



**Performance and Finance
Select Committee
28th November 2007**

For Action

Wards Affected:
ALL

Report Title: Waste Contract Performance

1.0 Summary

1.1 This report concerns the performance, after 6 months, of the Council's Waste Services Contract with Veolia. The contractor provides the following:

- Household Waste Collection
- Bulky Household Waste Collection
- Household Clinical Waste Collection
- Street Cleansing
- Winter Maintenance
- Bring Bank Recycling Collection
- Kerbside Collection of Dry Recyclables
- Kerbside Collection of Organic Waste

2.0 Detail

2.1 The purpose of this report is to provide a 6 month update to the Performance and Finance Select Committee on the performance of the Council's contract with Veolia which commenced on April 1st 2007.

2.2 As an outcome from its tendering process for the new contract, the Council sought a joint commitment with the Contractor to meet the Council's recycling targets, to achieve the Best Value requirement for service improvement during the life of the Contract, to meet the needs of our customers and to achieve a high standard in comparison with other authorities.

2.3 The Council anticipated that Veolia's proposals would achieve a high level of recycling and a measurably higher quality of service.

2.4 The Council's main objective was to empower the Contractor to minimise the amount of waste being sent to landfill and maximise the amount of waste recycled to comply with regional, national and European requirements.

2.5 The contract specification provided an initial framework for strategic decisions to be taken on the management of municipal solid waste (MSW) in Brent over the next 7 years. It necessarily adopted a flexible approach, recognising the need to respond to rapid developments of new ideas and opportunities.

- 2.6 Targets set under the Government's Waste Strategy require Brent to improve its recycling rate from approximately 20% at present to 33% by 2015/16. Interim targets include 20% for this year (Best Value Performance indicator, BVPI Targets) and 30% by 2010/11 (Waste Strategy 2000 targets).
- 2.7 Other major drivers for improvement include the annual Landfill Tax increase set at £3 per tonne as from 2005-06, which will increase Landfill Tax from its current level of £24 per tonne to at least £35 per tonne. In addition, the Government has introduced the Landfill Allowance Trading Scheme (LATS) which will significantly limit the amount of municipal waste that can be disposed of to landfill. Failure to reduce the landfilling of waste to a level within an agreed allocation could see the Waste Disposal Authority, West London Waste, and in turn Brent, being subject to significant fines.
- 2.8 In addition, the Government's modernisation agenda for local authorities includes Best Value and Comprehensive Performance Assessment (CPA), which are designed to drive improvement in services. Best Value places a duty on local authorities to secure continuous improvement in services. CPA is about helping local Councils improve services for their communities.
- 2.9 The following information outlines the most significant enhancements included within the new Contract Specification.

Refuse, Recycling, and Composting Collections

- A change to same day collections for these services.
- Return bins to within the curtilage of property, as opposed to the point of collection.
- The inclusion of plastics in our kerbside collection system.
- Introduction of station recycling facilities.
- Recycling of street sweepings
- Recycling provision to North Circular
- Increase in estates recycling facilities
- Wider plastics coverage at bring sites
- Recycling and re-use of goods collected through special collection service.

Street Cleansing

- Enhanced cleansing regime for Town Centre and Secondary Area Cleansing.
- Street cleansing scheduled over a 7 day, rather than 5 day week.
- Increased cleansing frequency in our Industrial Areas from a maximum of two visits per week, to a daily sweep or 'every other day' sweep.
- Sweep residential areas three times per week.
- Tightening up of remedial times across all zones.

3.0 Performance

3.1 This report describes performance to date against the following:

- **Best Value Performance Indicators**
- **Customer Satisfaction**
- **Service Implementation**
- **Other Indicators**

Best Value Performance Indicators**BV82a & BV82b Recycling and Composting Performance.**

(The percentage of household waste arisings which have been sent by the Authority for recycling and the percentage of household waste arisings which have been sent by the Authority for composting.)

Target: 25% combined

BV82d *(Tonnage of household waste landfilled)*

Target 84,000 tonnes

Confirmed data is only available to the end of August. Figures in brackets are those for 2006/07.

Period	BV82a Tonnes Recycled	BV82b Tonnes composted	BV82a+b Tonnes Recycled per household	Tonnes not recycled	BVPI Household Tonnes not recycled per household	Recycling % BV82a+b	BVPI 82a	BVPI 82b
APRIL	1103 (943)	965 (754)	2069 (1697)	7236 (9487)	0.07	22.23% (15.98%)	11.86% (8.87%)	10.38% (7.10%)
MAY	1248 (1018)	1174 (1544)	2422 (2562)	6853 (7671)	0.06	26.11% (29.12%)	13.46% (11.57%)	12.65% (17.55%)
JUNE	1300 (1171)	1199 (1665)	2498 (2836)	7046 (6919)	0.07	26.18% (33.36%)	13.62% (13.78%)	12.56% (19.58%)
JULY	1260 (1057)	1132 (1003)	2392 (2059)	8509 (8734)	0.08	21.95% (21.37%)	11.56% (11.15%)	10.39% (10.58%)
AUGUST	1228 (1046)	1118 (915)	2345 (1960)	6066 (8511)	0.06	27.88% (21.37%)	14.60% (11.40%)	13.29% (9.97%)
Cumulative to Date	6139 (5235)	5588 (5881)	11727 (11114)	35710 (41322)	0.33	24.72% (22.43%)	12.94% (10.56%)	11.78% (11.86%)

Officer Comment:

Recycling performance has improved under the new contract (Our final recycling rate was 21% for 2006/07). The introduction of plastics seems to have attracted additional tonnage and new participants. The current rate of new box requests is in the region of 350 per week. The introduction of same day collections will also show a positive impact.

To the end of August, the combined recycling rate was 24.72% compared to 22.43% for the same period in 2006/07.

The dry recycling element stood at 12.94% compared to 10.56% the previous year. This can be attributable to the inclusion of plastics and better promotion and publicity as a result of the launch of a new contract.

The composting element dropped slightly on the previous year. There was a noticeable increase in rejected loads this year. Our reprocessor indicated that this was due to wetter than average loads and a high level of contamination. Brent officers worked with Veolia to raise awareness amongst residents of contamination issues. Those identified as persistently presenting wrong material had their bins removed. Composting tonnage has since recovered as a result.

Overall, tonnage to landfill has dropped significantly. To the end of August, 5612 less tonnes had been landfilled compared with the same period the previous year.

Similarly, the total tonnage recycled or composted had increased by 613 tonnes over the same period.

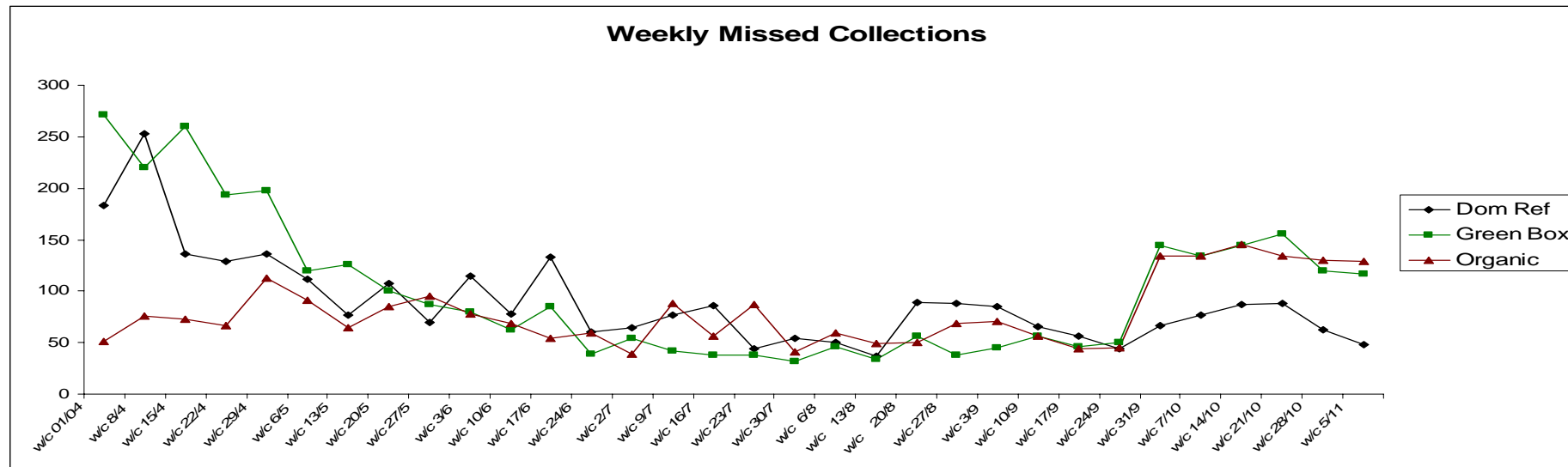
BV88 Missed Waste Collections.

(Number of collections missed per 100,000 collections of household waste.)

Target: 45 per 100,000

	No. of Collections	Target	w/c 01/04	w/c 8/4	w/c 15/4	w/c 22/4	w/c 29/4	w/c 6/5	w/c 13/5	w/c 20/5	w/c 27/5	w/c 3/6	w/c 10/6	w/c 17/6	w/c 24/6
Domestic Refuse	105k	42	183	253	136	129	136	112	77	107	70	115	78	133	60
Green Box	78k	31	271	220	260	194	198	120	126	100	87	80	62	85	39
Organic Bin	60k	24	51	76	73	67	113	91	65	85	95	78	69	54	59

w/c 2/7	w/c 9/7	w/c 16/7	w/c 23/7	w/c 30/7	w/c 6/8	w/c 13/8	w/c 20/8	w/c 27/8	w/c 3/9	w/c 10/9	w/c 17/9	w/c 24/9	w/c 31/9	w/c 7/10	w/c 14/10	w/c 21/10	w/c 28/10	w/c 5/11
65	77	86	44	54	50	37	89	88	85	66	56	44	67	77	87	88	62	48
54	42	38	38	32	46	34	56	38	45	56	46	50	144	134	144	156	120	117
39	88	56	87	41	59	49	50	69	71	56	44	45	134	134	145	134	130	129



Officer Comment:

Veolia managed to settle collection performance after a predictably unsteady start to the new contract.

Performance has been good throughout the summer months and missed collections reached an all time low in Brent. Performance has since slipped again in the wake of the switch to 'same day' collections. Green box and green bin collections remain of particular concern with crews still uncertain of new rounds. Veolia need to undertake further work to ensure crews are able to complete rounds on time and are able to return to missed collections when instructed.

Veolia have added an additional 4 green box collection vehicles to their fleet and are modifying the others to increase their capacity.

The switch to same day collections was communicated early to residents and there was minimal confusion about when collections would happen. Current problems appear to be attributable to crews being unfamiliar with new routes and individual collection points. These are issues which can be overcome as crews gain experience and become more familiar with local issues.

There is an onus on Brent officers to work with Veolia to identify and resolve issues constructively. Should problems persist, then officers have the opportunity to issue rectification points and seek liquidated damages.

BV199 Street Cleanliness

(The proportion of relevant land and highways as defined under EPA 1990 part IV section 86 (expressed as a percentage) that is assessed as having combined deposits of litter and detritus (e.g. sand, silt and other debris) across four categories of cleanliness (clean, light, significant, heavy).

Target 23%

Litter & Detritus

Ward	2006-07			2007-08
	Tranche 1	Tranche 2	Tranche 3	Tranche 1
Alperton		57%		26.5%
Barnhill	24%	33%		
Brondesbury Park		24%		
Dollis Hill		26%	35%	0%
Dudden Hill		38%	0%	26%
Fryent	28%		33%	0%
Harlesden			16%	21.7%
Kensal Green		13%		
Kenton			25%	
Kilburn	34%	40%		25%
Kingsbury				
Mapesbury	25%			
Northwick Park			45%	
Preston		40%	21%	22.7%
Queens Park				11.6%
Queensbury	25%	38%	54%	36.4%
Stonebridge		34%	55%	46.4%
Sudbury		10%	45%	
Tokington		0%	41%	8.3%
Welsh Harp		50%	35%	25%
Wembley Central		31%	33%	12.9%
Willesden Green		25%	33%	23.7%
Total / headline figure for Borough	28%	32%	36%	23.3%

Officer Comment:

Cleansing performance has improved significantly under the new contract (Our BV199 score for 2006/07 was 32%).

Measurements are undertaken by ENCAMS who are independent assessors. The Tranche 1 score has been confirmed at 23% - a 9 percentage point improvement on last year's average. The Tranche 2 score is not yet confirmed.

The analysis above shows how the overall score is attributable to Brent's Wards. Not all Wards have been assessed. Ward data is difficult to interpret as it may be applicable to specific land use types and may not reflect overall cleanliness. It must be noted, however, that all Wards (where a comparison is possible) show significant improvement against the previous year.

3.3

Customer Satisfaction

Stage 1 complaints

2004/05 Total	2005/06 Total	2006/07 Total	2007/08 To Date	Jul– Sept 06	Oct– Dec 06	Jan– Mar 07	Apr– Jun 07	Jul– Sept 07
621	384	339	223	77	60	80	114	109

Officer Comment:

There was a significant increase in complaints in Quarter 1. Those related to the waste collection side of StreetCare numbered 64 in total, compared to 29 in Quarter 4 06/07.

However, by Quarter 2 these had started to drop off as the new waste services contract beds in, with 35 complaints attributable to waste collection services.

The following table uses text from Environment & Culture's Quarterly Complaints Report.

Subject	Quarter 1	Quarter 2
Domestic refuse collection	17% of StreetCare's complaints (30 in total). Note: this is a 100% increase over Q4 06/07's level (15 in total).	16% of StreetCare's complaints (17 in total). Note: this is a 43% drop on Quarter 1's figures, or, almost back to the Q4 06/07 level.
Recycling	19% of StreetCare's complaints (34 in total). Note: this is a 143% increase over Q4 06/07's level (14 in total). However, many of these relate to service issues experienced when ECT wound down their services.	17% of StreetCare's complaints (18 in total). Note: this is a 47% drop on Quarter 1's figures, or, almost back to Q4 06/07 level.
Parking enforcement	9% of StreetCare's complaints (16 in total). Note: this is a 24% drop on Q4 06/07.	21% of StreetCare's complaints (23). Note: this is a 44% increase over Q1.
Special collections (bulky waste)	4% of Streetcare's complaints (7 in total). Note: no change over Q4 06/07.	10% of StreetCare's complaints (11 in total) Note: this is a 57% increase on Q1, due to the introduction of a charge for collections.

Complaints about Street Cleansing numbered less than 5 in both quarters, and are not singled out in the E&C Quarterly Reports.

3.4 Service Implementation

Refuse, Recycling, and Composting Collections

- A change to same day collections for these services.
- **IMPLEMENTED OCTOBER 2007**

- Return bins to within the curtilage of property, as opposed to the point of collection.
- **IMPLEMENTED APRIL 2007**

- The inclusion of plastics in our kerbside collection system.
- **IMPLEMENTED APRIL 2007**

- Introduction of station recycling facilities.
- **PART IMPLEMENTED. ONGOING.** Further expansion requires consultation with station managers to overcome siting and safety issues. Once approval is obtained units are installed. To date, 6 sites are operational. All 25 station sites will be included.

- Recycling of street sweepings
- **PART IMPLEMENTED. ONGOING.** This is happening where sweepers have recycling banks located on their beats. Recyclable material is separated from general rubbish using split barrows. Material is then deposited into these banks. There is a need to introduce more bring banks so more sweeping beats are served.

- Recycling provision to North Circular
- **TO BE IMPLEMENTED NOVEMBER 2007.** This is currently being rolled out. Letters and sacks will be issued to all NCR residents in November and co-mingled collections of dry recyclables will commence thereafter.

- Increase in estates recycling facilities
- **ONGOING.** All estate sites have been assessed and 80 additional sites will have facilities installed this Quarter. The coverage of the dry recycling service is now approaching 95% of all households.

- Wider plastics coverage at bring sites
- **PART IMPLEMENTED.** All can banks are currently being relabelled as cans and plastics banks. This will make plastics recycling available at over 100 sites in Brent. Re-labelling should be completed in December.

- Recycling and re-use of goods collected through special collection service.
- **IMPLEMENTED APRIL 2007**

Street Cleansing

- Enhanced cleansing regime for Town Centre and Secondary Area Cleansing.
- **IMPLEMENTED APRIL 2007**

- Street cleansing scheduled over a 7 day, rather than 5 day week.
- **IMPLEMENTED APRIL 2007**

- Increased cleansing frequency in our Industrial Areas from a maximum of two visits per week, to a daily sweep or 'every other day' sweep.
- **IMPLEMENTED APRIL 2007**
- Sweep residential areas three times per week.
- **IMPLEMENTED APRIL 2007**
- Tightening up of remedial times across all zones.
- **IMPLEMENTED APRIL 2007**

3.5 Other Indicators

Time taken to remove fly-tips

Q1 confirmed at 0.86 days.

Q2 (Jul and Aug 07, not Sept) is currently at 1.08 days.

Target less than 1 day.

Officer Comment:

Fly-tip removal performance slipped in Quarter 2. Veolia need to review reporting arrangements to ensure data is entered correctly. Previously work had been recorded as completed on a later date and this had corrupted performance.

4.0 Performance Summary

BVPI 82a and 82b

The percentage of household waste either recycled or composted is at 24.75% and exceeds last year's performance at the same stage and is close to our annual target of 25%

BVPI 82d

To the end of August, Brent had landfilled 5612 fewer tonnes than at the same stage last year.

BVPI 88

Veolia's performance has suffered due to the reorganisation of rounds in compliance with 'same day' collections. Performance had improved significantly after an unsteady start to the new contract. Veolia need to adapt as quickly again to remedy current poor performance.

BVPI199

Performance is significantly better than at the same stage last year and is on course to meet our annual target.

7.0 Financial implications

There are no financial implications as a result of this Report.

8.0 Legal implications

There are no legal implications as a result of this Report.

9.0 Diversity implications

There are no diversity implications as a result of this Report.

10.0 Background documents

Brent – Veolia Waste Services Contract 2007 – 2014
StreetCare Service Plan 2007/08

11.0 Contact officers

Keith Balmer (Director of StreetCare, StreetCare Service Unit, Brent House, Ext. 5066).

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Graeme Maughan (Policy Support Manager, StreetCare Service Unit, Brent House, Ext. 5270).

Keith Balmer Director of StreetCare	
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