

**TONBRIDGE & MALLING BOROUGH COUNCIL**

**COMMUNITY AND ENVIRONMENT SCRUTINY SELECT COMMITTEE**

**21 September 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; and morning, midday, and end of day updates on collection progress.

1.1.2 As recommended by Members of this Committee on 7 July 2022, and subsequently 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. A corporate suite of KPIs to cover all service areas is also being reported to meetings of each relevant 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 April to July 2023, with comparative data for April to July 2022, together with percentage variance when compared with the previous performance. The exceptions are for those relating to recycling & composting performance, where the data for April 2022 to March 2023 is the most recent audited data available. These are shown in comparison with the previous financial year, again with the percentage variance.

1.2.2 Narrative for key issues is provided below this table:

Description	April 2022 - July 2022	April 2023 – July 2023	%age Variance in Performance
<b>Completion of scheduled collections</b> (%age of rounds completed on scheduled collection day)	96.5%	99.7%	+3%
<b>Missed Collections</b> – total number of reports	5,778	3,932	-32%
<b>Missed Collections</b> - % of jobs not actioned within SLA - (24 hrs)	100%	100%	0%
<b>Formal complaints</b> – (inc. Intents to default) - Refuse & Recycling	113	69	-39%
<b>Formal complaints</b> – (inc. Intents to default) - Street Cleaning	12	14	+17%
<b>Report – Overflowing Litter Bin</b>	n/a	6	n/a
<b>Report – Overflowing Dog Waste Bin</b>	n/a	3	n/a
<b>Green Box Requests</b> – total number	995	977	-2%
<b>Green Box requests</b> - %age of jobs not actioned within SLA - (5w/days)	38%	12%	-68%
<b>Bin Requests</b> (inc. new properties, replacements & repairs) – total number	2,682	2,833	+6%
<b>Bin Requests</b> (inc. new properties, replacements & repairs) - % of jobs not actioned within SLA - (5 w/days)	46%	39%	-15%
<b>Bulky Collections</b> (inc. fridges/freezers) – total number	1,134	1,143	+1%
<b>Bulky Collections</b> (inc. fridges/freezers) - % of jobs not actioned within SLA - (scheduled collection date)	4%	1%	-75%
<b>Fly Tipping</b> – total number of incidents reported (April to June – audited Defra data)	246	259	+5%

	<b>2021/22</b>	<b>2022/23</b>	<b>%age Variance in Performance</b>
<b>Recycling Performance</b> – total % of waste recycled or composted	45.3%	48.9%	+8%
<b>Recycling Performance</b> - % of waste recycled	22.6%	23.5%	+4%
<b>Recycling Performance</b> - % of waste composted/anaerobic digestion	22.7%	25.4%	+12%
<b>Total waste collected</b> (tonnes)	48,732	50,136	+3%
<b>Kerbside Collections:</b>			
<b>Recycling</b> (tonnes)	9,818	9,728	-1%
<b>Food waste</b> (tonnes)	3,469	2,755	-21%
<b>Garden waste</b> (tonnes)	7,605	9,962	+31%
<b>Refuse - black bin</b> (tonnes)	24,620	24,511	-0.4%

- 1.2.3 Members will be aware of the recent rescheduling of collection rounds (from June) and the implementation of a new fleet of vehicles for refuse, food waste & recycling collections. Currently an interim fleet of vehicles has been deployed until the brand-new vehicles are all received, but many of these interim vehicles are almost brand new. This is reflected in the improvement in the daily completion rate, as the number of incidents of vehicle defects has significantly reduced, meaning fewer vehicles having to be off road to be repaired.
- 1.2.4 The implementation of the new collection rounds has gone very smoothly, with Urbaser and T&M staff working together to prevent issues such as repeat missed collections, missed assisted collections, etc reoccurring. This is reflected in the reduced number of missed collections during the reporting period, which is 32% down on 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 2,056,000 scheduled for this reporting period. This equates to a missed collection rate of 0.19% compared with 0.28% in the same period last year. 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 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, TMBC will continue to report using the data that is available.
- 1.2.6 The number of formal complaints relating to collections has also continued to reduce compared with last year, from 28 per month to 17 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 client team will continue to carry their schedule of proactive monitoring & spot checks and ensure that Urbaser also monitor “hot spot” properties.
- 1.2.7 The number of formal complaints relating to street cleaning issues has increased from 3 to 4 per month. Members requested that for future KPI reports, specific details of reports of overfull litter & dog waste bins were provided. These are now detailed in the table above, following some amendments to the online reporting procedure and to phone call classifications. They are not included in the formal complaints data to avoid double-counting. 1,211 litter bins and 600 dog waste bins are provided & serviced across the borough. The dog waste collection vehicle now has a dedicated member of staff on it, who has also trained another operative on the round to ensure continuity when one is off. The trained bin installing operative has also now been released from some of his other duties and is now able to keep on top of new or replacement bins that are raised through an Additional Works instruction. We would encourage residents & Members to report any overfull dog waste & litter bins using the online form at <https://www.tmbc.gov.uk/forms/littering>. This will enable officers to monitor any specific service-related issues and identify any trends.
- 1.2.8 Due to the number of bin requests increasing, particularly over the last year 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 SLA.
- 1.2.9 Members will note that the number of incidents of fly tipping has seen a small overall increase in this reporting period compared with the previous year. Although TMBC continues to have one of the lowest levels of fly tipping in Kent, it remains a significant issue for both Members & residents particularly in “hot spot” areas.

Authority	Fly Tip Incidents - Apr-June 2023
Tunbridge Wells Borough Council	156

Sevenoaks District Council	167
Swale Borough Council	174
Dover District Council	229
Tonbridge and Malling Borough Council	259
Ashford Borough Council	282
Folkestone and Hythe District Council	372
Dartford Borough Council	479
Thanet District Council	520
Gravesham Borough Council	610
Maidstone Borough Council	758
Canterbury City Council	993

1.2.10 As approved by Members of this Committee, the current temporary pilot scheme for the enforcement of littering & fly tip offences is being extended to allow time for officers to procure a longer-term contract. Officers will continue to work with local partners such as the Police, KCC's Intelligence Unit and fellow district councils to deliver further initiatives aimed at deterring fly tippers, educating residents about their Duty of Care responsibilities to ensure their waste is disposed of legally and increasing the number of enforcement activities, such as Operation Assist where waste carriers are stopped, and their documentation checked. Such initiatives in the borough have previously resulted in the seizure of vehicles, issuing of Fixed Penalty Notices and act as a deterrent through the awareness of increased levels of enforcement.

1.2.11 The KPIs relating to tonnages of refuse & recycling are being reported for the full 2022/23 financial year as these have now been audited by Defra. It is pleasing to note that there has been an increase in the overall percentage of waste collected for recycling or composting compared with 2021/22, and that the Council remains one of the higher performing councils in Kent:

<b>Authority</b>	<b>%age recycled/composted 2022/23</b>
Ashford Borough Council	51.0%
Maidstone Borough Council	49.4%

Tonbridge & Malling Borough Council	48.9%
Tunbridge Wells Borough Council	47.8%
Folkestone & Hythe District Council	44.6%
Canterbury City Council	44.5%
Dover District Council	43.2%
Gravesham Borough Council	40.4%
Swale District Council	40.1%
Sevenoaks District Council	35.5%
Thanet District Council	35.4%
Dartford Borough Council	23.5%

- 1.2.12 However, the amount of waste collected for recycling has dipped slightly compared with last year. This has been reported as a national trend, and may be related to the current economic situation, as well as to packaging manufacturers making changes to their production methods, such as light-weighting of glass bottles for example. In order to help maintain the current level of performance and to improve it, further promotional & engagement activities will be implemented in addition to those already taking place & planned for the future. This will include diverting more recyclable material from the black bin into the kerbside recycling containers, as well as waste minimisation initiatives such as encouraging reuse of items rather than disposal.
- 1.2.13 Members will note that food waste tonnages have dropped significantly compared with the previous year. Although some of this reduction may be caused by residents reducing their food waste through changes to buying habits, sample waste audits carried out last year indicated that around 27% of the black bin waste was made up of food waste, both packaged & unpackaged. Diverting more of this food waste out of the black bin will not only help to increase recycling rates, but will also help to reduce disposal costs, by around £65 per tonne. As such, the Waste Contract Officer is currently surveying areas with relatively low food waste participation rates, and attaching bin hangers to those properties where no food waste bin is being placed out, reminding residents of the advantages of the weekly food waste collections, and urging them to contact the Council if they don't have a food waste bin. 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.

1.2.14 The significant increase in garden waste tonnages reflects the period of suspension during the summer of 2021.

### **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 the three daily update briefings to monthly Operational and Steering Group meetings.

### **1.6 Policy Considerations**

1.6.1 Community

Background papers:  
Nil

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