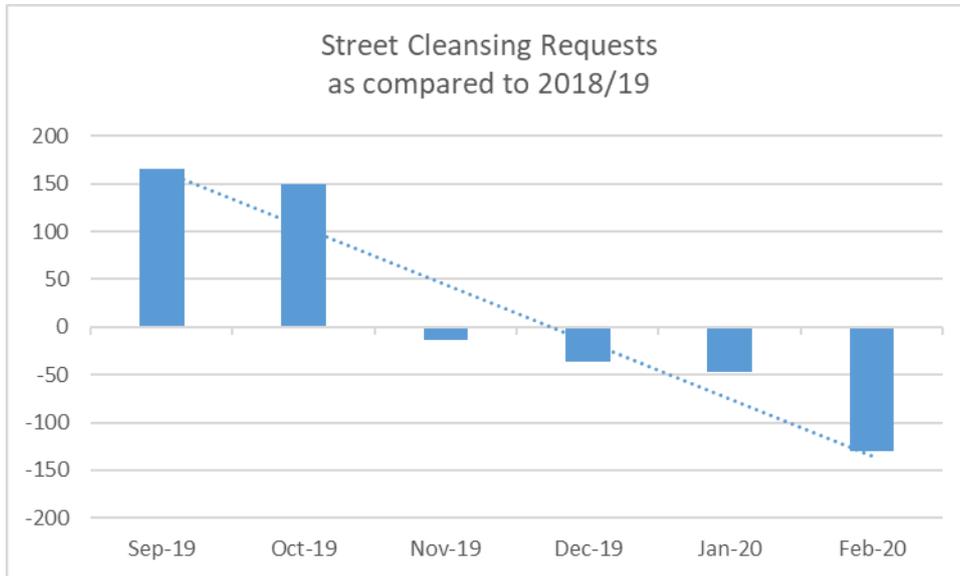
2.22. Over the last six months, we have received 270 reports of overflowing litterbins compared to 347 (22% reduction) for the same period the previous year. Over this period over 90% of all reported incidents have been rectified within the service level agreement as illustrated in the table below.

Chart 5. Overflowing litter bin reports – trend analysis



- 2.23. The most important indicator in measuring performance is the reduction of customer requests. The below analysis over the last six (6) months demonstrates that the trend is a decreasing amount of enquiries received.

Chart 6. Customer service requests (from Council CRM System)



- 2.24. The above analysis is further supported by the decreasing number of complaints managed through by the client's service team. A reduction of 93% in complaints associated with all services, when comparing the last six (6) months against the volume of complaint in 2018/19, has been observed (8473 as compared to 592). We are, however, mindful that there is a necessary requirement to further improve service deliverables.

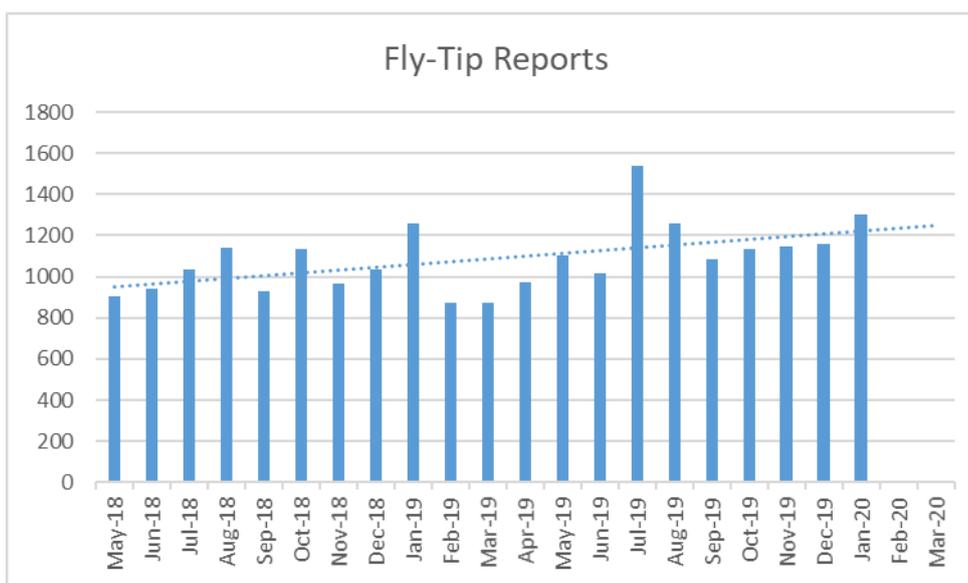
Fly-Tipping

- 2.25. A pressure on the service that both impacts the perceived visual amenity of our communities and the public's perception of the cleanliness of the borough is fly-tipping. This is being addressed by the service through the creation, consultation and adoption of the Council's fly-tipping strategy and through persistent enforcement action.
- 2.26. The Council's fly-tipping strategy, which was drafted and consulted on through Member workshops in December 2019, is further supported by the Fly-tipping Action Plan that is utilised by the enforcement team to coordinate specific actions to minimise these occurrences, through a range of both direct and indirect (i.e. communications and education) actions.
- 2.27. In terms of the impact on the service, the following charts demonstrates the growth pressure in this area and the contractor's performance in responding to these occurrences.
- 2.28. Our contractor's role in relation to fly tipping is to remove all reported fly-tips on public land within the SLA time frame. The table below illustrates Veolia's performance improvement since May 18 and the impact of the service

change in Oct 18 and their ability to respond within 24hrs. In order to maintain the level of service required Veolia has supplied additional resource, including two additional response teams, to assist in dealing with the increase in volume of fly-tipping.

- 2.29. Over the last 6 months (August 19 – Jan 2020) our service provider has responded to 99% of 7,091 fly-tips within SLA (24hours of reporting).
- 2.30. We continue to see a significant increase in the number of reported fly-tips and abandoned waste within the borough. In last calendar year there have been 13,423 reported fly-tips. The table below demonstrates the number of public reported fly tips since May 2018.

Chart 7. Fly-tipping service requests



- 2.31. Again, there has been a demonstrable improvement over the last six (6) months with the street cleansing range of services, but the improvement in this area will be of the highest priority of the client team over the next financial year.
- 2.32. The prioritisation of focus will be in improving the reliability of the service outcomes for residents and enhancing the cleansing standards in know hotspots.
- 2.33. The areas of improvement within the collection services are as follows;

Service delivery focus in improving the cleansing of detritus. Supported by reviewing with Veolia the effectiveness of the current schedule	Enhancements to the Client monitoring of the service. The Divisional restructure will focus more client officer time to monitoring and managing service delivery
Improved use of data and data systems to proactively deploy resources to improve localised service delivery	Increased monitoring of street cleansing in communities by doubling inspections with the aim to inspect all streets at least twice
Continued delivery of the outlined	Delivery of <i>the future improvement</i>

<p>objectives of the Local Improvement Plan which has the aims to improve baseline standards in street cleansing by;</p> <ul style="list-style-type: none"> • Changes to the supervisory structure of Veolia • Training, retraining and measuring staff outputs • Changes to the schedules of cleansing routes • Targeted deep cleansing of areas with persistent need 	<p>initiatives as outlined in the Local Improvement Plan;</p> <ul style="list-style-type: none"> • Scoping and development of an East borough sub-depot • Mechanised pavement cleansing (<i>Jockey Team</i>) to improve detritus cleansing • PROW cleansing scheduling and improvements to regularity of cleansing
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SLWP Contract Management

- 2.34. The Authorised Officer for the contract is the SLWP Strategic Partnership Manager and there is a separate Contract Manager for the Veolia contract within the partnership team. These roles are responsible for the management of the contract across all four of the partner authorities, LB Merton, LB Sutton, LB Croydon and RB Kingston.
- 2.35. During this year, the SLWP Partnership commissioned an independent review to look at the current governance arrangements and the client contract management functionality, testing its current model effectiveness and where improvements can be made to the benefit of local borough outcomes.
- 2.36. The review has highlighted a number of recommendations for the SLWP strategic management group to consider in relation to moving towards a localised contract management arrangement, moving to a more traditional direct management relationship between the Council and the service provider.
- 2.37. To address the principle accountabilities required to work effectively within a wider inter-borough partnership, the establishment and implementation of a new Joint Waste Officer Board (JWOB) has been agreed, which will comprise membership of the Head of Service (or equivalent) from each partnering borough.
- 2.38. The JWOB will be in effect from the next financial year, allowing the SLWP to focus on data analytics, strategic work, along with forward planning, whilst enabling localised focus on service deliverables by the Council's client team.

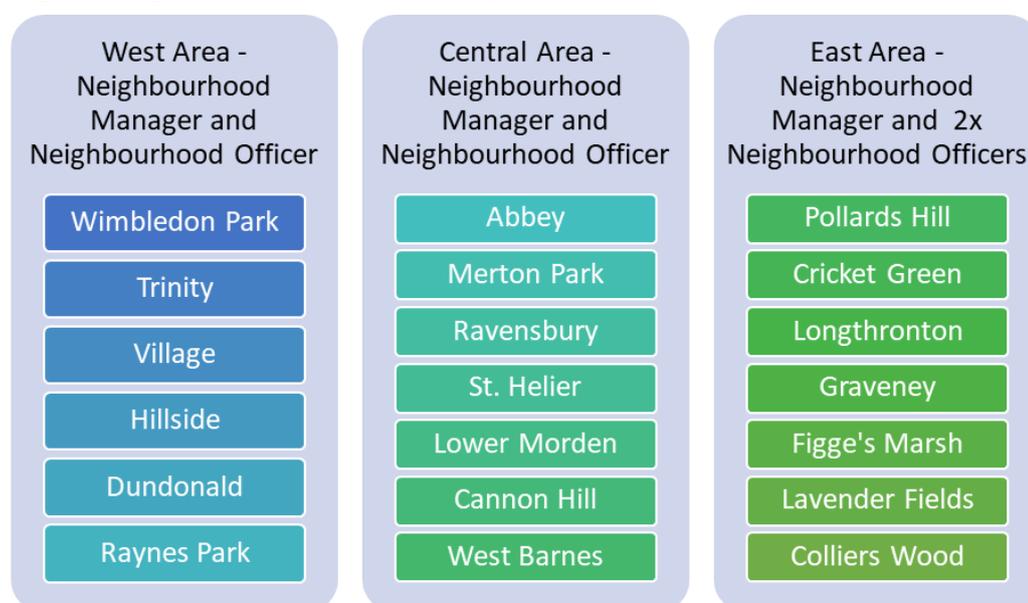
LBM Service and Contract Management

- 2.39. The operational performance of the contract is overseen and managed by our Neighbourhood Client Team, consisting of three experienced Neighbourhood Client Officers (NCOs), who monitor the contract through site visits and daily interaction with the contractors' Neighbourhood Environmental Managers, residents, stakeholders and local Members.
- 2.40. The Neighbourhood Client Team also gather business intelligence, performance information and analyse data held in the Council's customer

management system. In addition, they have access to the contractor's operational business management systems in order to determine what resources are being used in order to deliver the services.

- 2.41. To further improve the delivery of outcomes for the service users and to improve our confidence that the contract is maintaining improvements, the client team is being redesigned through a Divisional restructure.
- 2.42. A priority focus in the business case to support the restructure is improvements to contract monitoring and management outcomes, being achieved by increasing the representative sample size of inspections across the whole of the service.
- 2.43. The future directional of travel to support the above improvements in street cleansing contract management is being based on a neighbourhood approach with a focus on having officers '*in the field*' to further raise the focus of client management with the service provider and to improve the management of customer, residents and Member's needs.

Fig. 1 Neighbourhood approach by areas and Wards;



3 ALTERNATIVE OPTIONS

- 3.1. None, for the purposes of this report

4 CONSULTATION UNDERTAKEN OR PROPOSED

- 4.1. In Dec 2019 and Jan 2020 the Public Space department undertook a series of Members engagement sessions, Cllr Tobin Byers chaired a series of five (5) separate workshops, one for each waste collection day, to which all councillors of wards covered by the particular collection day were invited. As a consequence, there was cross party representation at four (4) of the five (5) workshops. The aim of the meetings was to consider the early evidence from the rollout and hear from the ward councillors about issues arising.
- 4.2. It should be noted that these were not meetings to deal with specific casework, rather they provided an opportunity to discuss the broader issues

that were affecting waste collection and cleanliness in their specific wards in a spirit of partnership working alongside both Veolia and the Client team representatives.

- 4.3. The round table discussions were useful and productive. The opportunity to engage with all Parties and Wards were incredibly valuable in ensuring mutual understanding of concerns and operational challenges. Local knowledge was shared and useful suggestions offered, which is key to a successful partnership approach.

5 TIMETABLE

- 5.1. Contained within the content of the report

6 FINANCIAL, RESOURCE AND PROPERTY IMPLICATIONS

- 6.1. None, for the purposes of this report

7 LEGAL AND STATUTORY IMPLICATIONS

- 7.1. None, for the purposes of this report

8 HUMAN RIGHTS, EQUALITIES AND COMMUNITY COHESION IMPLICATIONS

- 8.1. Further refinements to or improvements of the service have been considered and are subject to the original scope of service. No direct changes which have the potential to impact human rights, equalities or community cohesion have been identified.

9 CRIME AND DISORDER IMPLICATIONS

- 9.1. None for the purposes of this report.

10 RISK MANAGEMENT AND HEALTH AND SAFETY IMPLICATIONS

- 10.1. The direct management of risk and health and safety provision for this service area is managed by the Client contract management team. There are no further changes or impact envisaged for the purposes of this report

11 APPENDICES – THE FOLLOWING DOCUMENTS ARE TO BE PUBLISHED WITH THIS REPORT AND FORM PART OF THE REPORT

- Appendix 1 – Localised street cleansing grading data (Litter)

12 BACKGROUND PAPERS

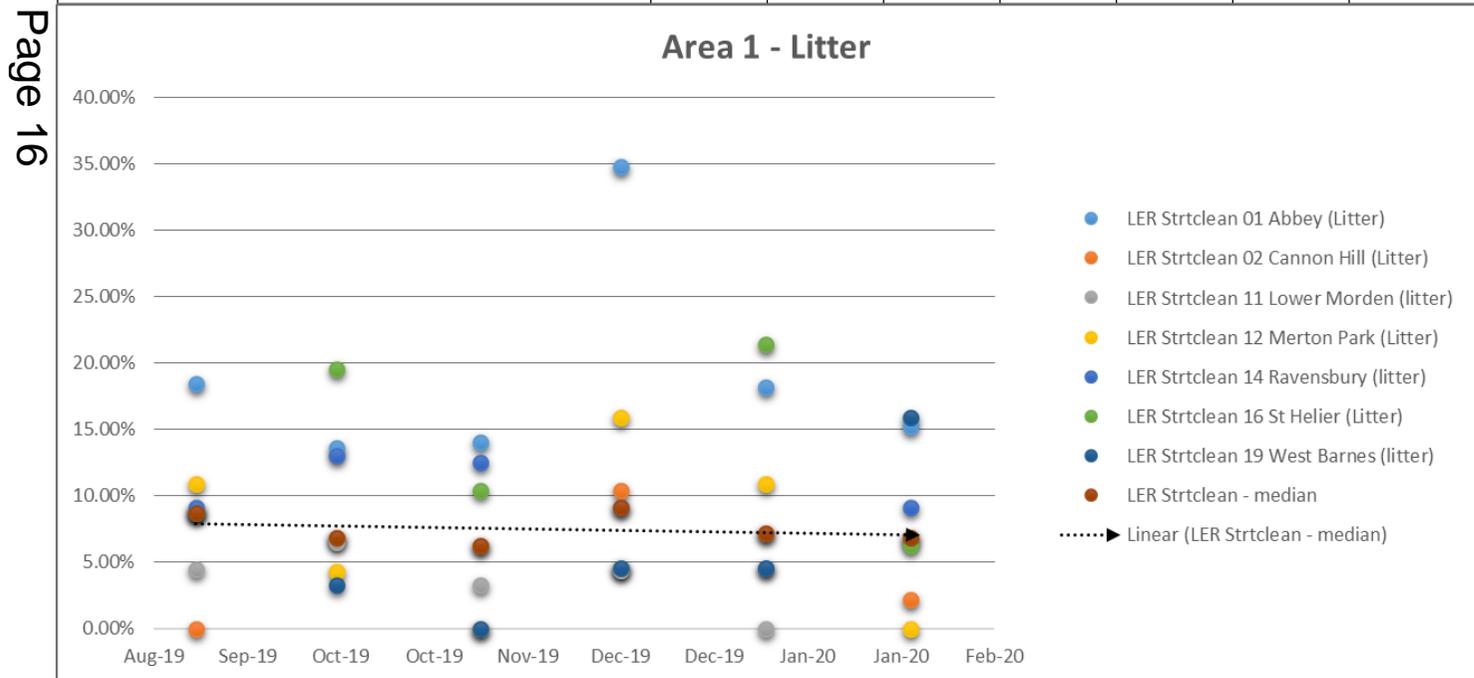
- 12.1. **Cabinet** Jan 2020 – Annual Review and other matters relating to the Veolia Street cleaning and waste contract.
- 12.2. **Cabinet** Dec 2019 – Presentation of the Local Improvement Plan for street cleansing services developed by Veolia.
- 12.3. **Sustainable Communities Scrutiny and Overview Committee** Feb 2020 Annual Review and other matters relating to the Veolia Street cleaning and waste contract.
- 12.4. **Standards and General Purposes Committee** - March 2020 Environmental Enforcements update.

- 12.5. **Sustainable Communities Scrutiny and Overview Committee – Sept 2019 Review of the performance of Veolia.**
- Sustainable Communities Scrutiny and Overview Committee – Sept 2019 Fly tipping strategy.**

APPENDIX 1 – LOCALISED STREET CLEANSING GRADING DATA (LITTER)

Area 1

PI code and description	Sep-19	Oct-19	Nov-19	Dec-19	Jan-20	Feb-20	YTD result
LER Strtclean 01 Abbey (Litter)	18.48%	13.64%	14%	34.78%	18.18%	15.22%	20.08%
LER Strtclean 02 Cannon Hill (Litter)	0%	6.82%	6.25%	10.42%	7.14%	2.17%	5.04%
LER Strtclean 11 Lower Morden (litter)	4.44%	6.52%	3.26%	4.35%	0%	6.82%	4.48%
LER Strtclean 12 Merton Park (Litter)	10.87%	4.26%	0%	15.91%	10.87%	0.00%	6.50%
LER Strtclean 14 Ravensbury (litter)	9.09%	13.04%	12.50%	9.09%	4.55%	9.09%	13.44%
LER Strtclean 16 St Helier (Litter)	8.70%	19.57%	10.42%	4.55%	21.43%	6.25%	12.55%
LER Strtclean 19 West Barnes (litter)	8.70%	3.26%	0%	4.55%	4.55%	15.91%	3.75%
LER Strtclean - median	8.70%	6.82%	6.25%	9.09%	7.14%	6.82%	6.50%

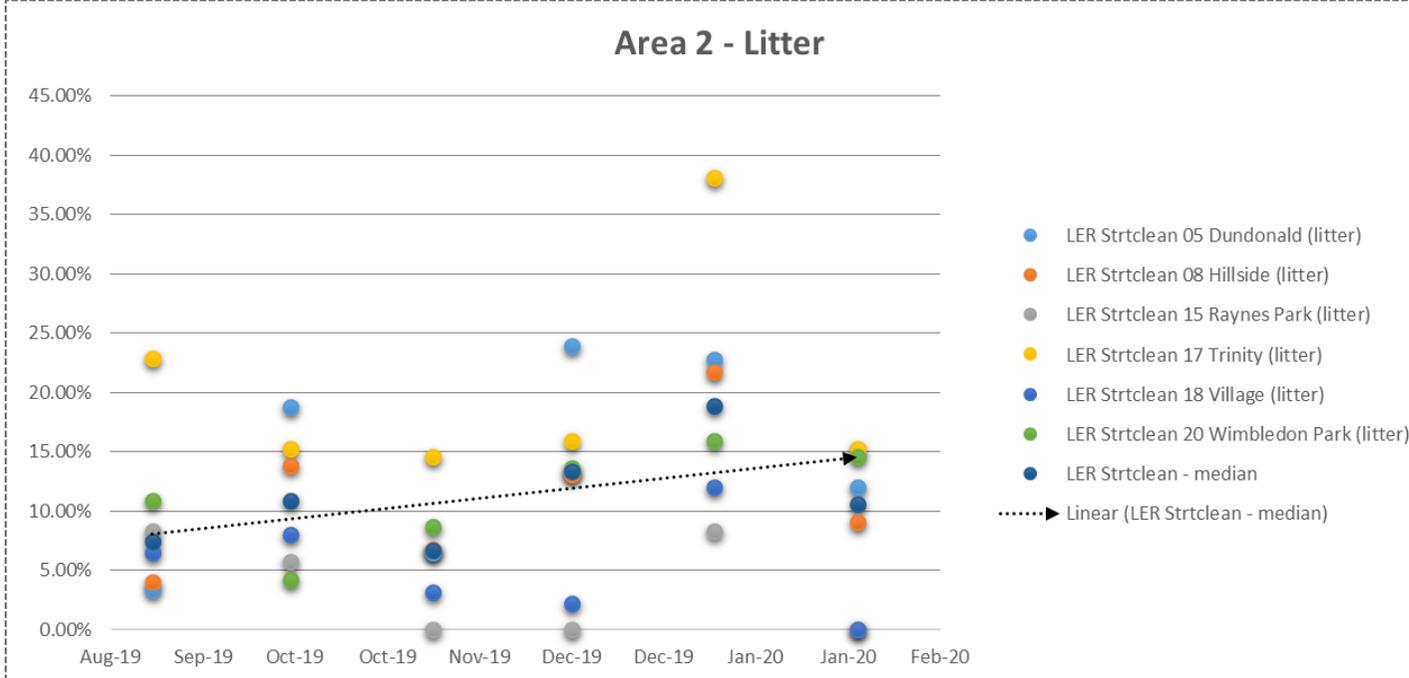


Area 2

PI code and description	Sep-19	Oct-19	Nov-19	Dec-19	Jan-20	Feb-20	YTD result
LER Strtclean 05 Dundonald (litter)	3.33%	18.75%	6.52%	23.91%	22.73%	12.00%	12.64%
LER Strtclean 08 Hillside (litter)	4%	13.83%	6.82%	13.04%	21.74%	9.09%	14.12%
LER Strtclean 15 Raynes Park (litter)	8.33%	5.68%	0%	0%	8.33%	0.00%	6.92%
LER Strtclean 17 Trinity (litter)	22.83%	15.22%	14.58%	15.91%	38.10%	15.22%	23.09%
LER Strtclean 18 Village (litter)	6.52%	8%	3.13%	2.17%	12%	0%	5.56%
LER Strtclean 20 Wimbledon Park (litter)	10.87%	4.17%	8.70%	13.64%	15.91%	14.58%	11.41%
LER Strtclean - median	7.43%	10.92%	6.67%	13.34%	18.83%	10.55%	12.03%

Area 2 - Litter

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Area 3

PI code and description	Sep-19	Oct-19	Nov-19	Dec-19	Jan-20	Feb-20	YTD result
LER Strtclean 03 Colliers Wood (litter)	13.64%	29.17%	29.17%	25%	4.55%	9.09%	22.18%
LER Strtclean 04 Cricket Green (litter)	24.49%	15.91%	31.52%	26.09%	8.70%	18.18%	22.12%
LER Strtclean 06 Figges Marsh (litter)	13.64%	20.45%	20.45%	30.43%	6.52%	16.67%	19.71%
LER Strtclean 07 Graveney (litter)	16.67%	27.27%	18%	25%	4.35%	13.04%	20.36%
LER Strtclean 09 Lavender (litter)	19.57%	25%	36.54%	39.13%	28.57%	19.57%	26.97%
LER Strtclean 10 Longthornton (Litter)	19.57%	27.27%	25%	35.71%	14%	20%	28.23%
LER Strtclean 13 Pollards Hill (litter)	34%	10.87%	17.39%	32.61%	17.39%	15.22%	25.10%
LER Strtclean - median	19.57%	25.00%	25.00%	30.43%	8.70%	16.67%	23.52%

