

TONBRIDGE & MALLING BOROUGH COUNCIL

COMMUNITY AND ENVIRONMENT SCRUTINY SELECT COMMITTEE

08 February 2023

Report of the Director of Street Scene, Leisure & Technical Services

Part 1- Public

Matters for Information

1 WASTE CONTRACT - KEY PERFORMANCE INDICATORS

To report on performance of the Waste Contract against a suite of Key Performance Indicators

1.1 Background

1.1.1 As part of the ongoing monitoring & management of the Waste Contract, currently delivered by Urbaser, a suite of Key Performance Indicators is measured and areas for improvement identified. This is in addition to day-to-day management of the contract through site inspections; health & safety checks; spot checks on crews; morning, midday, and end of day updates on collection progress; and daily afternoon briefings to identify causes of any delays and to agree deployment of resources for catch-up work if required.

1.1.2 As recommended by Members of this Committee on 7 July 2022, and subsequent approval by Cabinet on 7 September, the Overview & Scrutiny – Cabinet Protocol established that the Scrutiny Work Programme will have, as a standing item, Key Performance indicators relating to the service areas covered by each Scrutiny Select Committee.

1.2 Key Performance Indicators

1.2.1 The data included within this report for each Key Performance Indicator is for the period September to November 2022, with comparative data for September to November 2021, together with percentage variance when compared with the 2021 performance. The exceptions are for those relating to recycling & composting performance, where the data for April to September 2022 is the most recent audited data available. These are shown in comparison with the same period in 2021, and again with the percentage variance.

1.2.2 Narrative for key issues is provided below this table:

Description	September - November 2021	September – November 2022	%age Variance in Performance
Completion of scheduled collections (%age of rounds completed on scheduled collection day)	86.7 %	96.5%	+11%
Missed Collections – total number of reports	2,959	2,907	-2%
Missed Collections - % of jobs not actioned within SLA - (24 hrs)	100%	100%	0%
Formal complaints – (inc. Intents to default) - Refuse & Recycling	108	84	-22%
Formal complaints – (inc. Intents to default - Street Cleaning	4	0	-100%
Complaints (inc. missed collections, bin returns, pull outs, etc.) – total number	3,072	2991	-3%
Green Box Requests – total number	512	180	-65%
Green Box requests - %age of jobs not actioned within SLA - (5w/days)	13%	30%	+134%
Bin Requests (inc. new properties, replacements & repairs) – total number	1,359	1826	+34%
Bin Requests (inc. new properties, replacements & repairs) - % of jobs not actioned within SLA - (5 w/days)	41%	41%	0%
Bulky Collections (inc. fridges/freezers) – total number	711	676	-5%
Bulky Collections (inc. fridges/freezers) - % of jobs not actioned within SLA - (scheduled collection date)	3%	2%	-33%
Fly Tipping – total number of incidents reported	216	179	-17%

	April-Sept 2021	April-Sept 2022	%age Variance in Performance
Recycling Performance – total % of waste recycled or composted	45.92%	50.51%	+10%
Recycling Performance - % of waste recycled	21.24%	20.14%	-5%
Recycling Performance - % of waste composted	24.68%	30.37%	+23%
Total waste collected (tonnes)	25,318	25,435	+0.5%
Kerbside Collections:			
Recycling (tonnes)	4,920	4,591	-7%
Food waste (tonnes)	1,844	1,345	-27%
Garden waste (tonnes)	7,873	6,381	-19%
Refuse - black bin (tonnes)	12,625	11,677	-8%

1.2.3 The performance on completion of rounds in 2021 was significantly disrupted by collections, caused by staffing issues experienced by Urbaser due to the national shortage of HGV drivers and the ongoing impacts of Covid at that time. In September to November 2021, garden waste collections remained suspended, but the level of completion on refuse, recycling & food waste remained low at 86.7%. In the same period in 2022, performance had improved to above the level of 95% which is generally expected when taking into account such issues as bad weather, road closures, staff shortages, etc. The programme of daily updates detailed above are being maintained in order to proactively identify any rounds which potentially may not complete that day, and the deployment of resources required to ensure any non-completion is rectified.

1.2.4 The number of individual missed collection reports has reduced slightly compared with the same period last year. Given that there are around 514,000 scheduled refuse, recycling, food waste & garden waste collections in each month, there would have been approximately 1,542,000 scheduled for the reporting period. This equates to a missed collection rate of 0.19% in this period. We will continue to work with Urbaser to further reduce the rate of missed collections, particularly for vulnerable residents on our assisted collection service, and for repeat misses at the same property.

- 1.2.5 This is especially pleasing to note given that the project to reschedule the garden waste rounds was carried out in this reporting period. Any significant changes to collection days, changes to collection staff, etc, would normally be expected to result in an at least temporary spike in missed collection reports, complaints, etc, but due to the preparation work carried out by Officers & Urbaser, the rescheduling took place without too many issues or any drop in performance. Prior to the rescheduling of the garden waste rounds, completion each day was averaging around just 90% each day, whereas after the changes, the daily completion rate for garden waste rounds stood at an average of 99.9% at the end of November.
- 1.2.6 The %age of missed collections completed within the SLA is difficult to assess, as currently the back-office system does not always recognise when missed collections have been completed by the same crew who missed it on the collection day, or if they have been completed by a different “missed collection” crew. Urbaser are currently looking into this issue with the systems, but until this is resolved, we will continue to report using the data that is available.
- 1.2.7 The number of formal complaints has continued to reduce compared with the same period last year, from 36 per month to 28 per month. These complaints will include issues such as poor bin placement, spillage of waste, repeat missed collections, behaviour of crew, alleged mixing of waste, etc. The Council’s client team will continue to carry their schedule of proactive monitoring & spot checks and ensure that Urbaser also monitor “hot spot” properties.
- 1.2.8 Due to the number of bin requests increasing, particularly with new builds being completed, Urbaser are currently bulking up bin orders to deliver them by area, including carrying out deliveries on Saturdays. This includes each month’s Garden Waste bin requests from new subscribers. This is considered more efficient than carrying them out in order of the request being made, which leads to increased mileage & driving time. As such, some deliveries have to be made outside of the current Service Level Agreement(SLA). Officers & Urbaser are currently reviewing the SLA set in the back-office system in order to reflect this more efficient way of carrying out deliveries without impacting on frontline services.
- 1.2.9 Now that collections have generally stabilised, Urbaser are now being asked to refocus on some of the other aspects covered within the table above, such as delivery of containers within the contract SLAs, return of bins & boxes in an acceptable manner, and the closing down of completed service requests in a timelier manner.
- 1.2.10 Members will note that the number of incidents of fly tipping has reduced in this reporting period compared with last year, averaging 60 per month against 72 last year. Although TMBC continues to have one of the lowest levels of fly tipping in Kent, it remains a significant issue for Members & residents particularly in “hot spot” areas. As such one of the aims of the pilot of an external resource to carry out investigations & enforcement of fly tipping incidents – in addition to littering &

dog fouling offences – is to reduce levels still further, as well as act as a deterrent through increased levels of enforcement. A review of the performance of the third-party arrangement will be brought forward for Members' consideration at a future meeting of this Committee, together with options for future provision of this aspect of the service.

- 1.2.11 It is pleasing to note that there has been an increase in the %age of waste collected for recycling or composting compared with the same period last year. However, the element of dry recycling (paper/card and plastics, glass & cans) has reduced slightly so analysis is being carried out to identify which waste streams have been affected and the potential reasons for that reduction. A programme of promotional & engagement activities will be implemented in addition to those already taking place & planned for the future in order to try to improve capture rates of recyclable material from the black bin waste stream. A briefing note on these issues & proposed activities will be provided to all Members imminently.
- 1.2.12 Members will note that food waste tonnages continue to drop significantly, as have refuse bin (& garden waste) tonnages compared with the same period last year. This would indicate that although residents continue to use the separate food waste collections as opposed to using black bins for food waste, there is likely to be less food waste being generated. Experience elsewhere would appear to show that as food waste becomes more visible to residents by them separating it from general waste, awareness of the amount being thrown away increases and affects residents' behaviours in a positive manner. The economic situation is also likely to be impacting on food waste arisings, as well as other material streams. This will continue to be monitored as these factors are likely to impact on recycling performance not just in Tonbridge & Malling but elsewhere in Kent and nationally. As above, promotional activities will take place throughout 2023 to try to increase capture rates of food waste from the black bin waste stream.

1.3 Legal Implications

- 1.3.1 The measuring & monitoring of Key Performance Indicators complies with the legal obligations of the Waste Contract with Urbaser. The continued monitoring of recycling & composting performance will assist in delivering the Council's obligations set out in the legally binding Inter-Authority Agreement between the Council and Kent County Council (KCC).

1.4 Financial and Value for Money Considerations

- 1.4.1 The monitoring & management of the performance of the Waste Contractor, Urbaser, will assist in delivering value for money for the Council and its residents.
- 1.4.2 Improved recycling & composting performance, and reductions in black bin waste will assist in maximising the potential of the Performance Payments received from KCC.

1.5 Risk Assessment

1.5.1 Contractual performance is monitored at varying frequencies and varying levels, from daily update briefings to monthly Operational and Steering meetings.

1.6 Policy Considerations

1.6.1 Community

Background papers:

Nil

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