

LONDON BOROUGH OF BRENT
PERFORMANCE AND FINANCE SELECT COMMITTEE

2ND March 2004

REPORT NO: FROM THE DIRECTOR OF ENVIRONMENT

FOR INFORMATION / ACTION

NAME OF WARD
ALL

REPORT TITLE : Update on Onyx Performance – Refuse Collection Service

1. SUMMARY

- 1.1 This report provides members of the Policy & Performance Select Committee with an update on Onyx UK Ltd. current performance with regard to the refuse collection service. The report also outlines steps taken by both StreetCare Officers and Onyx staff to improve performance in the area of Refuse Collection.

2. RECOMMENDATION

- 2.1 That Members note the actions taken by both Officers and Onyx Staff to improve the performance of the refuse collection service.

3. FINANCIAL IMPLICATIONS

- 3.1 There are no financial implications arising out of this Report.

4. STAFFING IMPLICATIONS

- 4.1 None specific to this report.

5. ENVIRONMENTAL IMPLICATIONS

- 5.1 The environmental implications of this service would effectively improve the overall street scene by creating a cleaner and safer environment.

6. LEGAL IMPLICATIONS

- 6.1 None specific to this report.

7. Current Performance: Refuse Collection

7.1 The last quarter (Oct-Dec 2003/4 see table below) performance by Onyx showed notable improvements in respect to missed refuse collection, bins being returned to point of collection and the removal of fly tips. However there was a slight under-performance in respect to missed collections put right the next day, indicating that some residents are waiting longer to have their missed refuse collected.

Table A

INDICATORS	2002-03 Actual	2003-04 Target	2002-03				2003-04
			Oct-Dec 2002	Jan-Mar 2003	Apr-June 2003	Jul-Sep 2003	
No of h/h waste collections missed per 100,000 collections	55.9	55	49.60	43.80	123.81	119.92	64.88
% of missed collections put right by the end of next working day, as a % of missed collections	43.27 %	90%	46.18 %	62.36 %	53.75 %	71.56 %	69.31 %
Number of bins not returned to point of collection.	260	60	64	41	88	126	99
Average time to remove fly tips	2.28 days	2 days	2.59 days	2.42 days	1.41 days	0.52 days	0.42 days

8. **Areas for improvement identified by StreetCare**

8.1 **Refuse Collection Vehicles:** StreetCare officers believe there has been insufficient spare vehicle capacity, so when breakdowns occur repairs have to be effected before service is resumed. This problem is more acute on housing estates (particularly South Kilburn) where bulk bins (paladin) are collected. Onyx has two vehicles to provide this service and have operated for some time without sufficient spare vehicles.

8.1.1 Onyx has placed orders for three new refuse collection vehicles to be delivered in the new financial year (2004-5). The purchase of these new vehicles should reduce considerably the failure to collect household waste due to breakdowns. In the mean time Onyx have hired additional vehicles to support this service.

8.2 **Refuse Collection Schedules:** The refuse collection schedules had been out of date for a period of nine months. This was of major concern to StreetCare officers and support staff who were unable to give residents the scheduled day for their refuse collection.

8.2.1 Refuse collection schedules are now completed and both Onyx and StreetCare staff are working with the same information. This has reduced considerably conflicting information being given to members of the public

8.3 **Supervision:** The supervision carried out by Onyx management of their operatives has been inconsistent and of a poor standard. The lack of consistent management has not helped develop a reliable supervision base and refuse crews had been operating independently of each other.

8.3.1 Supervision by Onyx should improve as a result of the new generic management structure that is now in operation. Onyx operatives will be made to be more accountable by signing off all tasks completed, on a daily log sheet. These log sheets have to be counter signed by Onyx Environmental Managers after inspecting work carried out by operatives. This new measure should ensure that set tasks are completed to a satisfactory standard. Early signs are encouraging.

8.4 **Response Times:** Onyx has not been consistent in complying with contractual response times, and not reporting them on the Contender computer system promptly. This affects the quarterly statistics presented in our own performance reports and to the Audit Commission and sometimes leads to further complaints from dissatisfied users.

8.4.1 Onyx staff have received extensive training on the use of the Contender System. Each member of staff within the Onyx admin team received a day's training in dealing with different types of Contender queries. It is hoped this comprehensive training should improved response times and figures submitted to the Audit Commission.

9. **Other Initiatives**

9.1 Regular meetings take place between officers in StreetCare and Onyx UK Ltd to evaluate performance and highlight problem areas. One joint meeting and training

session between Onyx staff and StreetCare Officers was held on 26th January 2004 at Barham Park.

- 9.2 Regular meetings between senior managers in both Onyx and Environmental Services have also been taking place since December 2003. These meetings include the attendance of both Keith Riley the Managing Director of Onyx UK Ltd, and Richard Saunders Director of Environmental services.
- 9.3 More intense monitoring by Officers is still being continued by StreetCare Officers to accurately and reliably assess Onyx performance. A weekly performance report is being produced and is being sent to Senior Officers within Onyx UK Ltd.
- 9.4 More joint site visits are being made by Council Officers and Onyx Managers in an effort to resolve problems in a more effective and efficient way. Typical examples include addressing problems in areas where the problem has resulted in regular missed collections.
- 9.5 StreetCare management will be organising some team building training with Onyx supervisors in April 2004 and StreetCare officers.
- 9.6 StreetCare management has asked Onyx to provide some costings for a satellite depot based street cleaning system, similar to the one being implemented in South Camden.

10. **BACKGROUND INFORMATION**

Details of Documents:

Refuse Collection, Street Cleansing and other Services Contract.

Contract Method Statement

Crystal Reports

Audit Commission Report

Any person wishing to inspect the above papers should contact Neal St Lewis, StreetCare Unit, Brent House, 349 High Road, Wembley, Middlesex HA9 6BZ, Telephone: 020-8937-5079

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