

Committee: Sustainable Communities Scrutiny and Overview Committee

Date: 1st September 2020

Wards: All

Subject: Waste and Street Cleansing Service Performance Report

Lead officer: John Bosley – Assistant Director Public Space

Lead member: Councillor Mark Allison Deputy Leader and Cabinet Member for Finance

Contact officer: Charles Baker

Recommendations:

- A. That Members 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. That Members are asked to note the commitment and professionalism demonstrated by the Veolia workers in delivering these critical front-line services during these unprecedented time.
 - C. That Members are asked to note the progress update as summarised in appendix A on recommendations made to Cabinet following the Sustainable Communities and Overview Committee in Sept 2019.
 - D. That Members note the content of the Local Improvement Plan (LIP) as presented to Cabinet in Dec 2019, which has been prepared by our service provider, Veolia.
 - E. That Members note the ongoing work undertaken in partnership with Housing Associations, Veolia and Waste Service in order to improve the storage and management of waste on our estates.
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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 twelve (12) months since the committee last reviewed the service in September 2019.
- 1.2. The service would like to place on record our acknowledgement of the current unprecedented period that we are in. We continue to work closely with our service provider Veolia to minimise the impact the Coronavirus outbreak has on our environmental services. We are reviewing these impacts daily and have, to date, been able to rely on a full core collection and street cleansing service being delivered across the borough, which is a testament to the commitment of local staff involved in the operations.
- 1.3. The report makes available the Local Improvement Plan (LIP) which was prepared to address deficiencies on the service provision and that had been identified by the

Council client management team and by a subsequent field visit led by Veolia across the borough with the Assistant Director and Lead Cabinet Member.

2 DETAILS

Waste Collection –Performance Summary

- 2.1. Since Sept 2019, the trend for the number of missed collections /per 100K has improved steadily on all collection streams however, it is noted that this is an area of fluctuation and there is clear correlation between the levels of reported missed collections and individual crew performance.
- 2.2. 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 and address areas of underperformance with the identified crews.
- 2.3. The table below shows the statistical summary over the last quarter;

Measure	Refuse	All Recycling	Garden
Missed Collection Recovery	97%	97%	93%
Direction of Travel Last ¼	Neutral	Positive	Positive
Missed/100K Target	50/100K and improving	50/100K and improving	99.6% Strike Rate
Actual Missed/100K	132/100K	69/100K	99.84%
Direction of Travel last ¼	Negative	Positive	Marginally negative

- 2.4. For detailed analysis of individual waste streams please refer to Appendix 1 which illustrates the level of missed collections per 100k collections which have been reported within 48hrs of the scheduled collection date.
- 2.5. The table below illustrates the steady improvement and provides a comparison in the average missed collections per 100k. 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 c. 9,900 customers increasing to 11,000 in June 2020.

Service	July – Sept 2019 per 100k collections	Oct –Dec 2020 per 100k collections	Jan - March 2020 per 100k collections	April – June 2020 per 100k collections
REFUSE	137	113	120	103
RECYCLING	96	78	72	76
FOOD	87	66	60	47
GARDEN	475	433	161	157

- 2.6. The client team has been working with Veolia, and undertaken individual door-step assistance and support, to address non-compliance with the Council's excess residual waste policy.
- 2.7. The approach to tackle this issue is through a phased education and enforcement programme. The first 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.

- 2.8. A further phased delivery programme to implement this strategy in managing the excess waste collection issue was originally planned to be rolled out in March of this year, with the next phase concentrating on the two adjacent collection rounds. Due to the current impact of COVID 19 this work stream has been temporarily placed on hold.
- 2.9. 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.
- 2.10. 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.
- 2.11. 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.
- 2.12. 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

- 2.13. The street cleansing service continues to be a priority area of focus for our Client team, Veolia and our residents.
- 2.14. The standards delivered by the street cleansing service has not been optimal and this has been recognised and continues to be addressed by Veolia through the development actions outlined in the Local Improvement Plan to address deficiencies in the service.
- 2.15. 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.
- 2.16. 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.

- 2.17. 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. The table below illustrates the current performance standard being maintained for street litter, detritus and weeds which meet the required standard as measured by the Council's performance monitoring officer (Please refer to ref 2.15 and 2.16).

	Q1 2019/20	Q2 2019/20	Q3 2019/20	Q4 2019/20	Q1 2020/21
Litter	83.37%	80.23%	86.54%	89.52%	86.91%
Detritus	76.67%	76.45%	84.50%	84.42%	79.00%
Weeds	83.37%	91.69%	97.12%	94.90%	88.50%

- 2.19. **Chart 1** Illustrates the improved outcomes through the reduced rate of inspection failures for assessments of streets for litter, detritus and weeds as compared to same period last year, as expressed in percentage (%) point difference i.e. in June 2020 there were 4.27% fewer streets which failed to meet the required standard for both litter and detritus when compared to July 2019
- 2.20. **Chart 2** Demonstrates improvements in performance with litter collections within the contract as compared to last year as expressed in percentage (%) point difference i.e. in July 2020 there were 7.25% fewer streets which failed to meet the required standard when compared to July 2019.
- 2.21. **Chart 3** Demonstrates improved performance in the areas of detritus cleansing as compared to last year. However, it is also to be noted that the trend of improvement is slower in this area and is seasonal in nature. The Client team, continue to address this area for further investigation in order to ascertain if there are any barriers that may be limiting performance improvement.

Chart 1

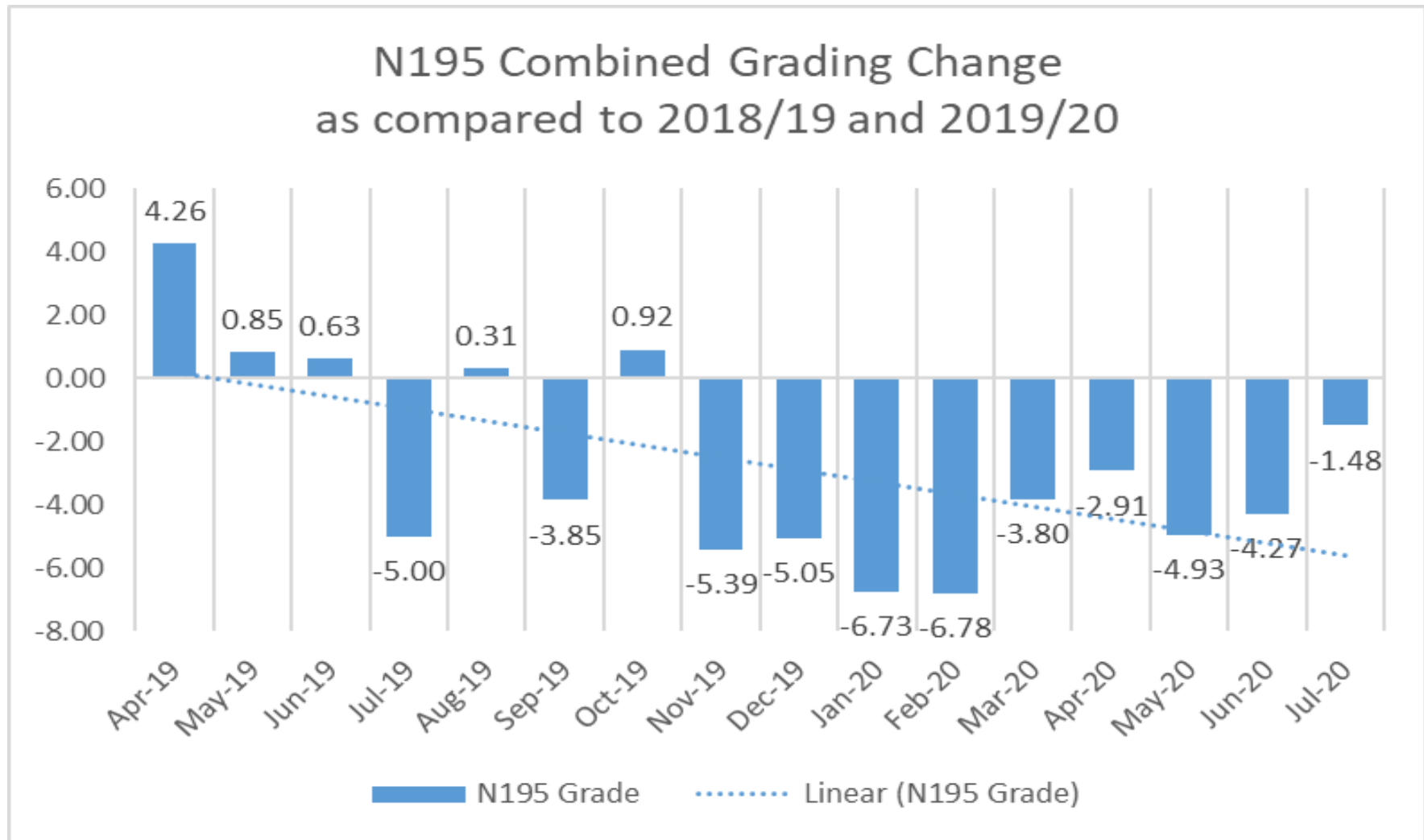


Chart 2

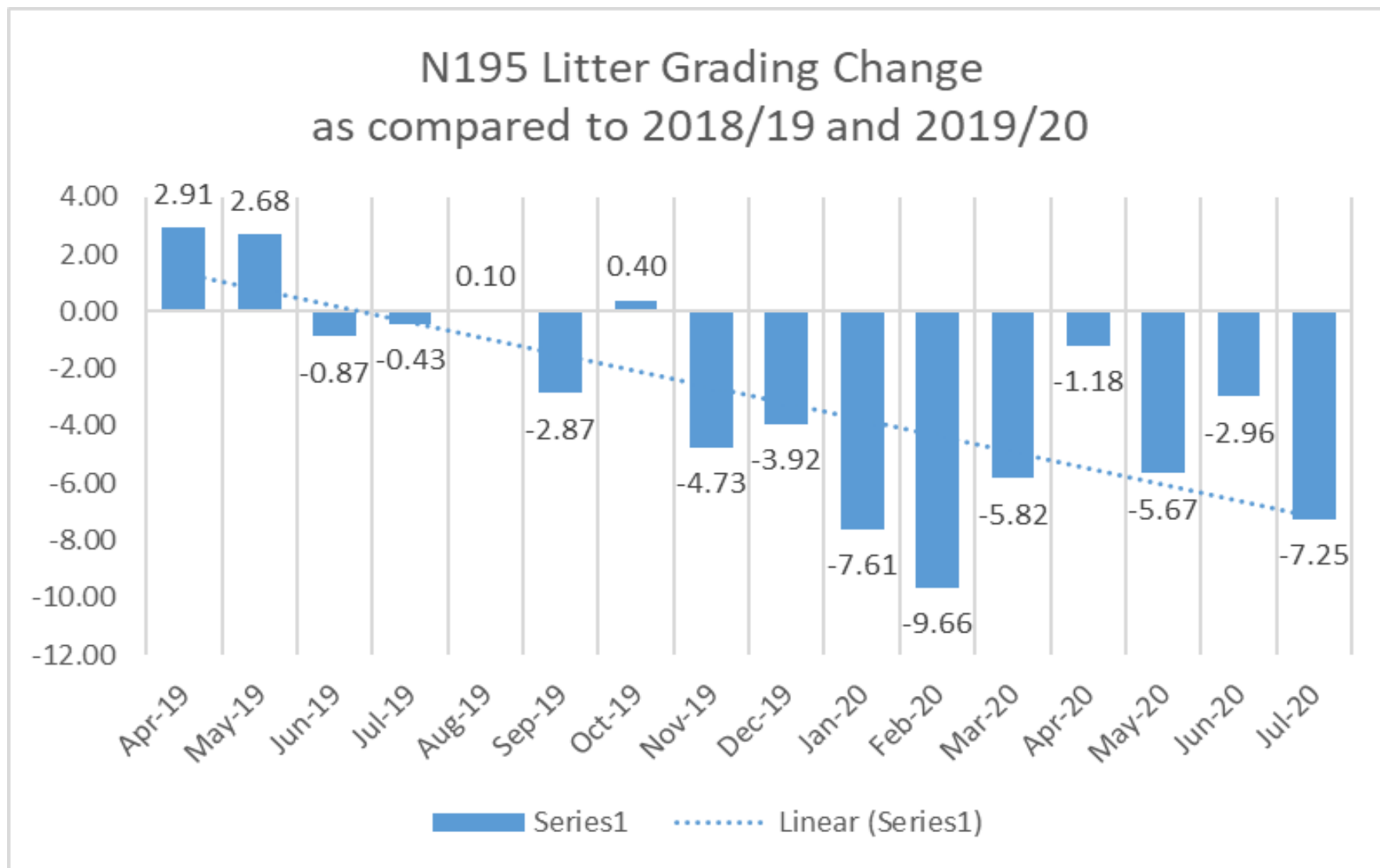
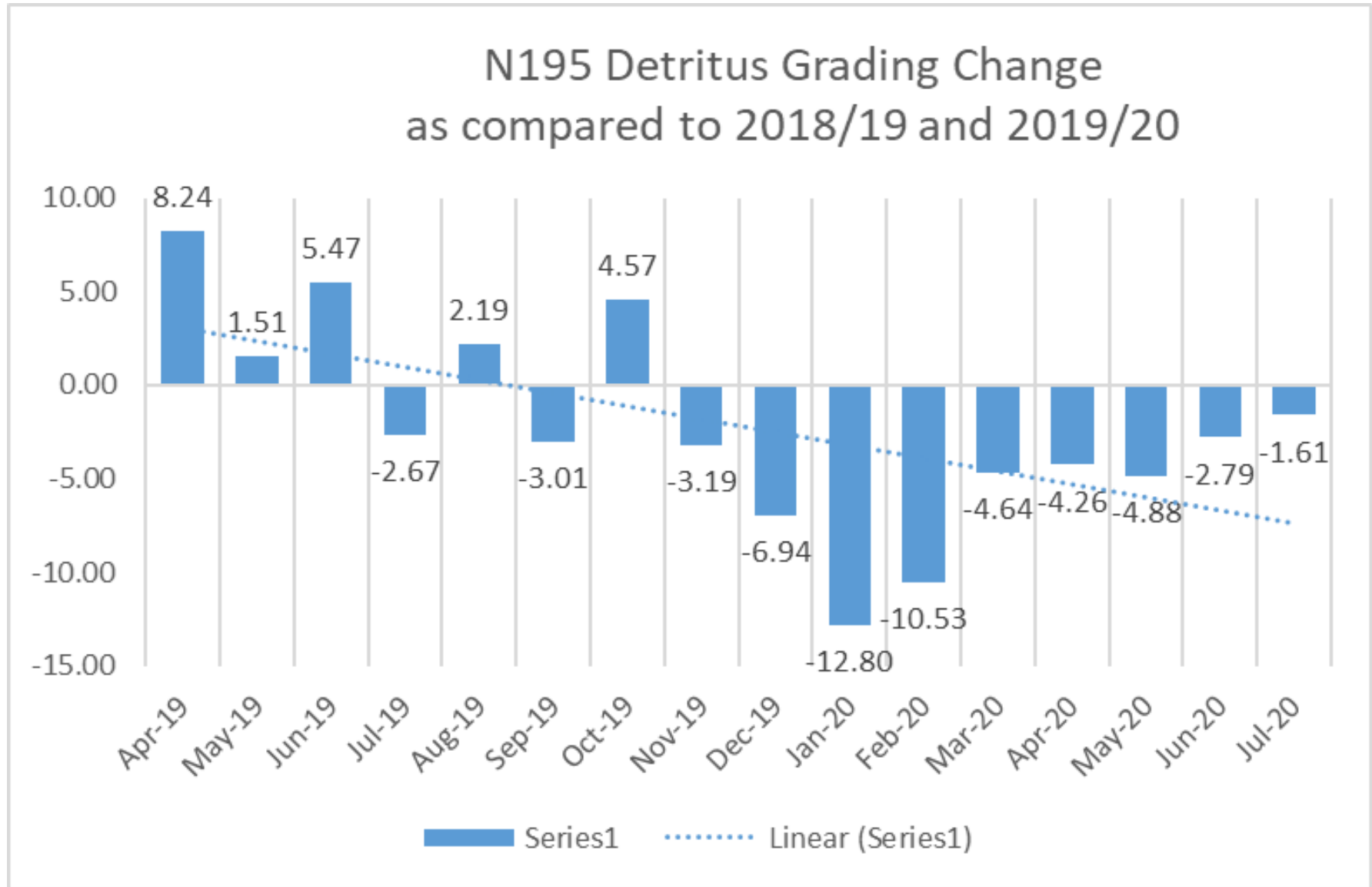


Chart 3



- 2.22. Further detailed analysis can be seen in Appendix 2 which illustrates the fluctuating levels of service requests for Street Cleansing, Litter bins, graffiti and fly tipping and tracks our response rate in rectifying and completing the required time within the contractual standards required.
- 2.23. Appendix 3 illustrates the granularity of information that is undertaken and is used to focus and prioritise the specific areas of required improvement.
- 2.24. In summary over the last 6 months (Jan – June 2020), we have received 186 reports of overflowing litterbins compared to 297 which represents a 37% reduction when compared to the previous 6 months (July – Dec 2019). Over this period over 91% of all reported incidents have been rectified within the service level agreement.
- 2.25. We have seen a similar reduction in the number of street cleansing request over the same period. Over the last 6 months (Jan – June 2020), we have received 2,180 service requests compared to 3,367 which equates to a 35% reduction when compared to the previous 6 months.

Fly-Tipping

- 2.26. 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.
- 2.27. 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.
- 2.28. Our contractor's role in relation to fly tipping is to remove all reported fly-tips on public land within the SLA time frame. Appendix 4 illustrates Veolia's performance 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 (Jan – June 2020) our service provider has responded to and cleared 99% of 7,253 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 14,658 reported fly-tips.
- 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 objectives of the Local Improvement Plan which has the aims to improve baseline standards in street cleansing by;	<i>Delivery of the future improvement initiatives as outlined in the Local Improvement Plan;</i>
Changes to the supervisory structure of Veolia	<i>Scoping and development of an East borough sub-depot</i>
Training, retraining and measuring staff outputs	<i>Mechanised pavement cleansing (Jockey Team) to improve detritus cleansing</i>
Changes to the schedules of cleansing routes	
Targeted deep cleansing of areas with persistent need	<i>PROW cleansing scheduling and improvements to regularity of cleansing</i>

LB Merton - Localised Improvement Plan (LIP)

2.34. The LIP was developed to provide focused improvements with prioritisation to areas where improvements are most needed to meet the desired standard.

2.35. The main elements of the LIP are

- 1) Changes to the supervisory structure,
- 2) Training, retraining and measuring staff outputs.
- 3) Changes to the schedules of cleansing routes
- 4) Targeted deep cleansing of identified areas
- 5) Identifying future improvements such as sub depots and pavement washing by specialist mechanical sweepers

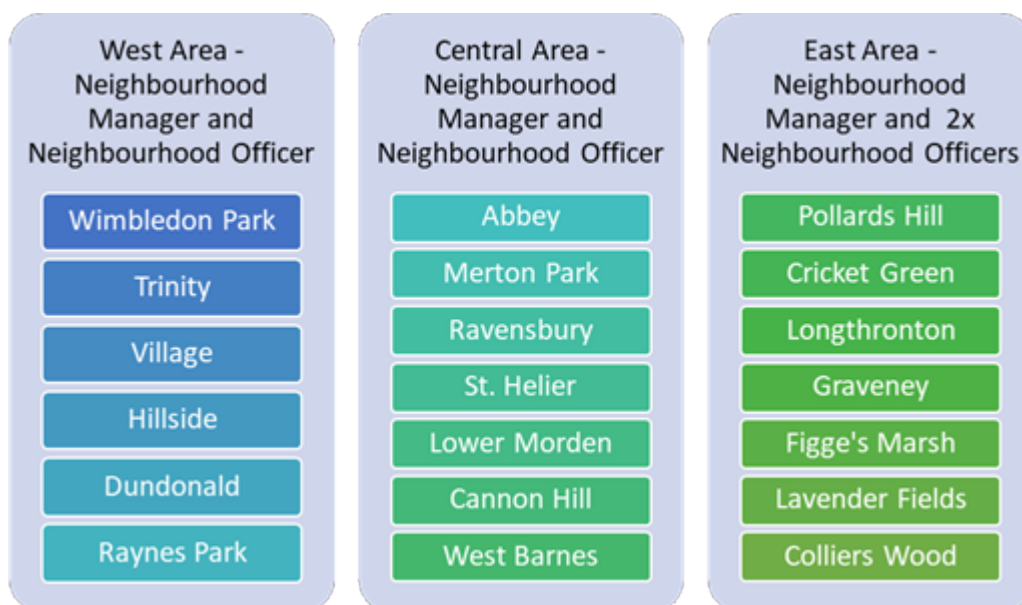
2.36. The key elements identified within the plan complement the areas identified following the Members Engagement workshops, which additional supported the earlier work and development of the waste services Fly-tipping Strategy.

- 2.37. The work streams identified within the plan have all commenced and our service provider continues to review and amend in order to deliver improvements as required.
- 2.38. A full copy of the improvement plan can be seen in Appendix 5.

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 direction 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:



Housing Estates

- 2.44. As part of the ongoing service development the Client Services team have established a new stakeholder forum with the key Housing Associations and Veolia and key stakeholder including resident associations in order to undertake a review of current service design and identify areas for improvement.
- 2.45. To date the service is working closely with both Moat Housing and Clarion on their larger estates and have identified areas of improved services delivery and waste containment. This is work in progress and in the interim, until each programme of work is completed the service continue to regularly monitor these locations and ensure regular weekly collections are implemented.
- 2.46. In addition, the service has further supported investment in improved collection frequency for identified locations while more permanent storage arrangements are being developed with Housing Association partners, thus ensuring resident need is prioritised.

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.

10.2. In addition to above, as part of the South London waste Partnership quarterly Health and safety Board meetings are held with the service provider to ensure full compliance with safety procedures are followed and any incident or breaches are recorded and investigated.

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

- Appendix A – Work stream progress update
- Appendix 1 - Missed Collections
- Appendix 2 – Street Cleansing Service
- Appendix 3 – Localised street cleansing data
- Appendix 4 - Fly tipping response performance
- Appendix 5 – Local Improvement Plan

12 BACKGROUND PAPERS

Cabinet Jan 2020 – Annual Review and other matters relating to the Veolia Street cleaning and waste contract.

12.1. Cabinet Dec 2019 – Presentation of the Local Improvement Plan for street cleansing services developed by Veolia.

12.2. Sustainable Communities Scrutiny and Overview Committee Feb 2020 Annual Review and other matters relating to the Veolia Street cleaning and waste contract.

12.3. Standards and General Purposes Committee - March 2020 Environmental Enforcements update.

12.4. Sustainable Communities Scrutiny and Overview Committee – Sept 2019 Review of the performance of Veolia.

12.5. Sustainable Communities Scrutiny and Overview Committee – Sept 2019 Fly tipping strategy.

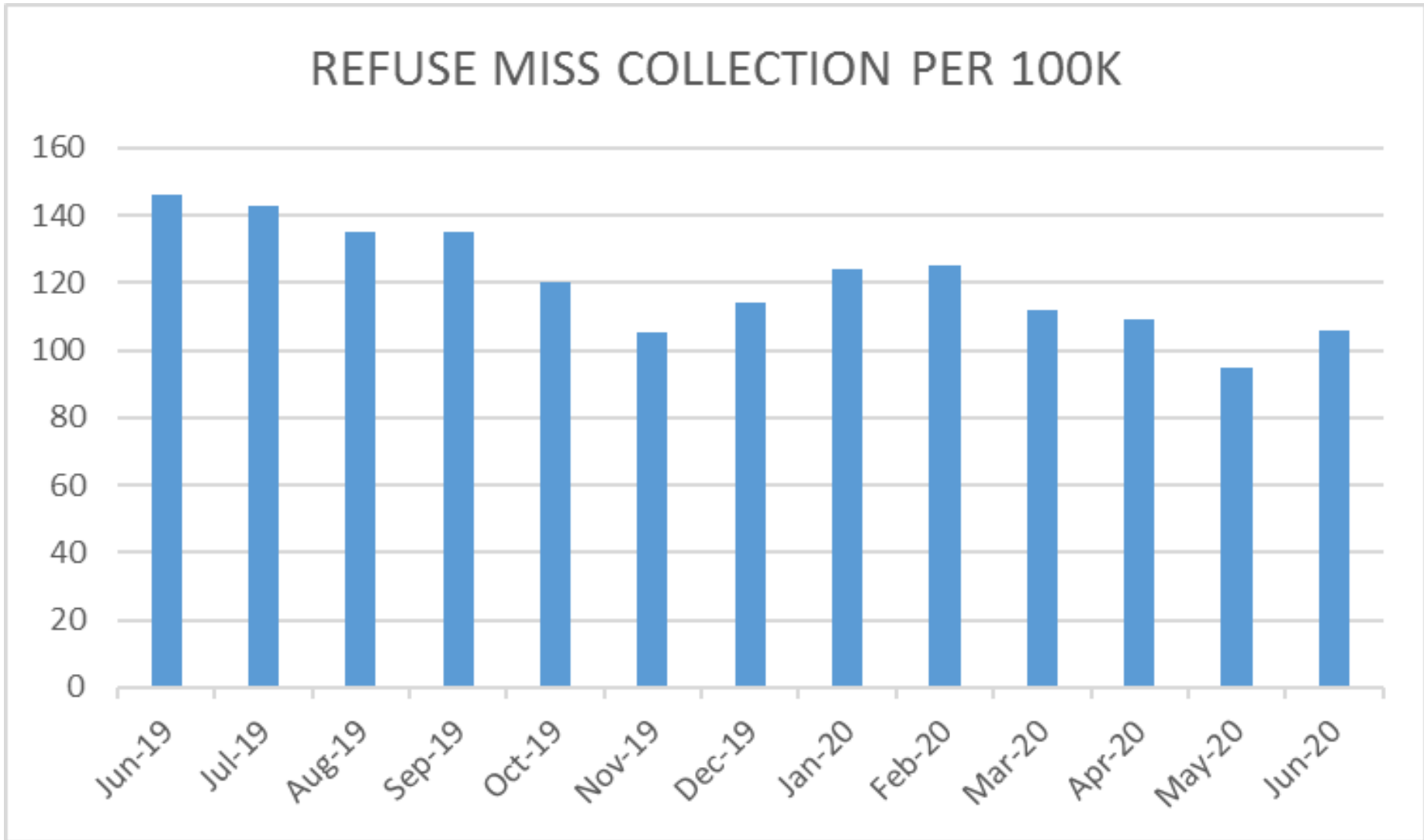
APPENDIX A – WORKSTREAM UPDATE

Work stream / Recommendation	Progress Update
1) Review of large housing estates and current service delivery	On-going – New stakeholders forum in place as outlined in the body of this report Ref 2.44
2) Review of Houses of Multiple Occupancy (HMO) and Flats above shops	On Going – separate work stream has been undertaken in partnership with our service provider to review current service provision as part of the wider Cleaner Merton programme.
3) Communication – ‘Always on Approach’ focusing on why we should recycle, consideration for information to be included in as an insert in Council Tax , My Merton and social media channels.	Completed and ongoing - Information leaflet designed and distributed alongside this year’s council tax. A regular double page environmental update has been included in each edition of My Merton. All social media channels continue to be used and information sign posting our residents to the web pages in now on the side of our collection vehicles. Resident information page on waste and street cleansing services have been reviewed and updated including the street cleansing schedule. Information flyer posted on both the website and social media advising residents on the current impact of COVID 19 and any changes to service schedules. This work stream continues and is on-going and supports the Cleaner Merton programme
4) Borough wide - Deep Clean by ward	Ongoing – as part of the normal service delivery the Client team have continued to identify areas of improvement and worked with the service provider to undertake deep cleans of known hot spot areas. Inspections are undertaken and evidence documented, illustrating improvements of before and after completion of work. This work stream continues and is on-going and supports the Cleaner Merton programme.
5) Localised Improvement Plan to be presented to Cabinet	Completed – Report presented to Cabinet in Dec 2019
6) Veolia to return in 6 (six) months to	Completed – Initial meeting scheduled for

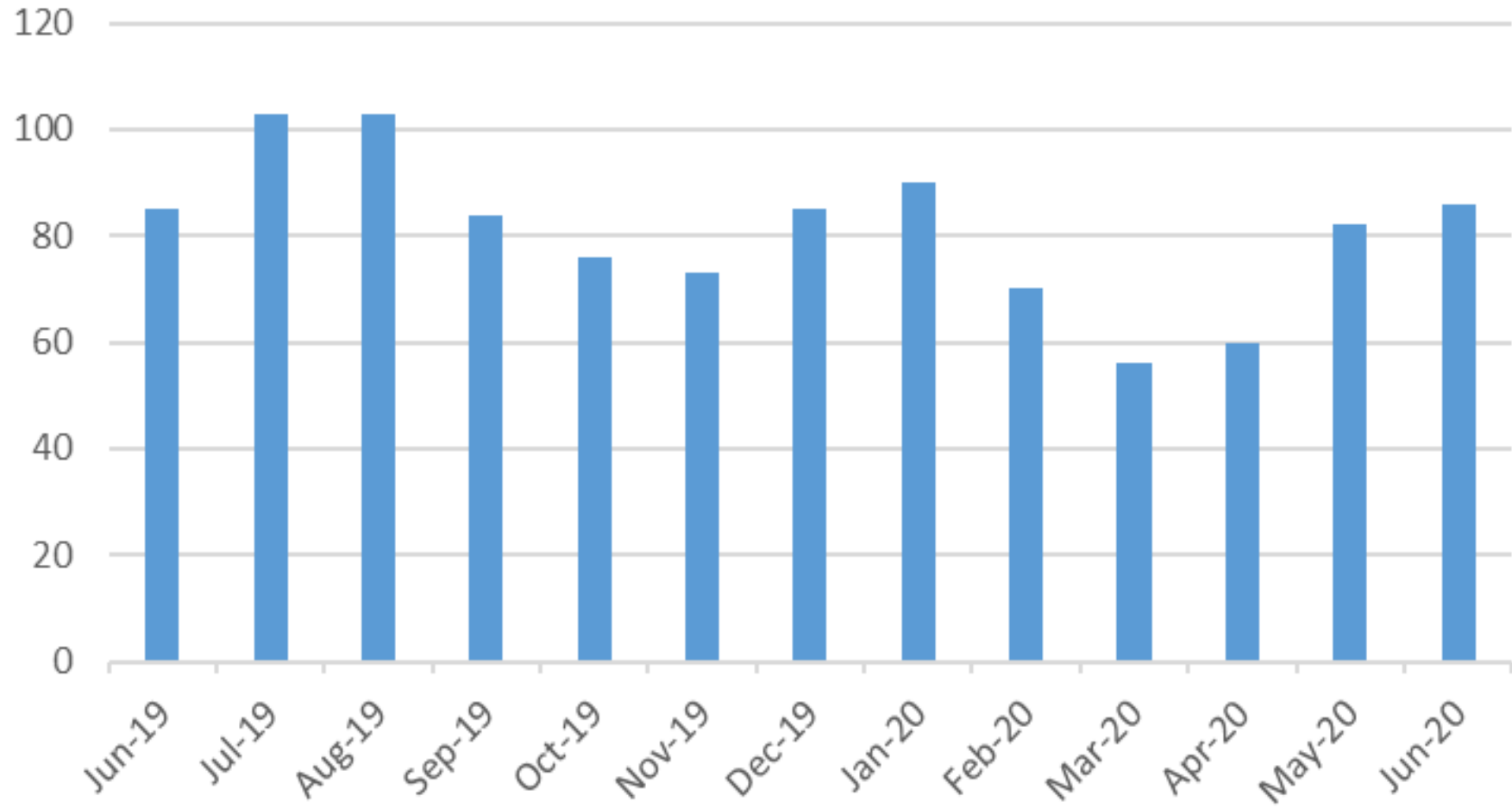
the Sustainable Communities Panel in order to carry out a review of the progress achieved.

March 2020 which was cancelled due to the impact of the current pandemic, rescheduled for Sept 2020.

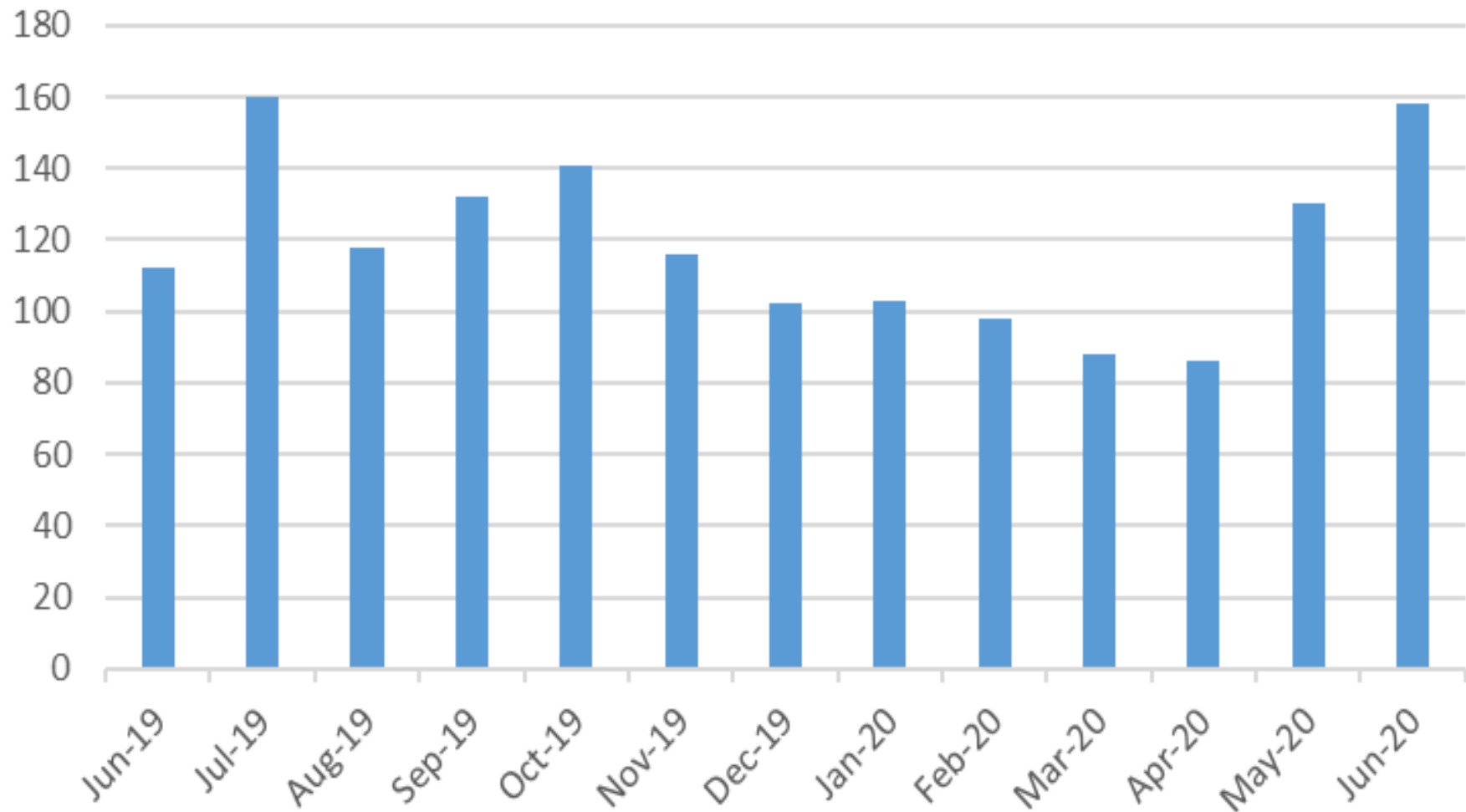
APPENDIX 1 – MISSED COLLECTIONS PER 100K REPORTED IN 48HRS OF SCHEDULED COLLECTION



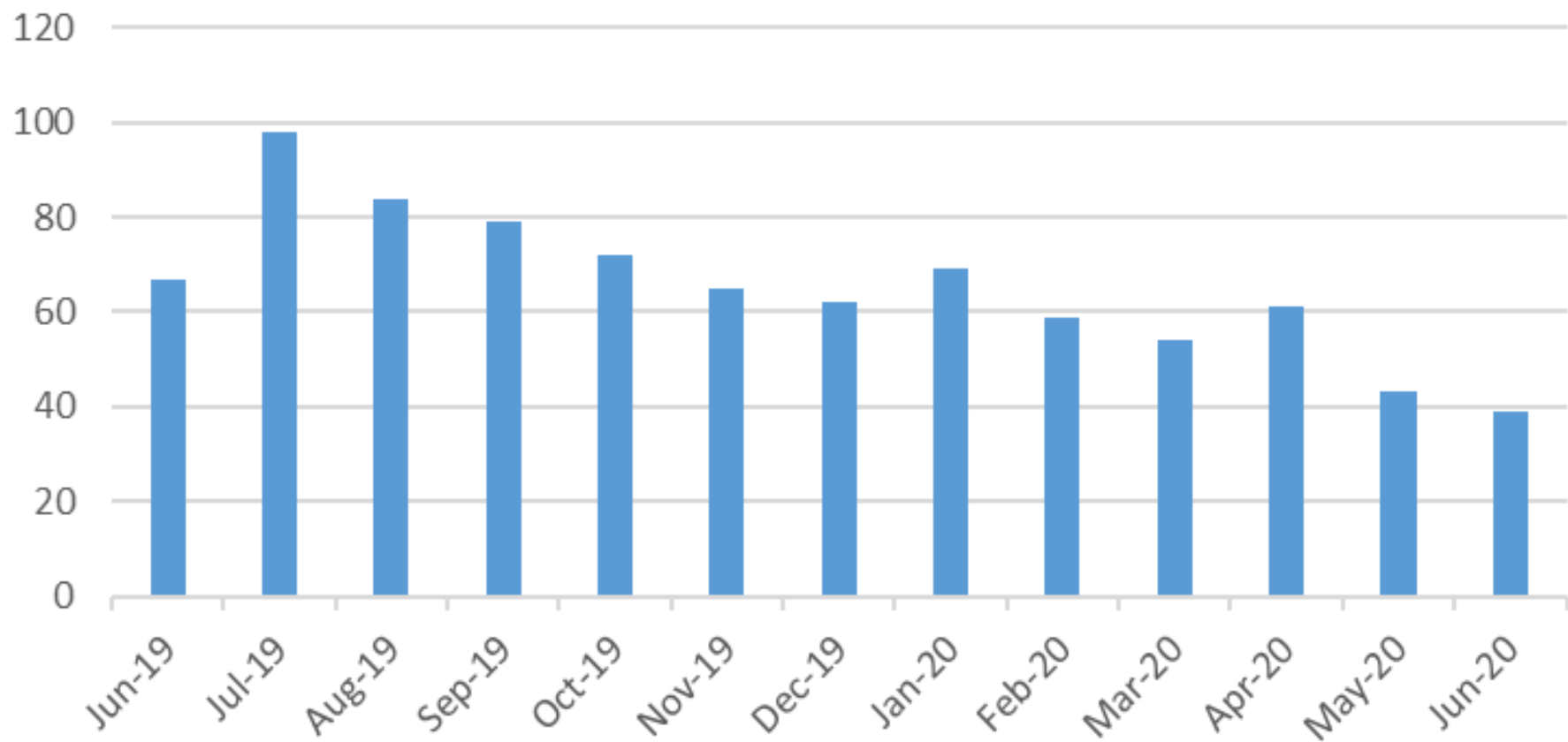
DMR MISSED COLLECTIONS PER 100K



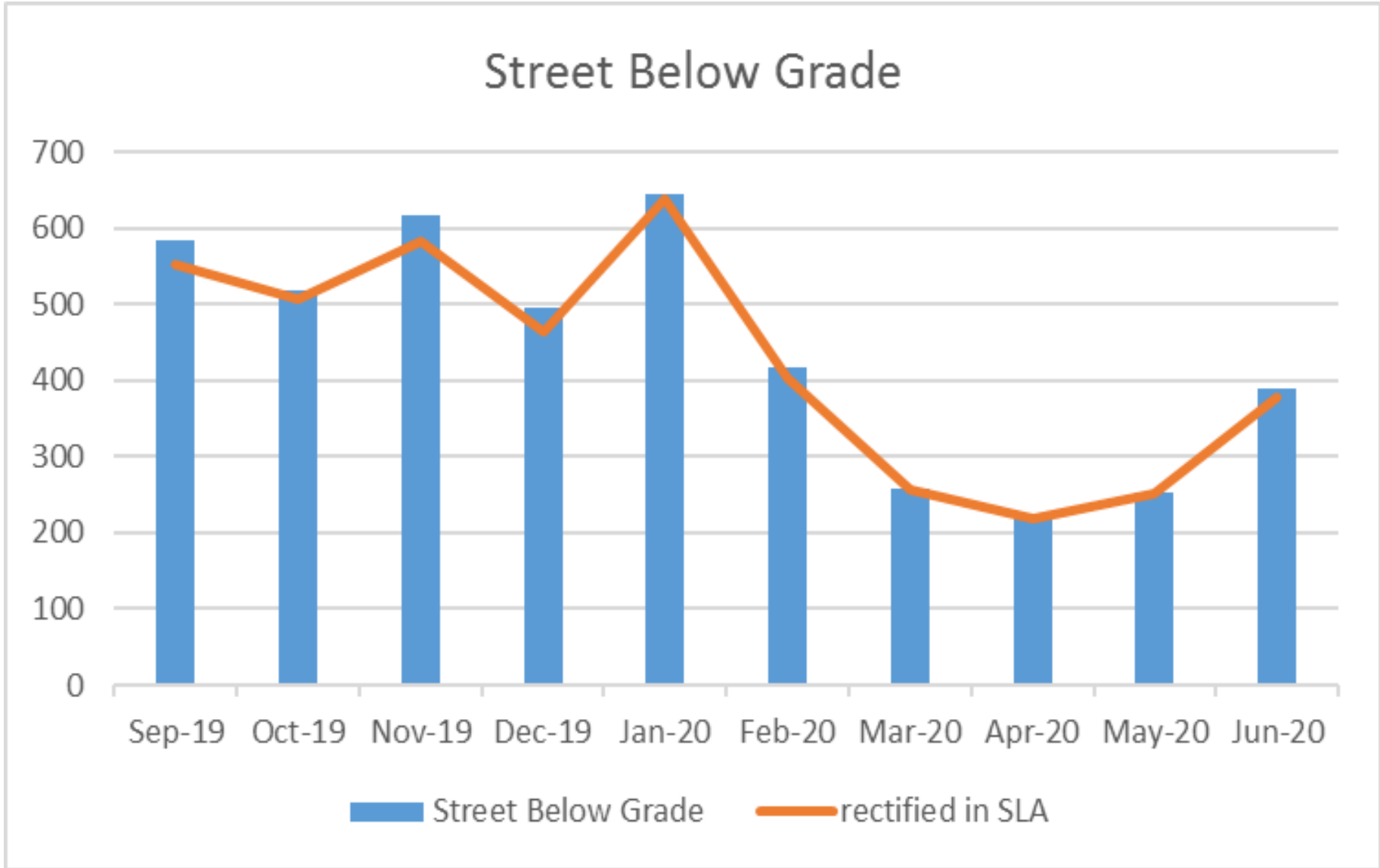
PAPER CARD MISSED COLLECTION PER 100K



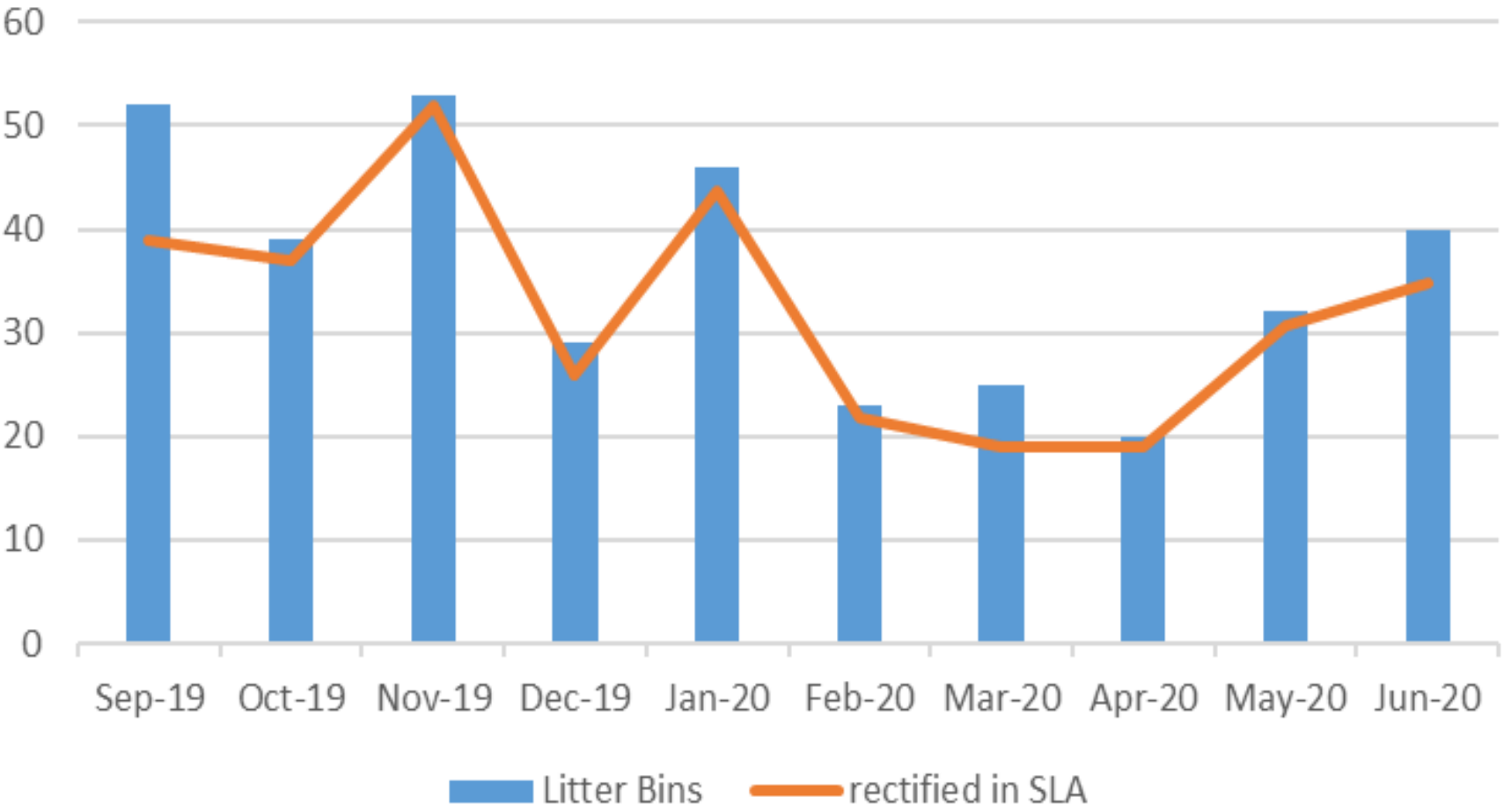
FOOD MISSED COLLECTIONS PER 100K



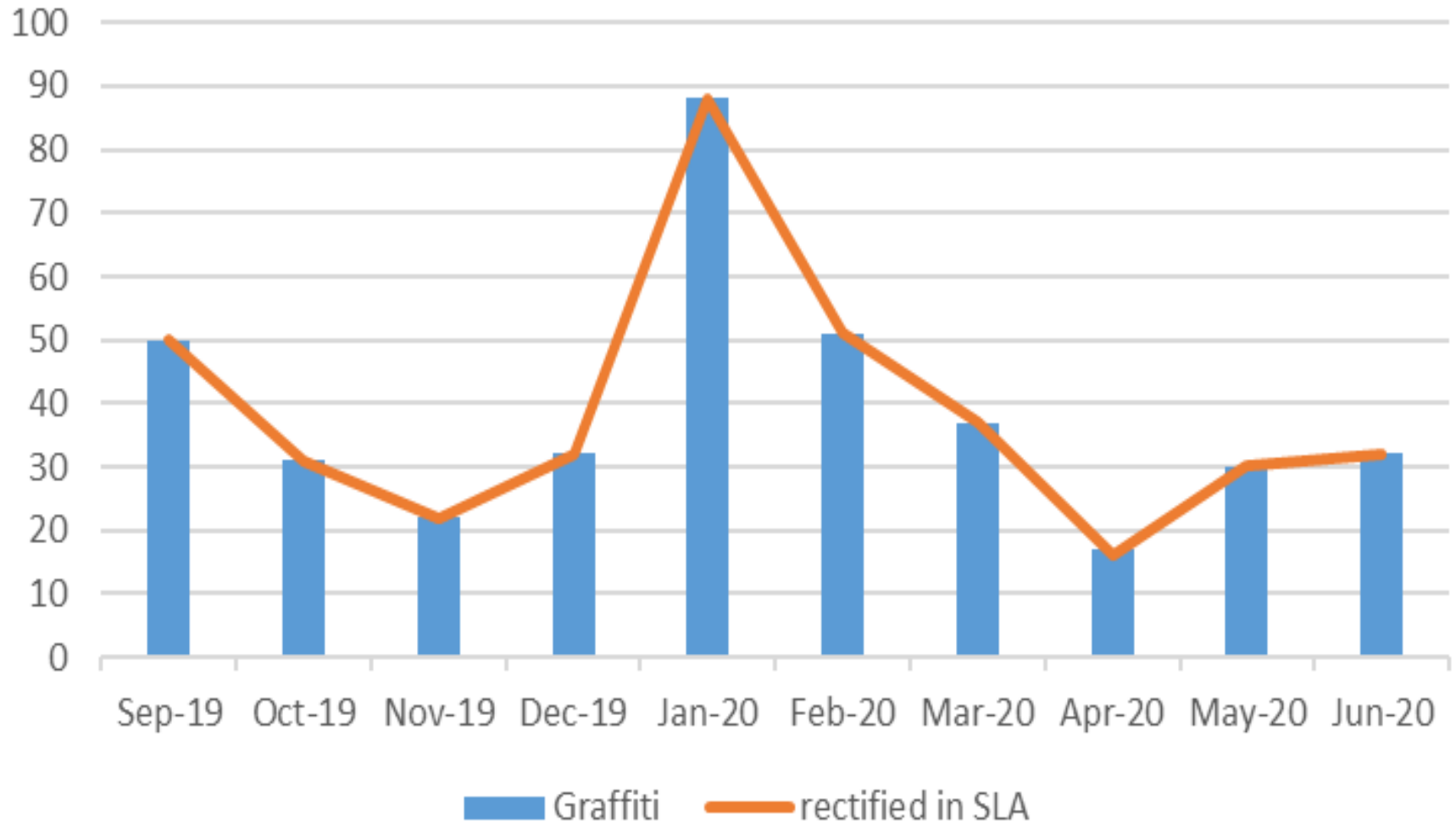
APPENDIX 2 – STREET CLEANSING SERVICES



Litter Bins

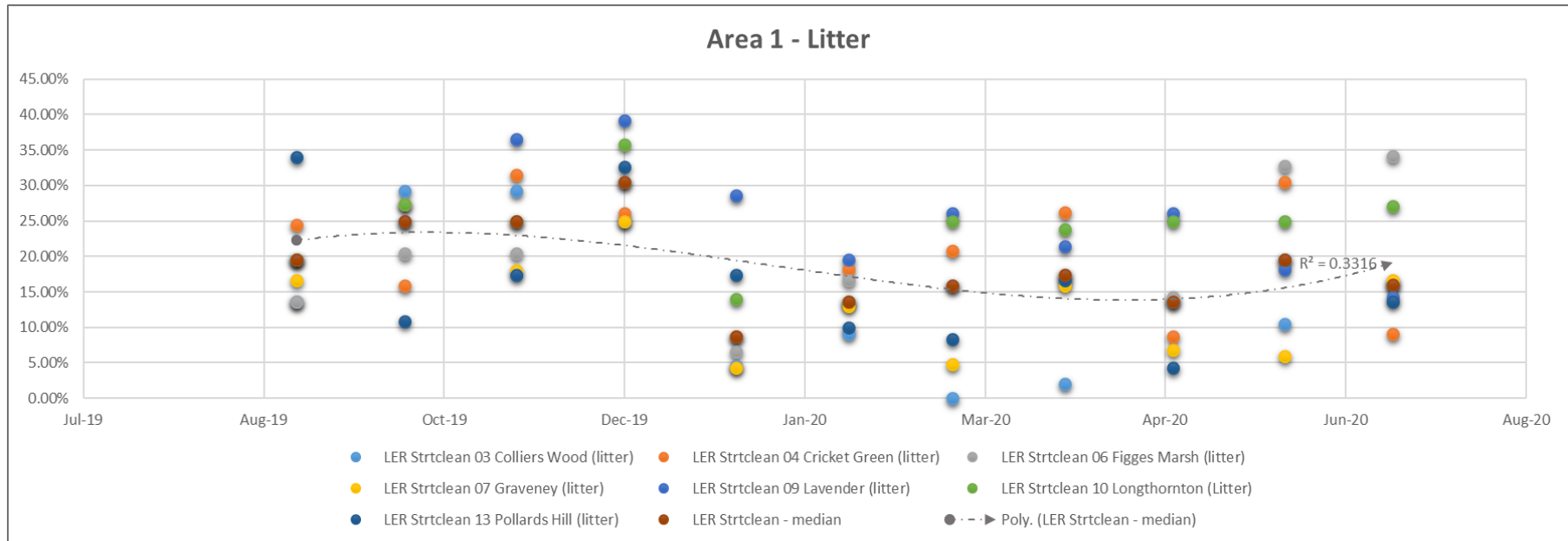


Graffiti

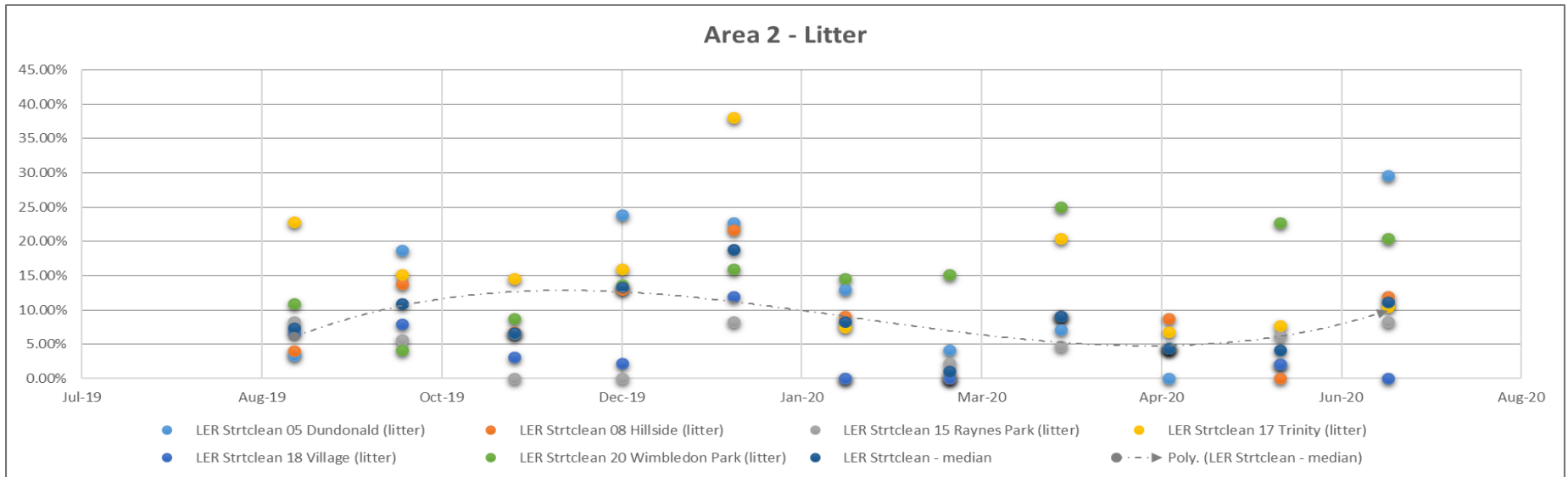


APPENDIX 3 – LOCALISED STREET CLEANSING GRADING DATA

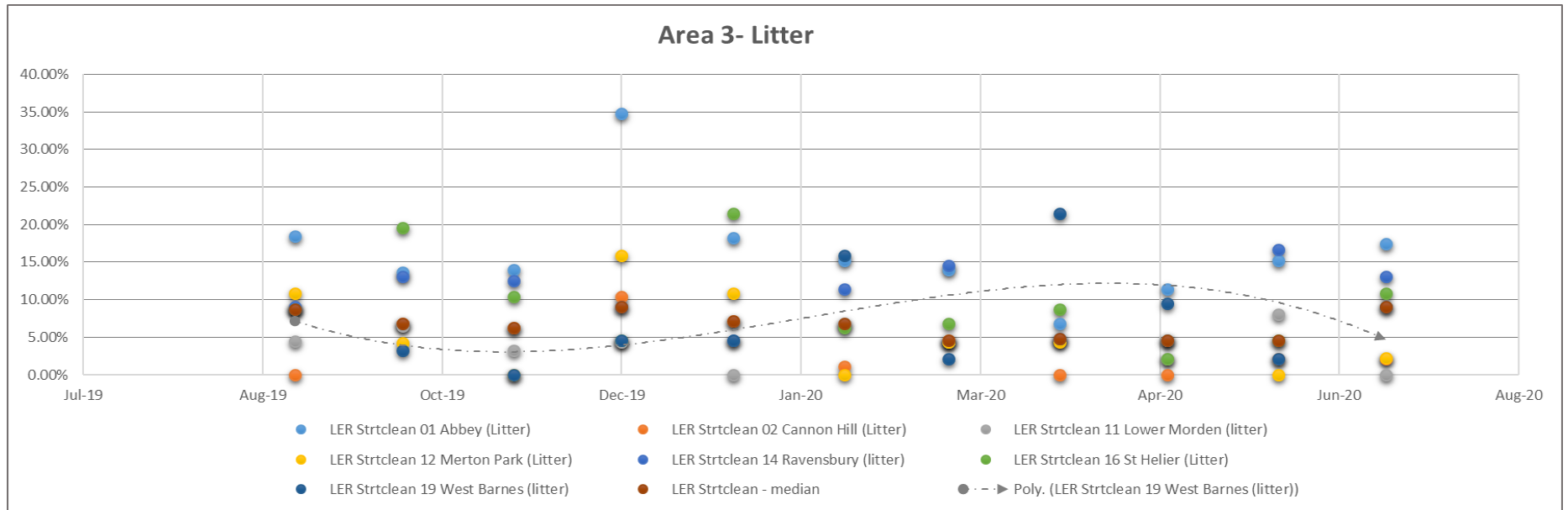
PI code and description	Sep-19	Oct-19	Nov-19	Dec-19	Jan-20	Feb-20	Mar-20	Apr-20	May-20	Jun-20	Jul-20	YTD result
LER Strtclean 03 Colliers Wood (litter)	13.64%	29.17%	29.17%	25%	4.55%	9.09%	0.00%	2.00%	13.64%	10.42%	16.00%	22.18%
LER Strtclean 04 Cricket Green (litter)	24.49%	15.91%	31.52%	26.09%	8.70%	18.18%	20.83%	26.19%	8.70%	30.43%	9.09%	22.12%
LER Strtclean 06 Figges Marsh (litter)	13.64%	20.45%	20.45%	30.43%	6.52%	16.67%	15.91%	17.39%	14.29%	32.69%	34.09%	19.71%
LER Strtclean 07 Graveney (litter)	16.67%	27.27%	18%	25%	4.35%	13.04%	4.76%	15.91%	6.82%	6.00%	16.67%	20.36%
LER Strtclean 09 Lavender (litter)	19.57%	25%	36.54%	39.13%	28.57%	19.57%	26.09%	21.43%	26.09%	18.18%	14.29%	26.97%
LER Strtclean 10 Longthornton (Litter)	19.57%	27.27%	25%	35.71%	14%	14%	25%	24%	25%	25%	27%	28.23%
LER Strtclean 13 Pollards Hill (litter)	34%	10.87%	17.39%	32.61%	17.39%	10.00%	8.33%	16.67%	4.35%	19.57%	13.64%	25.10%
LER Strtclean - median	19.57%	25.00%	25.00%	30.43%	8.70%	13.64%	15.91%	17.39%	13.64%	19.57%	16.00%	23.52%



PI code and description	Sep-19	Oct-19	Nov-19	Dec-19	Jan-20	Feb-20	Mar-20	Apr-20	May-20	Jun-20	Jul-20	YTD result
LER Strtclean 05 Dundonald (litter)	3.33%	18.75%	6.52%	23.91%	22.73%	13.04%	4.17%	7.14%	0.00%	2.08%	29.55%	12.64%
LER Strtclean 08 Hillside (litter)	4%	13.83%	6.82%	13.04%	21.74%	9.09%	0.00%	9.09%	8.70%	0.00%	11.90%	14.12%
LER Strtclean 15 Raynes Park (litter)	8.33%	5.68%	0%	0%	8.33%	0.00%	2.17%	4.76%	4.55%	6.25%	8.33%	6.92%
LER Strtclean 17 Trinity (litter)	22.83%	15.22%	14.58%	15.91%	38.10%	7.45%	0.00%	20.45%	6.82%	7.69%	10.42%	23.09%
LER Strtclean 18 Village (litter)	6.52%	8%	3.13%	2.17%	12%	0%	0%	9%	4%	2%	0%	5.56%
LER Strtclean 20 Wimbledon Park (litter)	10.87%	4.17%	8.70%	13.64%	15.91%	14.58%	15.22%	25.00%	4.35%	22.73%	20.45%	11.41%
LER Strtclean - median	7.43%	10.92%	6.67%	13.34%	18.83%	8.27%	1.09%	9.09%	4.45%	4.17%	11.16%	12.03%

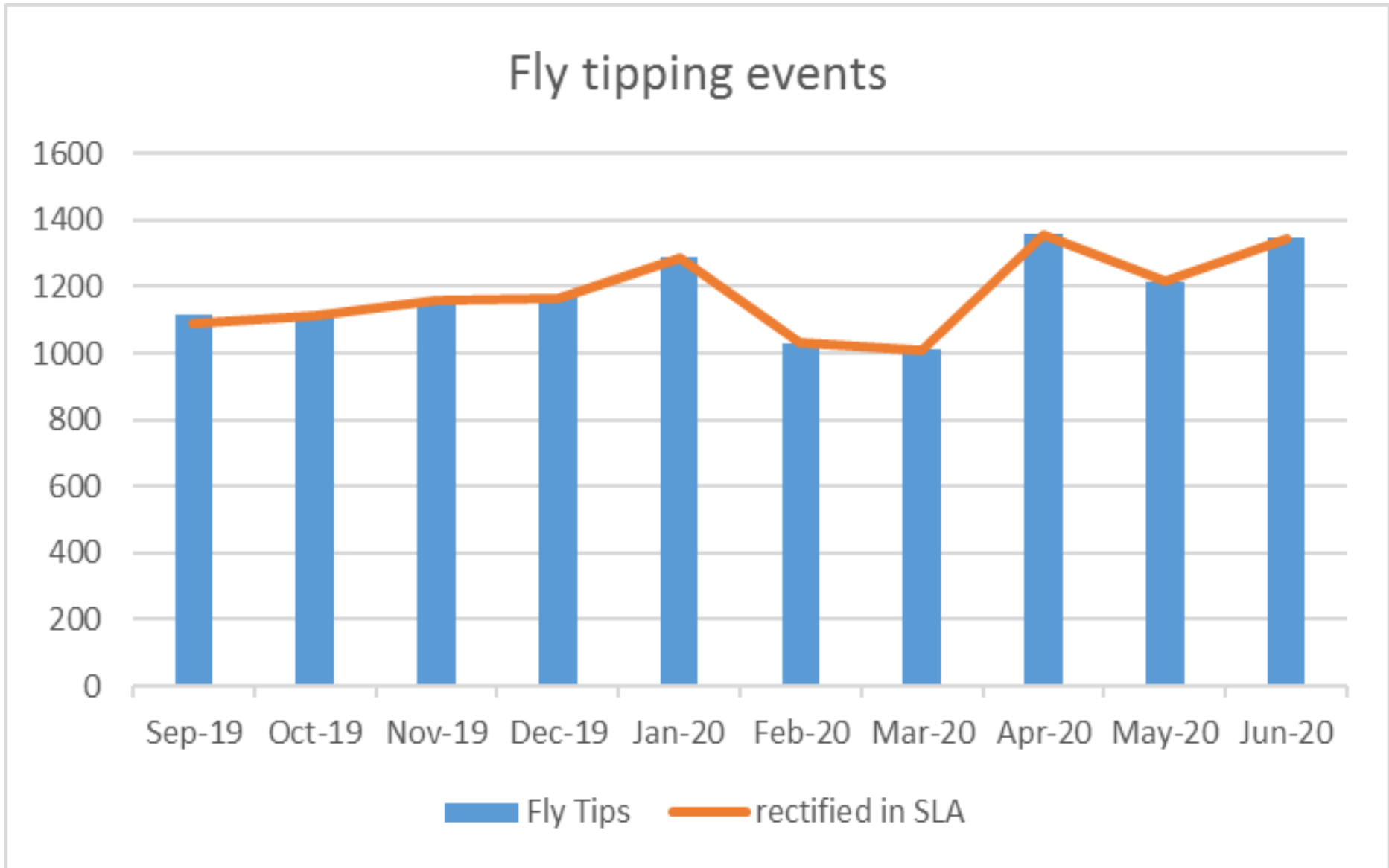


PI code and description	Sep-19	Oct-19	Nov-19	Dec-19	Jan-20	Feb-20	Mar-20	Apr-20	May-20	Jun-20	Jul-20	YTD result
LER Strtclean 01 Abbey (Litter)	18.48%	13.64%	14%	34.78%	18.18%	15.22%	14.00%	6.82%	11.36%	15.22%	17.39%	20.08%
LER Strtclean 02 Cannon Hill (Litter)	0%	6.82%	6.25%	10.42%	7.14%	1.09%	4.55%	0.00%	0.00%	2.08%	2.17%	5.04%
LER Strtclean 11 Lower Morden (litter)	4.44%	6.52%	3.26%	4.35%	0%	7%	4%	5%	2%	8%	0%	4.48%
LER Strtclean 12 Merton Park (Litter)	10.87%	4.26%	0%	15.91%	10.87%	0.00%	4.35%	4.35%	4.55%	0.00%	2.27%	6.50%
LER Strtclean 14 Ravensbury (litter)	9.09%	13.04%	12.50%	9.09%	4.55%	11.36%	14.58%	4.76%	4.55%	16.67%	13.04%	13.44%
LER Strtclean 16 St Helier (Litter)	8.70%	19.57%	10.42%	4.55%	21.43%	6.25%	6.82%	8.70%	2.08%	4.55%	10.87%	12.55%
LER Strtclean 19 West Barnes (litter)	8.70%	3.26%	0%	4.55%	4.55%	15.91%	2.17%	21.43%	9.52%	2.08%	9.09%	3.75%
LER Strtclean - median	8.70%	6.82%	6.25%	9.09%	7.14%	6.82%	4.55%	4.76%	4.55%	4.55%	9.09%	6.50%



APPENDIX 4 FLY TIPPING EVENTS

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