

# Scrutiny Streets, Environment & Homes Sub- Committee Supplementary Agenda



**6. South London Waste Partnership Contract (Pages 3 - 66)**

To review Veolia's performance under its contract for the waste, recycling collection service and street cleansing. Additionally to review the Council's management of the contract.  
( Report to Follow)

Asmat Husain  
Executive Director of Resources and  
Monitoring Officer (Interim)  
London Borough of Croydon  
Bernard Weatherill House  
8 Mint Walk, Croydon CR0 1EA

Stephanie Davis  
020 8726 6000 x84384  
020 8726 6000  
stephanie.davis@croydon.gov.uk  
www.croydon.gov.uk/meetings

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# Agenda Item 6

<b>REPORT TO:</b>	<b>Streets Environment and Homes Scrutiny Sub-Committee 28 September 2021</b>
<b>SUBJECT:</b>	<b>Review of the Waste &amp; Street Cleansing Contract</b>
<b>LEAD OFFICER:</b>	<b>James Perkins; Head of Environmental Services</b>
<b>CABINET MEMBER:</b>	<b>Cllr Muhammad Ali; Cabinet Member for Sustainable Croydon</b>
<b>PERSON LEADING AT SCRUTINY COMMITTEE MEETING:</b>	<b>Steve Iles; Director of Public Realm</b>
<b>PUBLIC/EXEMPT:</b>	Public

## **COUNCIL PRIORITIES 2020-2024**

*Include here a brief statement on how the recommendations address one or more of the Council's priorities:*

- We will live within our means, balance the books and provide value for money for our residents.*
- We will focus on tackling ingrained inequality and poverty in the borough. We will follow the evidence to tackle the underlying causes of inequality and hardship, like structural racism, environmental injustice and economic injustice.*
- We will focus on providing the best quality core service we can afford. First and foremost, providing social care services that keep our most vulnerable residents safe and healthy. And to keep our streets clean and safe. To ensure we get full benefit from every pound we spend, other services in these areas will only be provided where they can be shown to have a direct benefit in keeping people safe and reducing demand.*

[Council's priorities](#)

<b>ORIGIN OF ITEM:</b>	<b>This Item was identified as a topic for Scrutiny</b>
<b>BRIEF FOR THE COMMITTEE:</b>	<b><i>To inform and update the committee on the performance of the Council's waste collection and street cleansing contract. Identifying areas of service improvement and management of known and emerging risks to the service. A legislative backdrop is also provided to inform the committee of future challenges and opportunities.</i></b>

## 1. EXECUTIVE SUMMARY

- 1.1. *This report seeks to inform and update committee members in the progression, performance and efficiencies within the Council's waste collection and street cleansing contract it holds with Veolia Environmental Services since its award in 2017. Statistical and narrative information is provided across a wide range of service areas within the body of the report and appended documents. The report provides further information on the local, regional and national legislative drivers affecting this service area and in terms of the national agenda, provides the committee with information on the changes expected by the new national waste strategy and the legal, financial and operational impacts this may have on the delivery of services going forward. Current service delivery challenges and risks are also detailed along with the mitigation work being carried out by officers and contractor staff to minimise the impact of such risks onto the delivery of the services.*

## 2. Review of Waste and Street Cleansing Contract

### Background Information

#### **South London Waste Partnership Contract**



- 2.1. The South London Waste Partnership (SLWP) was formed in 2003 between the boroughs of Croydon, Kingston, Merton, and Sutton. SLWP has a proven record of providing improved and more cost-effective waste management services through the procurement of waste disposal, recycling and Household Reuse and Recycling Centre contracts.
- 2.2. Veolia were the successful bidder for a new waste and recycling contract, and a new service commenced on the 1<sup>st</sup> April 2018 for street cleansing, and the 1<sup>st</sup> October 2018 for the waste and recycling collection service.

2.3. The South London Waste Partnership (SLWP) contract has harmonised the waste collection services across the boroughs of Croydon, Kingston, Merton and Sutton. This provides residents with a consistent message throughout the boroughs.

### **2018 Service Change**

2.4. In 2018 Croydon embarked on an ambitious change to the waste and recycling service. The start of a new waste and recycling contract allowed Croydon to review the recycling and waste service it provided to residents.

2.5. From both a financial and environmental perspective recycling is preferable to disposal of residual waste. Environmentally, recycling helps conserve the finite resources associated with making new products and reduces dependency on virgin materials. Financially it costs considerably less to recycle waste than it does to dispose of it as residual waste.

2.6. Recognising the previous waste collection system Croydon provided disproportionately more capacity for residual waste, which made up approximately 60% of the total waste capacity. A decision was made to increase the container capacity for households to recycle more whilst simultaneously reducing the capacity for residual waste.

2.7. Service changes and efficiencies around the harmonisation of existing services included;

- Food waste collected every week
- Residual (non-recyclable or 'black bag') waste collected every fortnight
- Card and paper collected every fortnight
- Tins, plastics glass collected every fortnight
- The changes to the provisions were as follows:
  - 240L refuse bin – replaced by a 180L bin
  - 55L paper and card recycling box – replaced by a 240L bin
  - 55L dry mixed recycling box – replaced by a 240L bin (this was the existing residual waste bin)
  - Food bins/caddies – remained the same.

- 2.8. Figures show that residents have embraced the new service with recycling rates improving from 38% before the roll out to 49% in 2019/20. Less residual waste was presented per household and the amount of recycling significantly improved.
- 2.9. Other services are also harmonised across the partnership area. The street cleaning service proposals operate on a neighbourhood basis. Parks and grounds maintenance service resource is flexible with dedicated staff at key locations. Boroughs are able to share depot space, enabling the services to operate more efficiently

### **3. Policy Context**

- 3.1. There are currently significant changes being planned and proposed to the scope and scale of the waste management legislative framework governing the services provided at a local level and how these services are to be delivered. The Environment Bill in particular provides the opportunity to bring the waste management legislative frameworks more in line to complement the emerging carbon reduction and circular economy regimes.

### **4. Croydon Policy**

#### **Climate Emergency**

- 4.1 The Council declared a climate change and ecological emergency in July 2019 and more recently 7<sup>th</sup> June 21 cabinet welcome the report and recommendations of Croydon Climate Crisis Commission and record the Council's thanks to the Commission and the New Economics Foundation for their thorough and committed work in challenging circumstances
- 4.2 Single use plastic is one of the most prevalent forms of waste and litter, and is the focus of increasing public concern, the Council has confirmed they have secured funding for three water fountains to be installed in the borough. This will assist residents in cutting down on the use of single use water bottles and encourage reusable bottles.
- 4.3 The Council are also in agreement with the aims of grass roots organisations within Croydon that are focusing on reducing single use plastic. There is already two plastic free shops in the borough.
- 4.4 It must be noted that the Veolia contract and the services within it form only a small part of the solutions required to meet the climate emergency aims and objectives.

#### **Regional Policy**

- 4.5 The Mayor of London Recycling and Reduction Plan (RRP); a defined set of new initiatives, actions and service changes designed to reduce the quantity of wastes being produced whilst maximising the opportunities for re-use, recycling and composting set against a defined timescale. Croydon's RRP is appended to this report.

#### **National Policy**

#### **Environment Bill**

- 4.6 At an overarching level, the Bill sets out a framework for future environmental ambition and accountability and puts the Government's 25 Year Environment Plan on a statutory footing. It includes proposals to create an Office for Environmental Protection (OEP) that will provide a governance and enforcement framework to replace that previously provided by the European Commission and the Court of Justice of the European Union.
- 4.7 It also seeks to ensure that key environmental principles enshrined in various international agreements, EU Treaties and environmental legislation have a legal standing and continue to underpin environmental law and policy-making in England
- 4.8 The Bill also contains proposals and enabling powers across four environmental priority areas – nature and biodiversity, air quality, water, and resources and waste – and is critical to the delivery of a range of policy proposals currently being developed and consulted on with the resources and waste sector.

### **Resources and Waste Strategy (2018)**

- 4.9 In December 2018, the government published a new, national Resources and Waste Strategy for England within which, key operational, administrative, financial and legislative changes were proposed. These include
- Consistency in collections – providing for streamlined and consistent collection systems and services to all households and businesses in England
  - Details of a new and extended responsibilities for manufacturers, suppliers and distributors of recycled and recyclable packaging.
  - The re-introduction of a Deposit Return Scheme (DRS) for all glass, metal and plastic drinks containers in England.
  - A weekly food waste collection service to all households and businesses in England.
  - A garden waste collection service to be provided free of charge to households.
- 4.10 Two rounds of consultation have been carried out on many of the above proposals since early 2019 with the second round closing in June 2021. We await the outcome of these consultations in readiness for a final Strategy document being published and adopted.

## **Service Provided**

- 4.11 Veolia provide both waste and street cleansing services to Croydon. The service is an output based contract.
- 4.12 The waste service operates Monday to Friday, including most bank holidays. It include collections for kerbside recycling, flats recycling, clinical waste collection bulky waste collections (paid for service), garden waste collection (paid for service), clinical waste and assisted collections. The scale of this service including performance data is appended to this report.
- 4.13 The streets service is a provided 364 days a year (Christmas day is excluded). The service includes fly tip clearance, mechanical sweeping, maintain streets to a grade B or above, litter clearance, leaf clearance and market cleansing. The scale of this service including performance data is appended to this report.

## **5. 2020-21 Service Delivery**

### **Covid 19 Impact**

- 5.1 In March 2020 a business continuity plan was agreed and activated to minimise the impact of Covid 19. As a Priority 1 service Veolia continued to operate and maintained front line services in Croydon. The service had to make service delivery changes during an ever changing landscape. This led to some services partially suspended (bulky waste collections and bin deliveries) however minimal disruption was felt by residents as the frontline collections happened to schedule. A robust, Covid-specific business continuity plan was created to allow for the prioritisation of statutory collections over discretionary services but as stated above, disruption to collection services were fortunately kept to a minimum.
- 5.2 The pandemic led to a change in behaviour that was not anticipated or planned for which has meant the landscape now being operated in was very different from a year ago and the impact will be felt much longer. Although front line services were maintained residents working from home saw a large amount of waste diverted from commercial streams being moved into household collections. The HRRC being closed exacerbated this and has impacted upon tonnages of waste collected and the recycling rate falling due to increased refuse collected.
- 5.3 It is known that there was a c.20% increase in the quantity of Household residual (black bag) waste during 2020 - 21 and a c15% increase in the quantity of recycling wastes produced. These disproportionate increases will have a detrimental impact on several national indicators for this period, including increases in the kilograms per household per year, kilograms per head per year and a reduction in our recycling performance.
- 5.4 All services were being deployed daily from October 2020. The impact of Covid is still providing challenges for the collections service with drivers and loaders impacted, especially post-Christmas when cases went up nationally, however these were isolated incidences and managed locally. The national shortage of HGV and LGV drivers (detailed in this report) is compounding this ongoing issue and is being



proactively managed by a regularly updated Business Continuity Plan ensuring that core services are protected as far as possible and are delivered in full each week.

### Waste Performance

Total collections for this period is **22,701,608**

Missed Bins<sup>1</sup> 20/21

Refuse missed per 100k	125
Recycling missed per 100k	107
Paper missed per 100k	83
Food missed per 100k	60
Missed per 100k overall <sup>2</sup>	98

- 5.5 Residents are requested to report missed waste collections via the councils reporting systems with the contractual requirement for VES to re-attend the address within 24 hours of receiving notification. Address management, in-cab technology exists in all collection vehicles with the ability to report 'bins not presented' or 'bins not found' at any given address but in all cases, VES will re-attend addresses and collect bins when 'at fault' and 'not at fault' Monthly and quarterly performance data across all KPIs is appended to this report. Reports of missed collections fell by over 30% during the imposed periods of lockdown during 2020 and 2021. For recurring instances of missed collections from a single household, when identified a period of weekly monitoring by VES managers will be put in place for the following four collections and photographic evidence used to ensure collections have been carried out.

### Improvement Plan

- 5.6 In January 2021 the service ran a three week catch up programme following the three bank holidays, this is always a challenging time with excess waste produced, however Veolia deployed all services with minimal disruption to residents. In February 2021 it was recognised that the performance was not improving despite the introduction of new SPI's in September 2020. In March 2021 an improvement plan was devised by Veolia and Croydon Council officers to drive performance in the contract. The data shows a continuous improvement in the number of bins missed from February until May, this was set to continue with more improvements planned. In June 2021 a national driver shortage<sup>3</sup> began to emerge and Veolia struggled to maintain the improved performance.

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<sup>1</sup> This is old best value environmental indicator number 10 which was abolished in 2008, despite this all local authorities have continued to use this indicator as a method for monitoring waste contracts across the country

<sup>2</sup> The contractual target is 30 per 100k, this is however currently under review

<sup>3</sup> There has been national coverage on this issue as it is impacting all industries that rely on HGV drivers

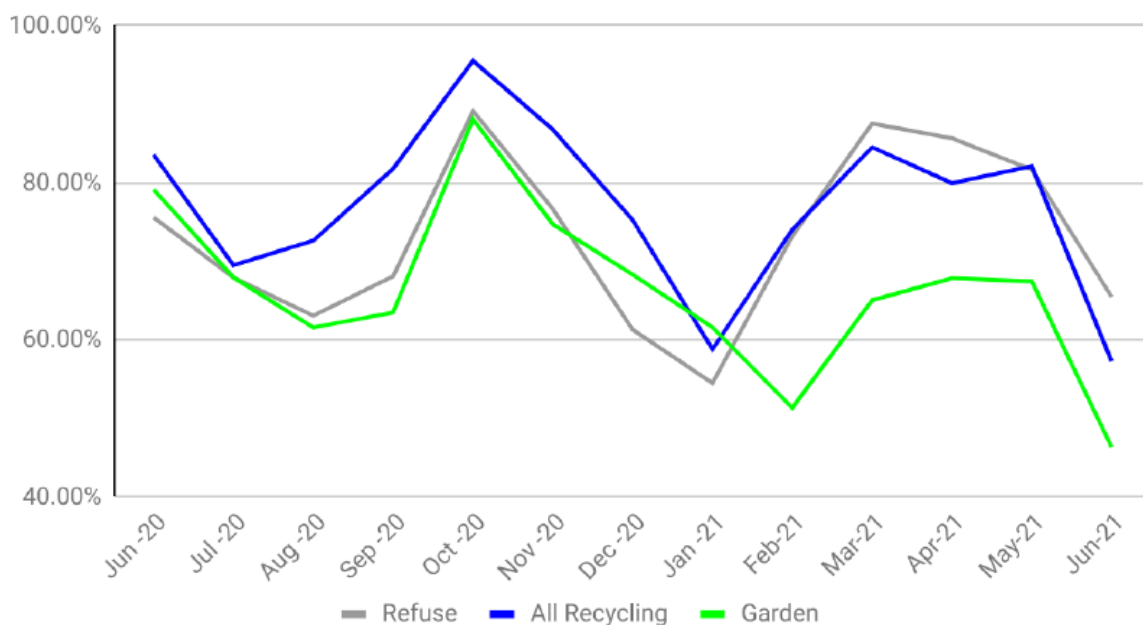
## Month on Month performance

	Sep -20	Oct -20	Nov -20	Dec -20	Jan -21	Feb-21	Mar-21	Apr-21	May-21	Jun-21
Refuse per 100k	108	115	134	124	177	105	106	80	54	125
Recycling per 100k	120	75	85	188	116	96	91	77	70	153
Paper per 100k	91	72	74	65	89	56	69	64	40	109
Food per 100k	71	45	44	48	50	42	47	43	38	76
Garden Waste Strike Rate	99.68%	99.62%	99.80%	99.75%	99.77%	99.63%	99.67%	99.80%	99.06%	98.99%

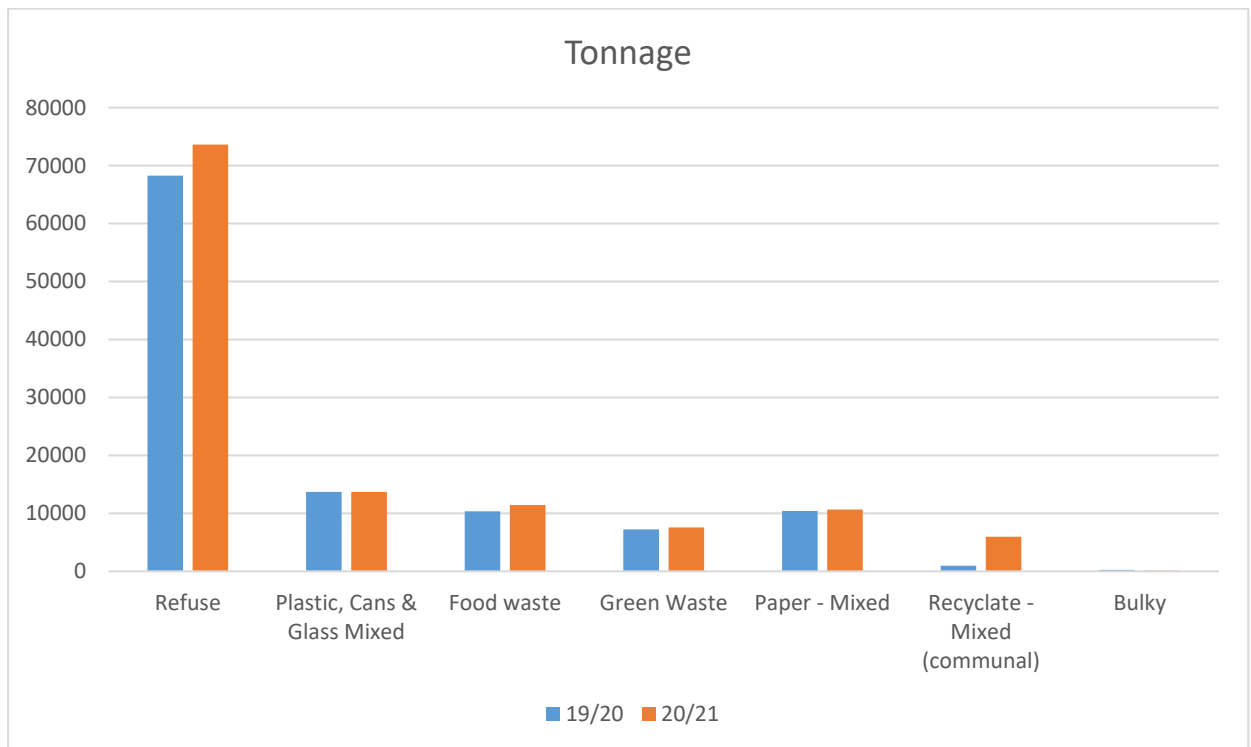
5.7 The scale of this service including performance data is appended to this report.

5.8 The below graph shows that from October 2020 Veolia were struggling to collect missed bins in the contractual timeframe. In February with the introduction of the improvement plan the missed bins were able to be rectified in the timeframe as there were less missed bins overall. From May onwards there is a marked drop in performance as Veolia have not had enough drivers to maintain the frontline services, the use of agency drivers leads to an increase in missed bins due to lack of knowledge.

LBC Missed Collection Recovery June 20 - June 21



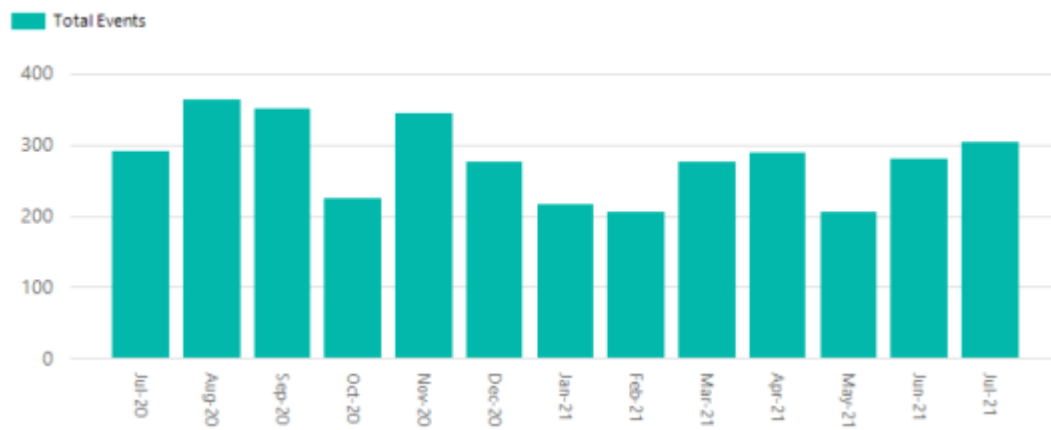
## Tonnages



## Street Service

- 5.9 The street cleansing service was used to support statutory waste collections throughout Covid and the driver shortage, despite this Veolia has managed to provide and maintain the service with SPI's consistently being met.
- 5.10 The streets below an acceptable grade of cleanliness can be seen to increase from June onwards, this is a direct result of the HGV drivers that have been supporting collections.
- 5.11 Grades of Cleanliness are defined within the Code of Practice for Waste and Littering and range from grades A (best) – D (worst) and further embedded within Contract KPIs and SPIs which form part of the performance management framework reported on a monthly and quarterly basis.
- 5.12 Littering in the borough remains an ongoing and increasing problem and communications and actions are delivered by the Don't Mess with Croydon campaigns supported by robust enforcement actions. Growth of the Street Champion initiative detailed in this report has generated significant value in terms of local and community involvement to tackle littering and a significant and ongoing bin infrastructure programme delivered throughout 2021 in our parks and on our highways.
- 5.13 It should also be noted that highways and parks based recycling litter bins contain over 80% non-recyclable items and is therefore not suitable for recycling.

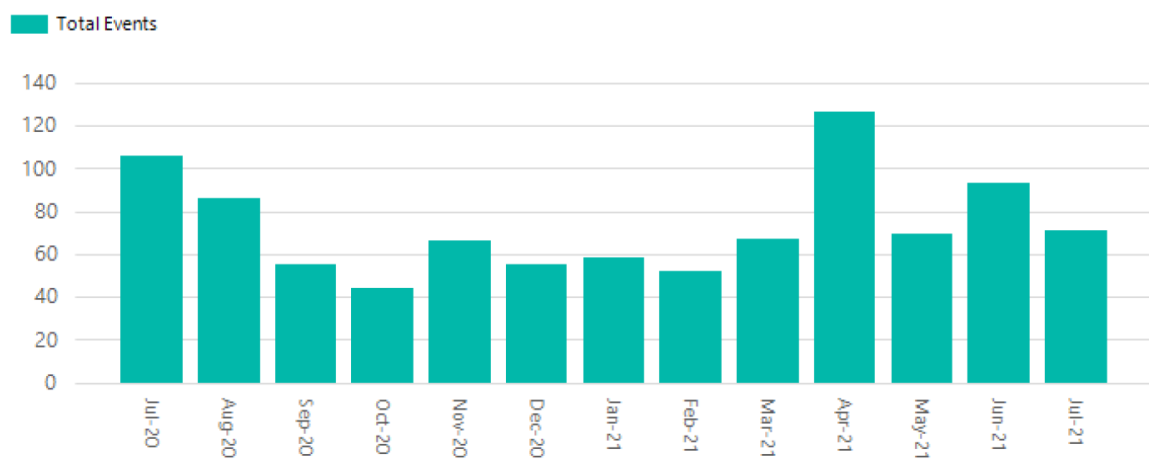
Street Below Grade



### Litter Bin emptying

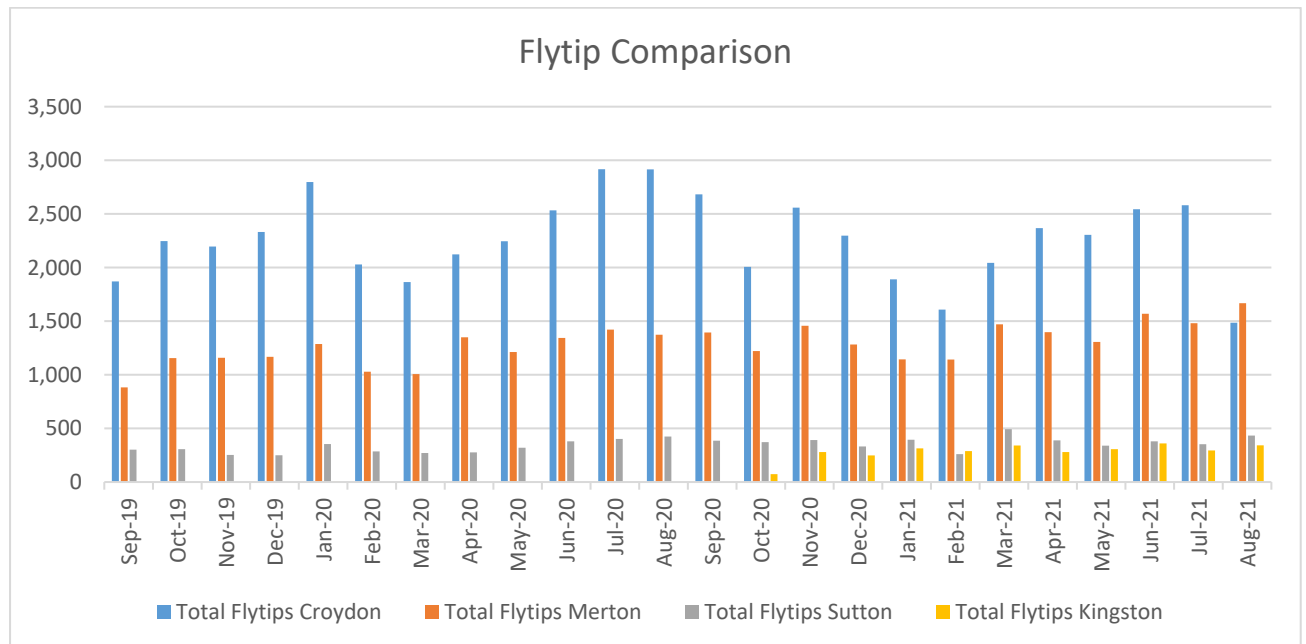
Litter bin provision and emptying performance continues to increase

Litter Bins



## Flytips

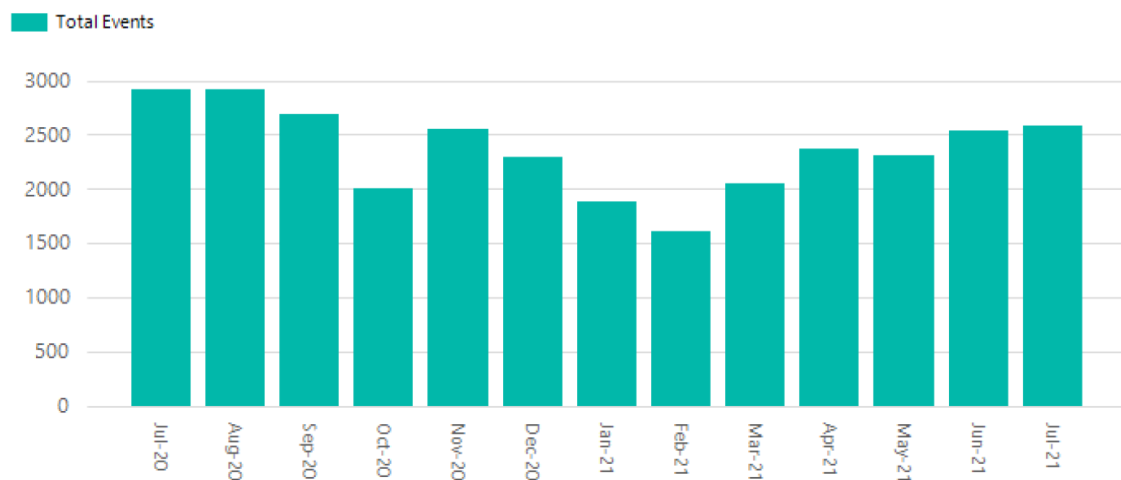
Flytipping instances across all boroughs in the SLWP region



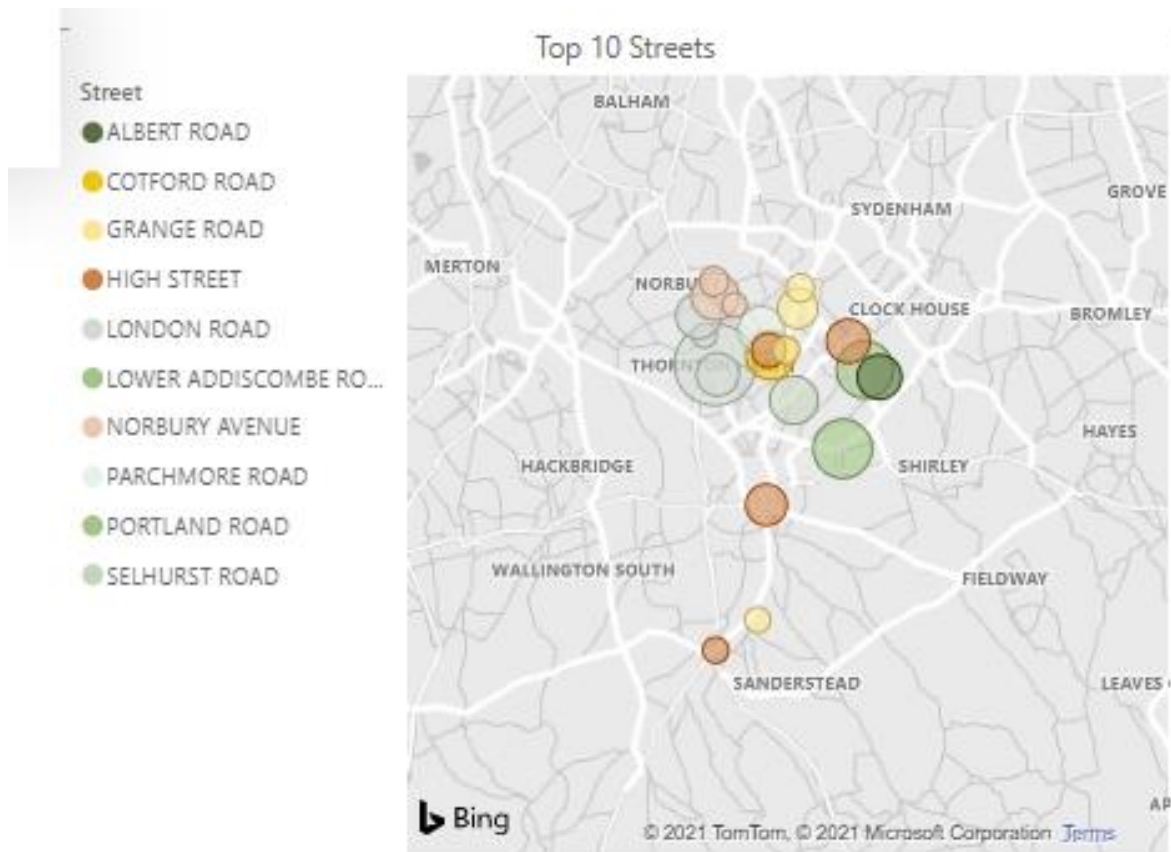
## Croydon

5.14 The flytips recorded in Croydon are counted by the number of reports received. To report a flytip the public or the waste services team (including NSO's) report the flytips through the Don't Mess with Croydon app. (The flytips collected by Veolia operatives who see them and collect them while on their round do not get recorded) As the public were not out from February 2020 the figures reported dropped significantly and the reports follow the lockdown pattern of 2020. Fuller monthly and quarterly flytip data is appended to this report

### Flytips

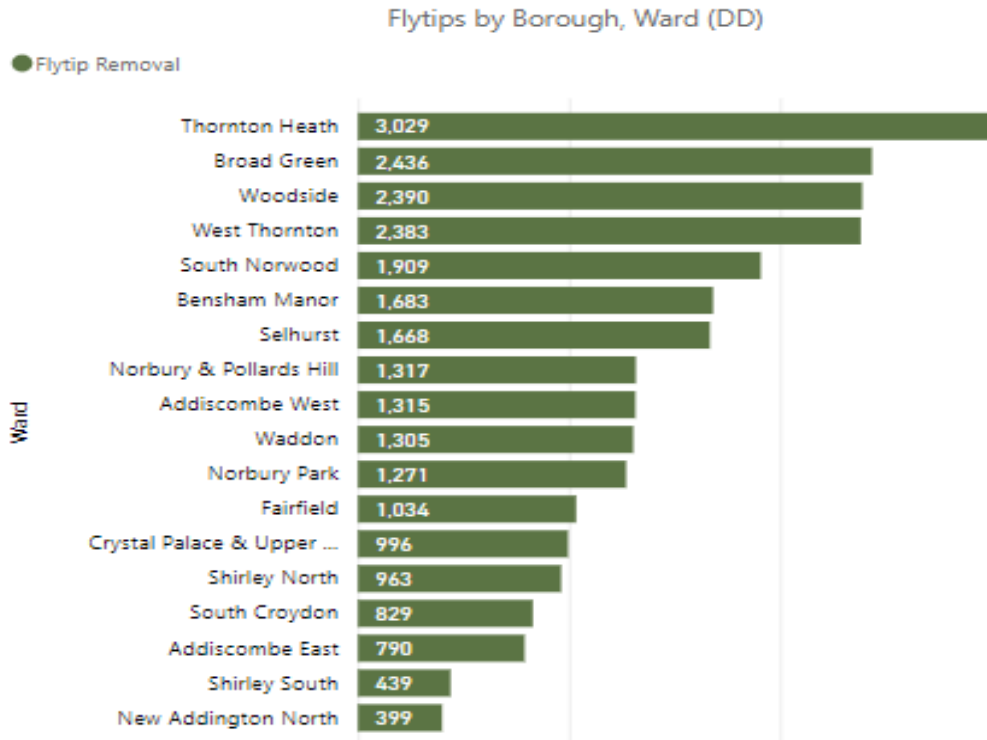


5.15 The below heatmap shows the streets that had the most recorded flytips of 2020, the North of the borough, as more densely populated than the south does tend to have more street cleansing issues. The interrogation of such data allows us to focus cleansing, waste removal and enforcement actions and resources to ensure identified streets and locations are kept clean and free of waste whilst ensuring that enforcement action is taken against businesses, residents and members of the public illegally depositing wastes and litter on the public highway.

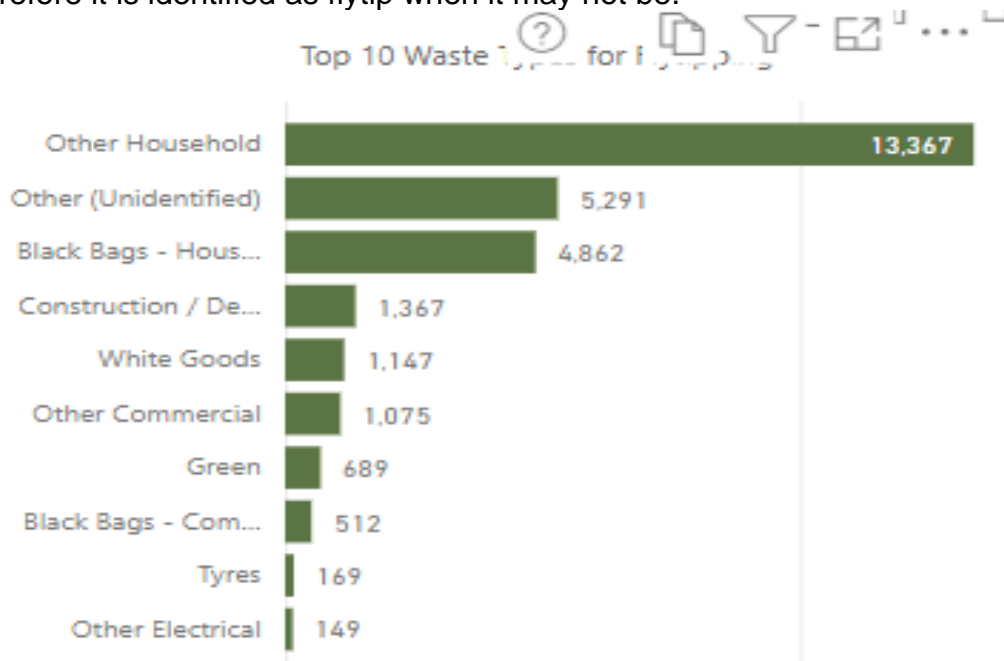


Flytips by Borough, Ward (DD)

5.16 The flytip by Ward also reflects that the North of the borough has the highest number of flytips.



5.17 The waste types recorded as flytips are shown below, it shows that household waste is the most commonly recorded waste type. This is a trend that has been seen in previous years and is not due to lockdown. The flats above shops project that is scheduled to start in early 2022 will allow the differentiation between true flytips and resident who live in these properties but have no containers to dispose of waste, therefore it is identified as flytip when it may not be.



5.18 All flytip data has been drawn from LBC reporting mechanisms and further supported by DEFRA's 'Flycapture' database which provides detailed flytipping information for all local authorities in England. Direct comparison with other local authorities not in our region may be misleading due to differing demographics, levels of deprivation, how other LAs define a flytip, road networks and the strength of enforcement actions.

**6. Enforcement Actions**

**Fixed Penalty Notices (FPNs)**

- 6.1 The NSO and EEO teams issue FPNs for littering and fly tipping. The number of FPNs issued has reduced significantly due to the reduction in staffing levels over the past year. The biggest issue facing staff from issuing FPNs is the lack of evidence found within fly tips and staff have been instructed to conduct visits to local properties to engage with residents to identify the offenders. In recent years, the team has collaborated with Veolia supervisors to encourage their operatives to capture and supply evidence found within fly tips they are tasked with clearing.
- 6.2 Extensive CCTV deployment in hotspots has resulted in the issuing of hundreds of FPNs.
- 6.3 The number of large scale fly tips has also been reduced due to the teams excellent work in this area. The team has seized and crushed 54 vehicles in the past five years which were linked with large scale fly tipping in the borough. Of these offenders, one was handed a 12 month jail sentence and another was given 240 hours community service at Court.

	2017	2018	2019	2020	2021 (to date)
Littering and Flytipping FPNs	820	927	608	867	244

**Community Protection Warnings (CPW) and Community Protection Notices (CPN)**

- 6.4 NSO's are also tasked with investigating a service request in the first instance. CPW's are used to resolve a number of issues such as front garden waste, vegetation cut back, nuisance issues such as vehicle repairs on the highway to name a few. A vast majority of issues are resolved once a CPW is issued however the case is escalated to the EEO team if there is noncompliance to the instruction. The EEO team then may issue CPNs and progress to prosecution if they are not complied with.



	2017	2018	2019	2020
CPWs issued	26	123	110	676
CPNs issued	6	13	2	87

### Prosecutions

- 6.5 Please see table below showing a breakdown of prosecution details from 2015 to date. The primary reason cases have been withdrawn is due to payment of an FPN being made after a court summons has been issued but before the first hearing date.
- 6.6 The decline in cases during 2020 is mostly due to the pandemic. The courts were only hearing urgent CPS matters so we could not get our cases scheduled to be heard, which led to some cases going out of time. This explains the higher withdrawal figure recorded in comparison, in 2020..

Year	2015	2016	2017	2018	2019	2020	2021	Totals
Successful prosecutions	58	65	58	26	20	5	14	248
Withdrawn cases	3	22	24	13	11	11	0	84
Rejected cases (by Legal)	0	1	6	10	5	0	2	24
Pending							3	3

## 7. Challenges and Successes

7.1 Veolia with support from the council was able to deploy all frontline services and maintain services to residents throughout 2020 and 2021 despite very challenging circumstances. Residents had minimal disruption and most collections were made on schedule. The creation and proactive management of a Covid specific Business Continuity Plan backed up by robust risk assessed service assessments ensured that services were maintained during this challenging period. The same level of focus has since been given to the impact of the national driver shortage and actions by the council has ensured that all collection services are carried out in full each week and unlike many other local authorities, has meant that none of our collection services have had to be suspended to date. Communications are updated on a daily basis across all our messaging platforms to ensure the residents are kept fully aware of service changes and locations affected by late or disrupted services.

### Improvement Plan

7.2 The changes LBC made to the management and focus of the service improvement plan in April of this year was showing real promise at being able to deliver improvements in the service. The driver shortage has hindered this, while the ability to attract and maintain HGV drivers remain the improvements are on hold. Veolia are currently able to complete all collections by the end of the week but not all are to schedule with delays to services.

7.3 The Plan also allows LBC to apply or withhold funding across several SPIs and KPIs with the intention to reward service improvements and performance. KPIs and SPIs can be changed on a quarterly basis to focus on new and emerging performance issues and to this end, Container delivery performance was included as a fundable indicator for the reasons stated in 2.10.10 which will allow LBC to withhold funding if performance standards are not met

### Flats above shops project

7.4 In partnership with our contractor (Veolia) Croydon are looking to roll out a flats above shops recycling project. The project aim is to give flats above shops the ability to recycle dry material, where currently all the recycling produced in these properties cannot be recycled by kerbside means. Residents will be provided with sacks for mixed recycling and refuse, the sacks will be collected weekly and provided residents with the same disposal capacity as kerbside properties. The residents will be provided with a 6 month supply of sacks which will be delivered to their properties. The recycling will be all materials we currently collect in one sack (currently paper, card, plastic, can and glass ) with the exception of food waste. The roll out will be supported by a robust advertising and door knocking campaign to advise residents of the scheme, how to use the sacks provided and any other information they require. The aim is to remove black sacks being left on the highway thereby improving the streetscape of our high footfall roads.

## Street Champions

- 7.5 The advancement of Croydon's Street Champion initiative and actions taken by Veolia to support its CSR regimes have also greatly assisted services during the past 3 years. Since the initiation of the scheme in 2018 the popularity of the scheme has grown each year and we currently engage with 630 Street Champions. Equipment that we use for the Street Champions has been previously jointly funded through the council and Veolia but by Veolia alone in this current year.
- 7.6 Waste from clean ups, litter picks and events are collected by Veolia and our own parks cleansing teams.
- 7.7 The table below demonstrates the growth of the initiative and it continues to progress.

Year	Number of Street Champions	Number of clean up events	Number of organised litter picks
2018 - 19	350	138	1300
2019-20	404	509	500
2020-21	582	235	2000
2021 - date	630	103	958

## National HGV Driver Shortage

- 7.8 On 21st June Veolia advised that its local managers were finding it more difficult to source drivers as a result of the compound impact of the pandemic on driver training coupled with the loss of the European driver pool as a consequence of Brexit.
- 7.9 The SLWP response to this 'early warning' detailed additional local actions to help manage the impact over the holiday period. This included requiring Veolia to engage with all boroughs to update their business continuity planning, the provision of daily resourcing information by 9am and status reports by 5pm detailing where collections have not been completed and the planned resolution measures. These reports are key to planning and updating communications to residents. The SLWP also asked Veolia to complete an HGV requirements table listing the daily number of drivers required, permanent staff available, on leave/sick, redeployed HGV staff, agency requirements and mitigation measures. Croydon foresaw this eventuality and had already proactively updated its Business Continuity Plan with Veolia in early June and have been working to its requirements and trigger points since then. These initial measures include:-
- LGV drivers from the cleansing section were refocused onto waste collections.
  - VES management and supervisory staff redeployed as waste collection drivers
  - Communal collections of waste and recycling were rescheduled to the weekend and collected in 1 pass (co-collected)
  - Full details of the driver attraction and retention measures VES has in place are further detailed in the appended presentation.
- 7.10 With the above measures in place, at present no LBC collection service has had to be suspended.

## Bin Deliveries

- 7.11 To assist in the delivery of core services during the imposed COVID lockdowns throughout 2020 and in line with the agreed COVID Business Continuity Plan, all bin deliveries were suspended for a six month period. This created a significant backlog of deliveries and an increase in the number of complaints relating to this service area. Backlogs of bin deliveries have been reducing in 2021 with VES delivering in excess of 4000 containers each month (against a contractual requirement of 2,400) but this again has been impacted by the national driver shortage, meaning resources being moved from this service to support core and statutory collection services. At present, residents can expect to wait up to 10 weeks to receive their new or replacement container and LBC are managing this via the performance funding available to VES, effectively allowing LBC to withhold funding for under performance.

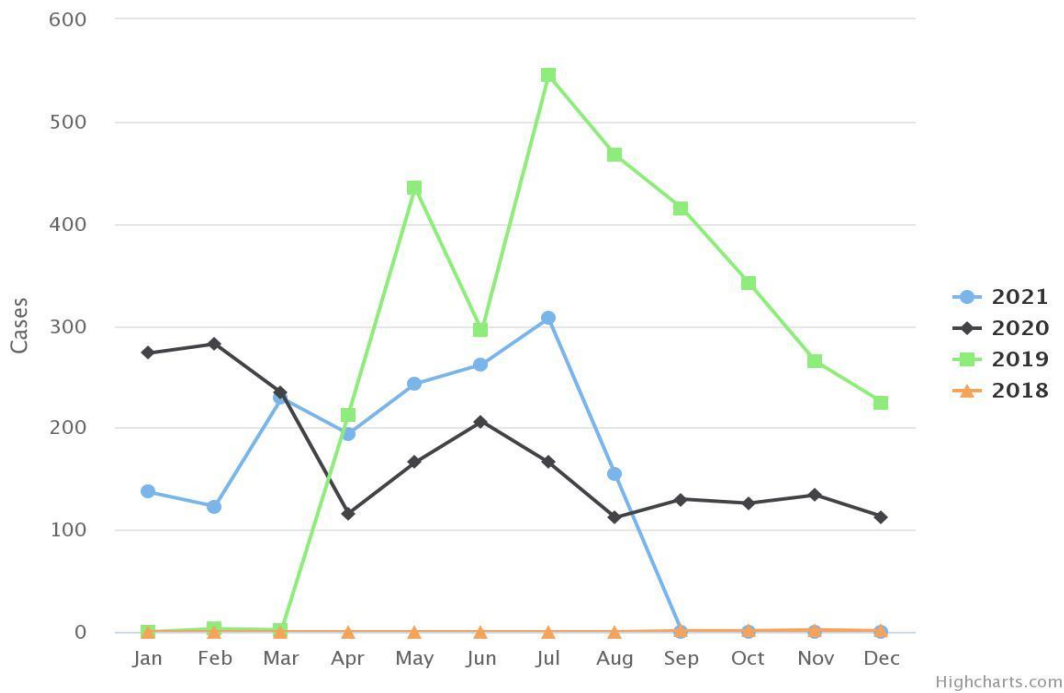
## **8. Client Management Approach**

### Contract Monitoring and SPI

- 8.1 Regular monitoring takes place of contract. This is done both locally through contract meetings and with the SLWP across all its levels (operational, strategic and political) of governance to ensure the partnership is delivering the desired outcomes. This continual monitoring of the contract against the targets allows for issues to be spotted quickly. The council officers have developed excellent working relationships with both the contractors' collections and streets teams to ensure issues can quickly be identified and rectified.
- 8.2 The SPI's for the contract were renegotiated in 2020 as part of the deed of variation and the new ones have been in place since September 2020. These allow Croydon to weight the SPI's that are most important to service delivery for the next three months. The issues are identified through contract monitoring and complaints monitoring and the relevant SPI's are weighted. This allows Veolia to direct the resources accordingly and drives continuous improvement
- 8.3 Analysis of contract monitoring allows us to better inform the contractors and the SLWP partners of new and emerging risks and areas of concern on a local and regional level. Robust data allows us to identify both good and bad resident and contractor behaviours down to a street level and allow us to target communications, training and service improvements at a local, ward based level.

## **9. Complaints**

- 9.1 From mid-2019 there was a positive downwards trend in complaints as the service was steady and the contract monitoring was managing the issues and resolving complaints. There was a slight increase in Jan/Feb 2020 which is expected due to Christmas collections catch up. The cases dropped significantly for the rest of 2020, especially over the first lockdown. In 2021 there has been a steady increase in complaints, to counteract this the SPI's were used as a tool to driver performance. In Q1 and 2 months of Q2 Veolia steadily improved the collections performance, unfortunately the driver shortage has led to a decline in performance which Veolia are working to counteract.
- 9.2 The split of complaints is 90% are for collections and only 10% are for streets issues. Additional monthly and quarterly complaint data is appended to this report



Customer satisfaction surveys

9.3 Veolia carry out regular customer satisfaction surveys, the last survey was in 2019 (details attached in Appendix 1). A survey was due to be conducted in 2021, this was delayed as the communication plans were put back a year as no activities could take place the previous year.

**CONTACT OFFICER:** James Perkins – Head of Environmental Services 07707

**APPENDICES:** Appendix 1 – Powerpoint presentation to be presented at the meeting  
 Appendix 2 – Recycling and Reduction Plan  
 Appendix 3 – Service Performance Improvement Plan

**BACKGROUND DOCUMENTS:** None

# Cabinet Member briefing - 28th September



# Agenda

- Overview of services
- Collections service performance
- Street Cleansing service performance
- National HGV Driver shortage



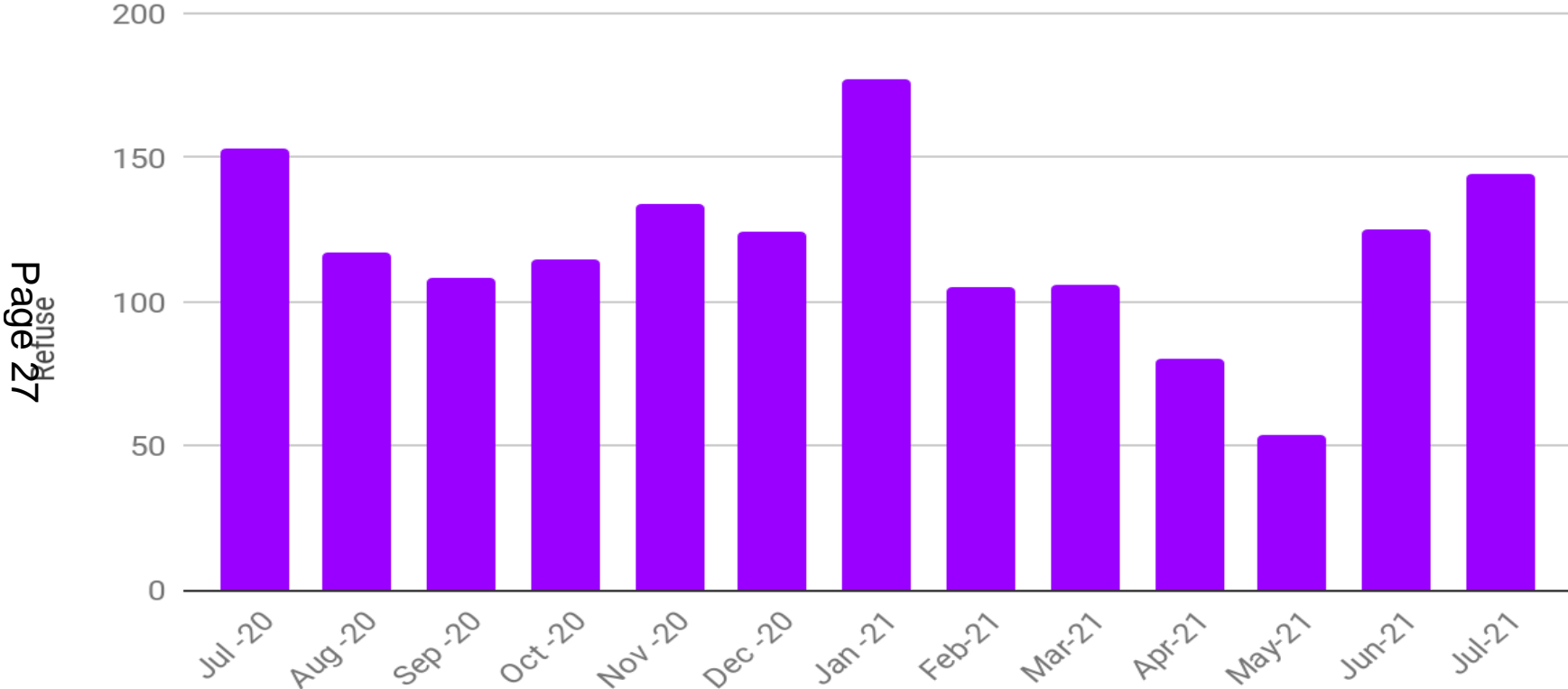
# Overview of services

- An average of 1.8 million household collections made a month
- Around 11,500 tonnes of waste collected each month
- 800 bulky waste collections carried out each month
- Over 2000 containers delivered every month
- 2700 miles of street length swept
- Over 2000 fly tips collected each month

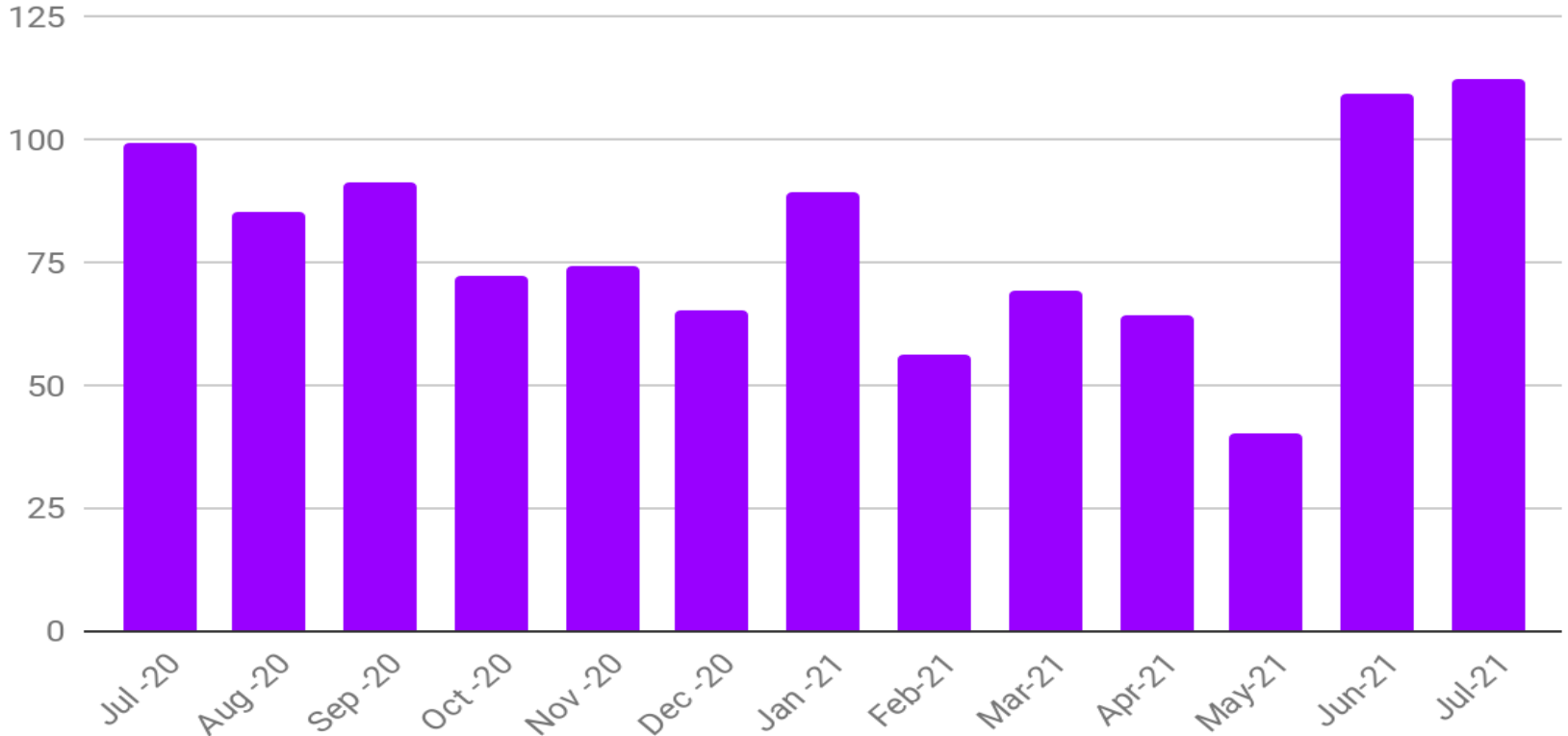
**Collections Service  
performance July 20  
to July 21**



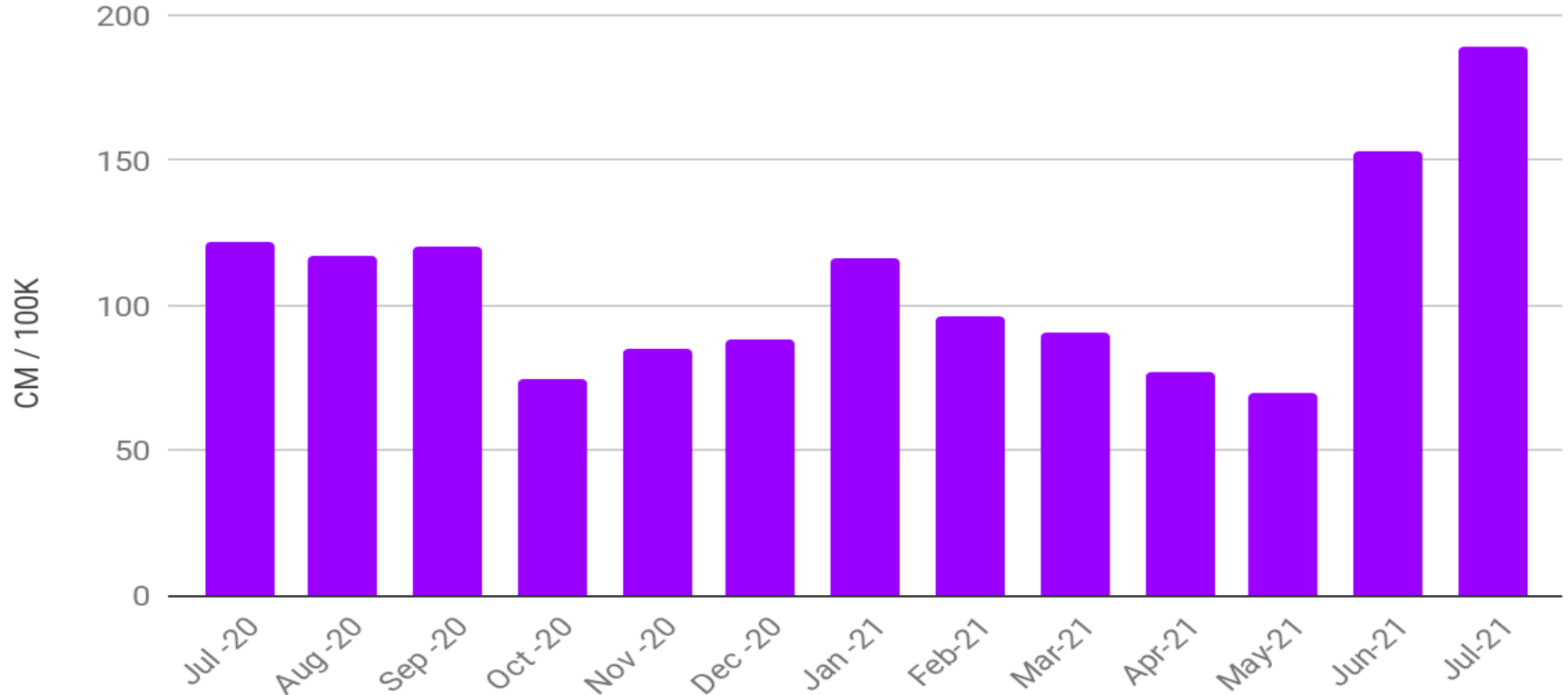
# LBC Refuse Missed/100K July 20 - July 21



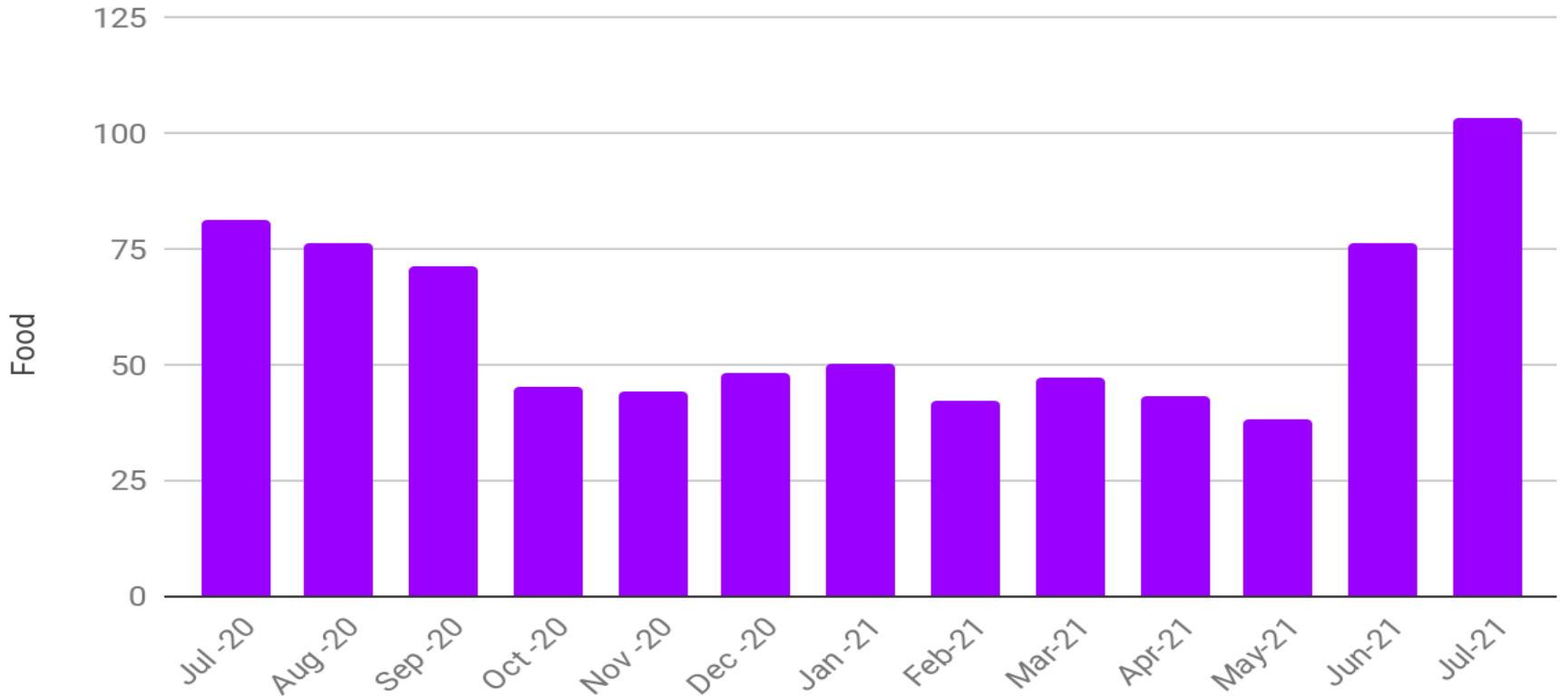
# LBC Paper/Card Missed/100K July 20 - July 21



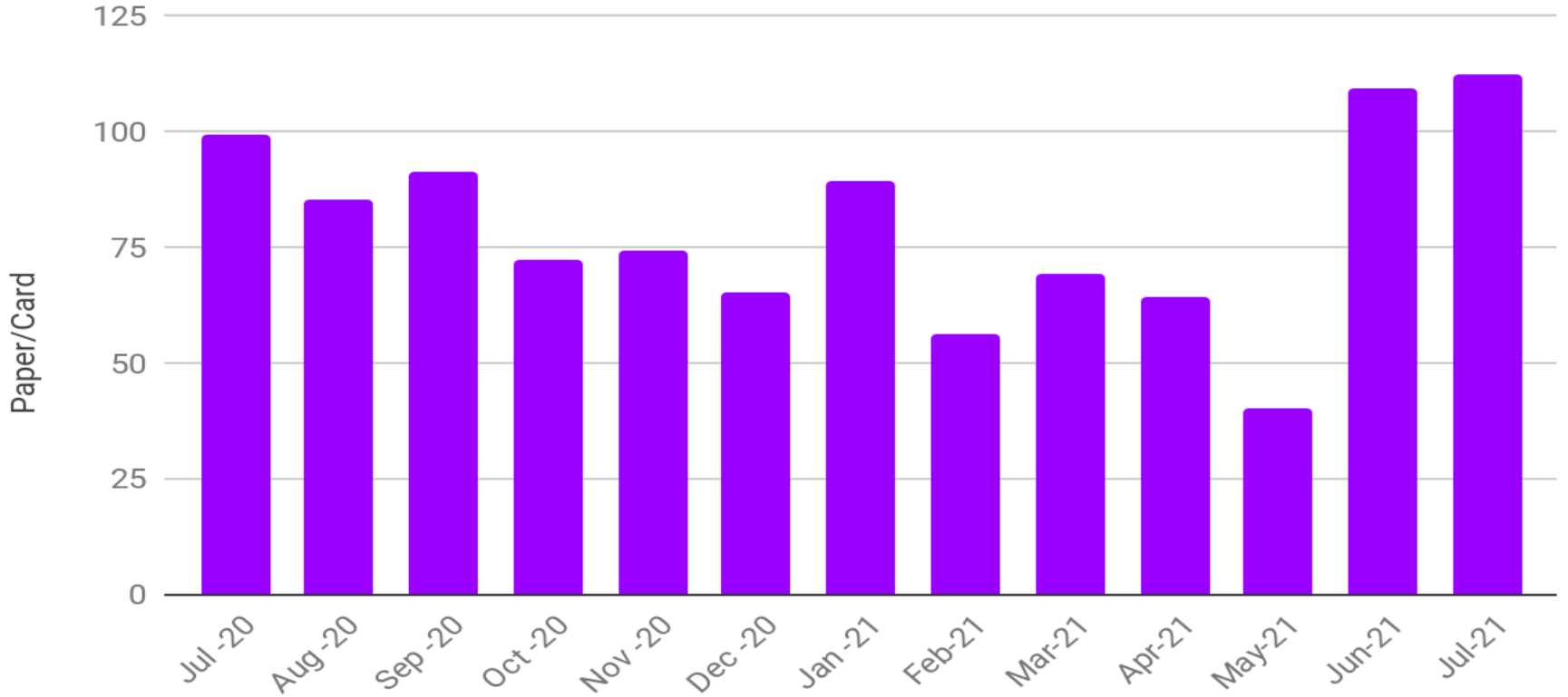
# LBC Container Mix Missed/100K July 20 - July 21



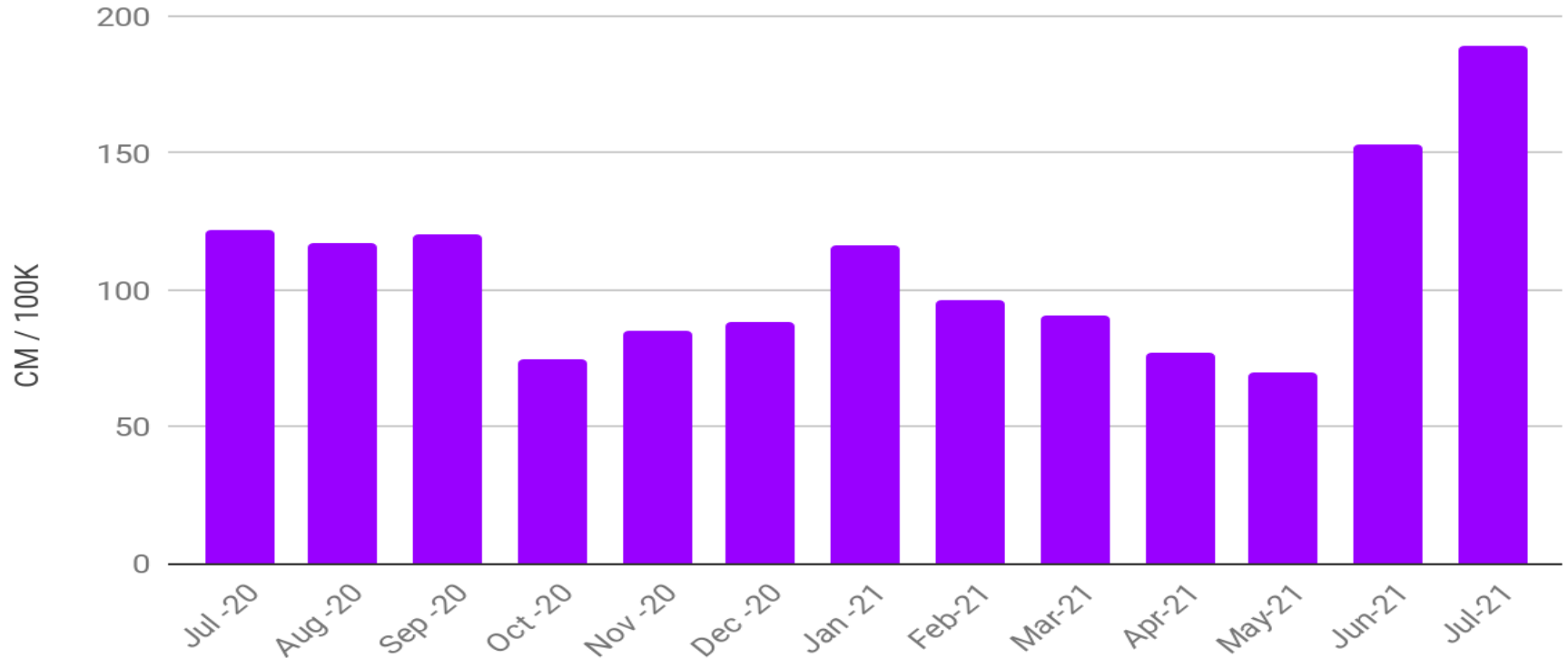
# LBC Food Missed/100K July 20 - July 21



# LBC Paper/Card Missed/100K July 20 - July 21

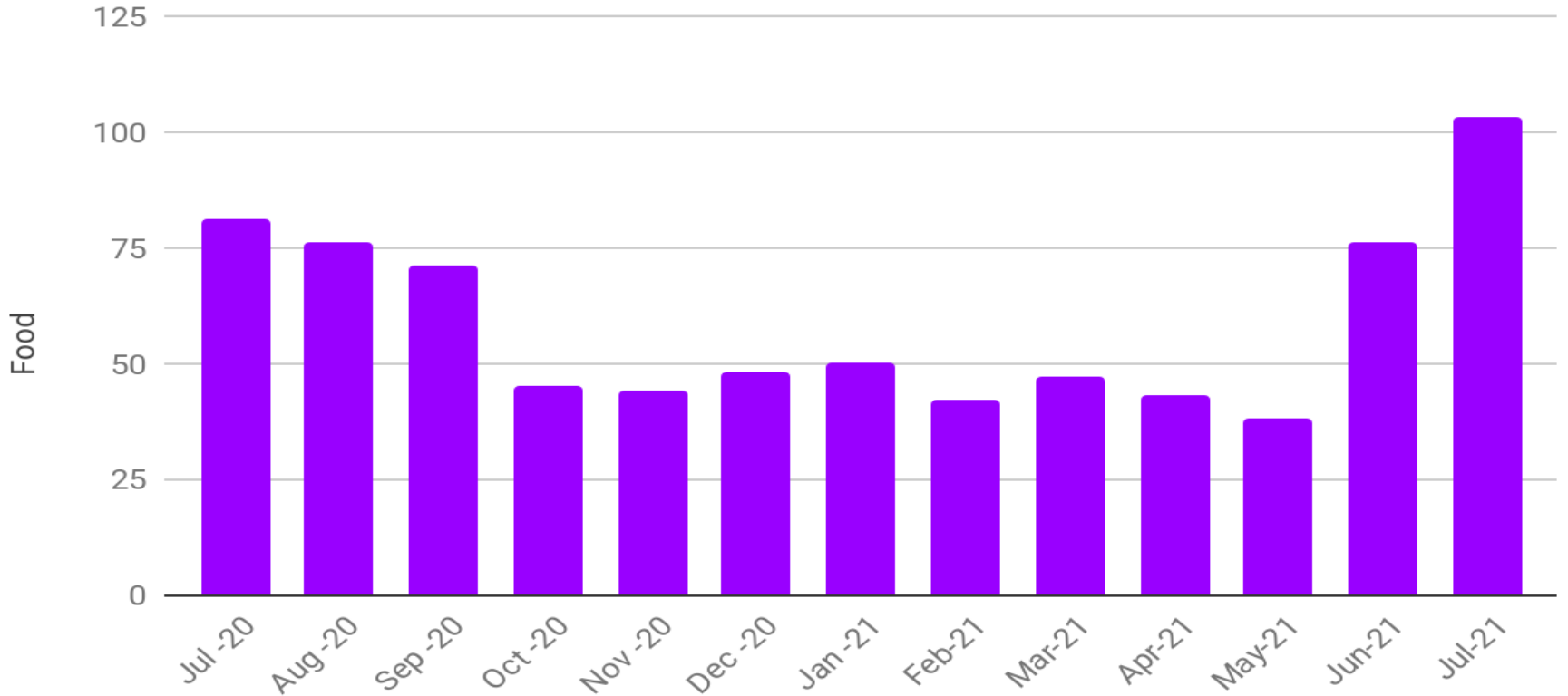


# LBC Container Mix Missed/100K July 20 - July 21

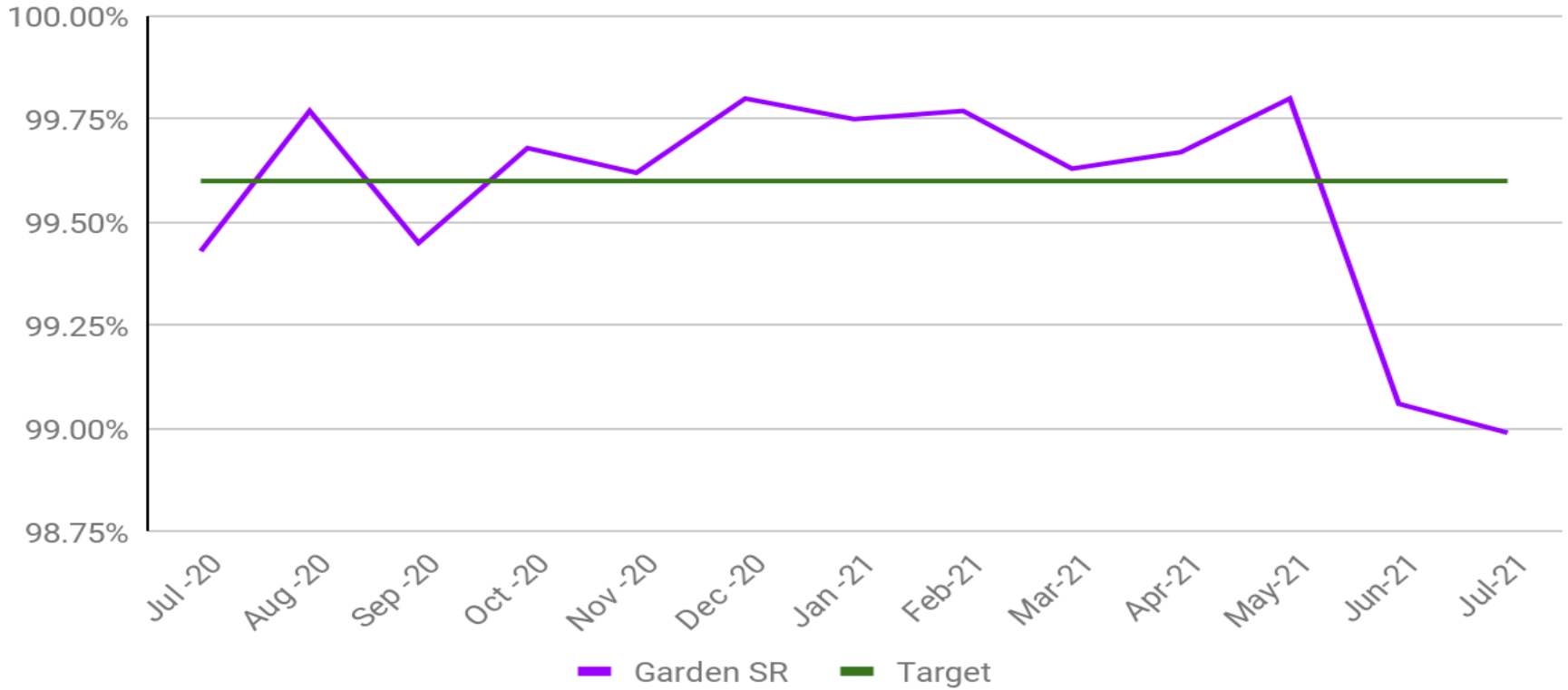




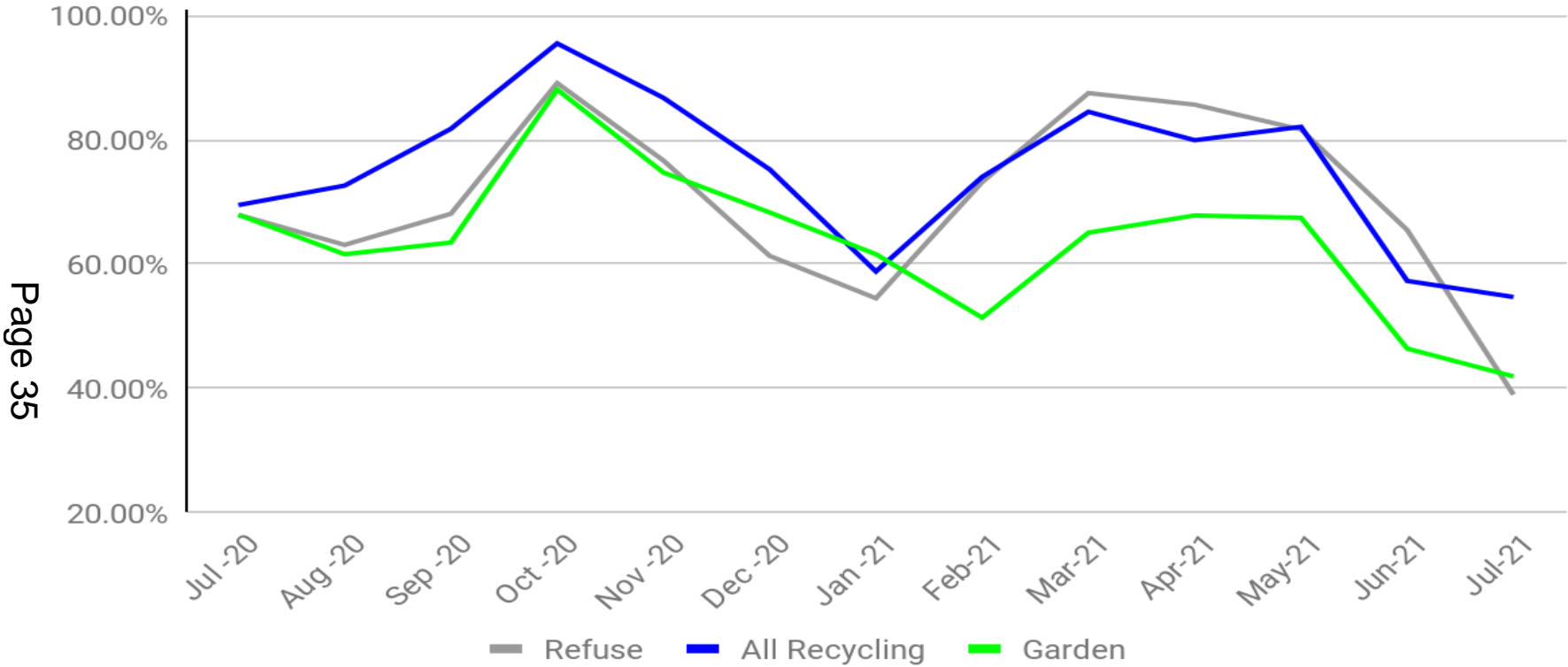
# LBC Food Missed/100K July 20 - July 21



# LBC Garden Strike Rate July 20 - July 21



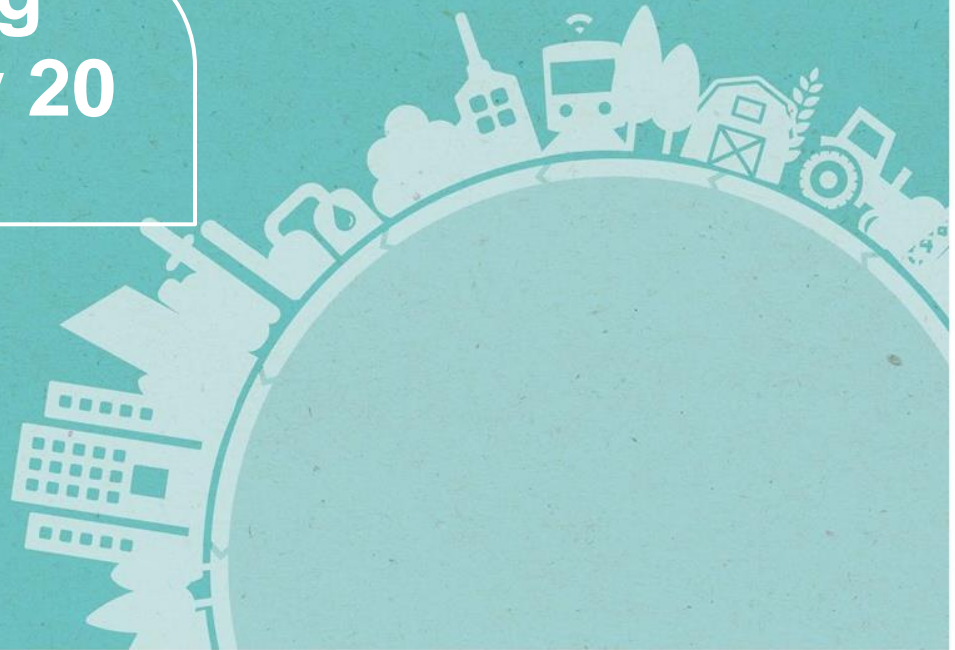
# LBC Missed Collection Recovery July 20 - July 21



# Overview of performance

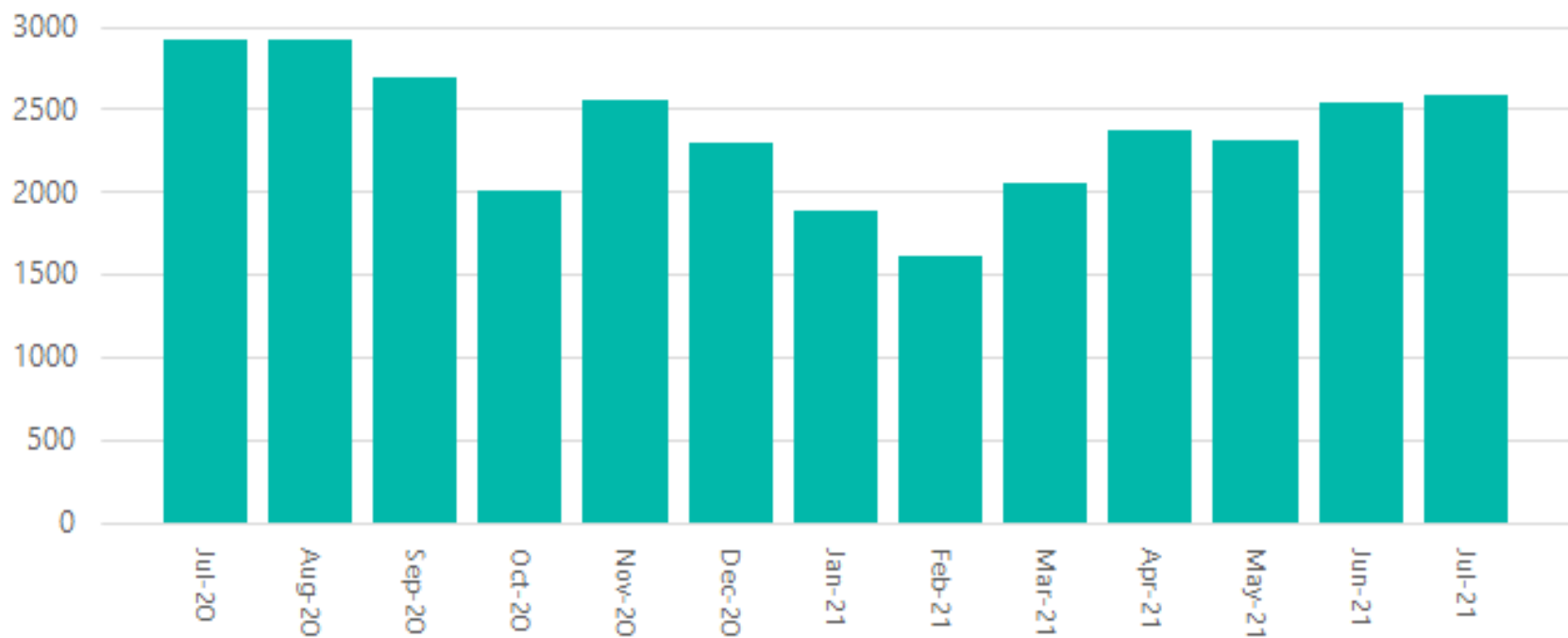
- Service has shown resilience throughout the challenges brought by Covid and the national driver shortage
- February to May 2021 saw the best service delivery performance since the start of the SLWP contract
- The national driver shortage has understandably impacted some of the figures but services have continued with minimal disruption throughout this period

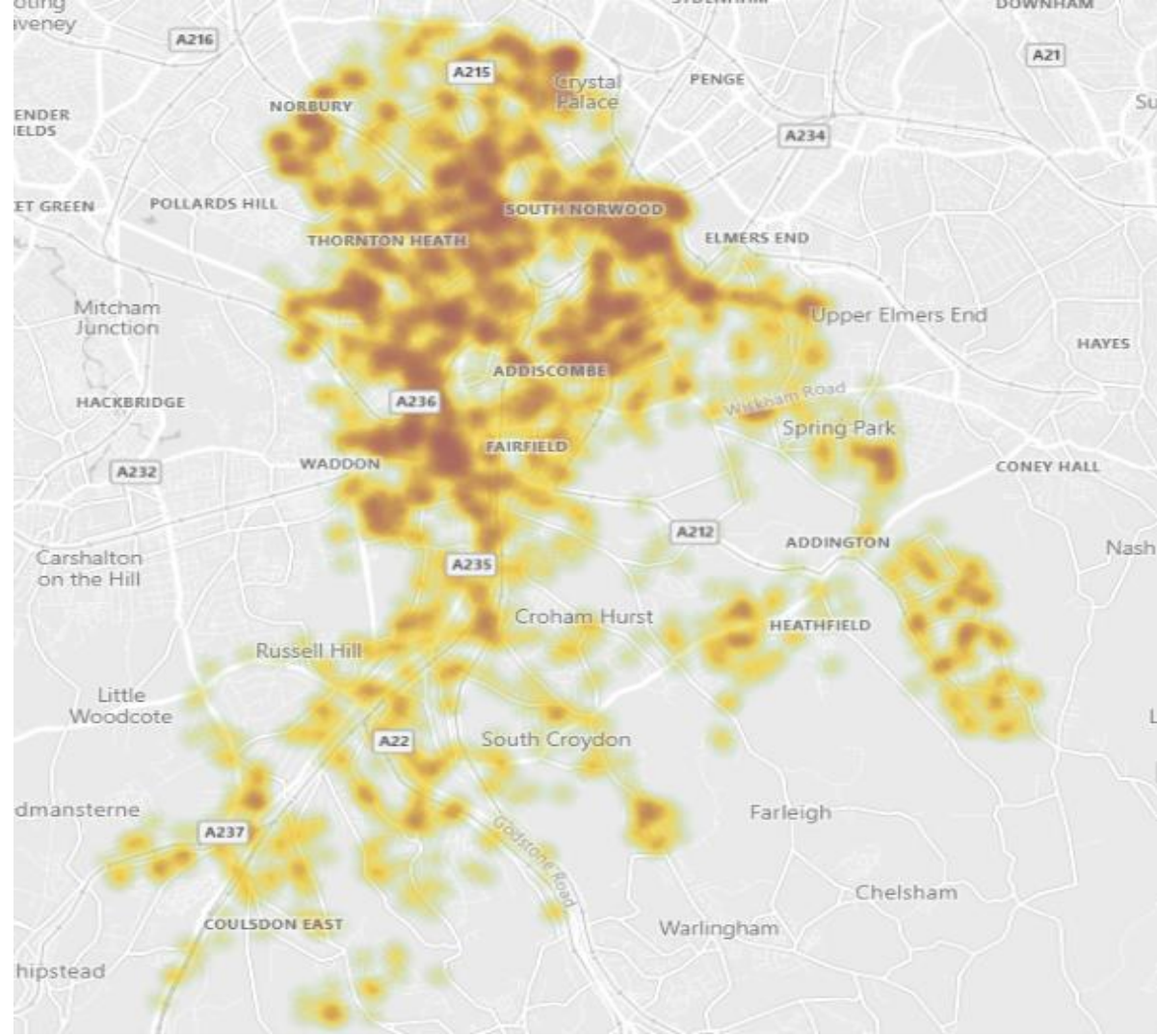
**Street Cleansing  
performance July 20  
to July 21**



# Flytips

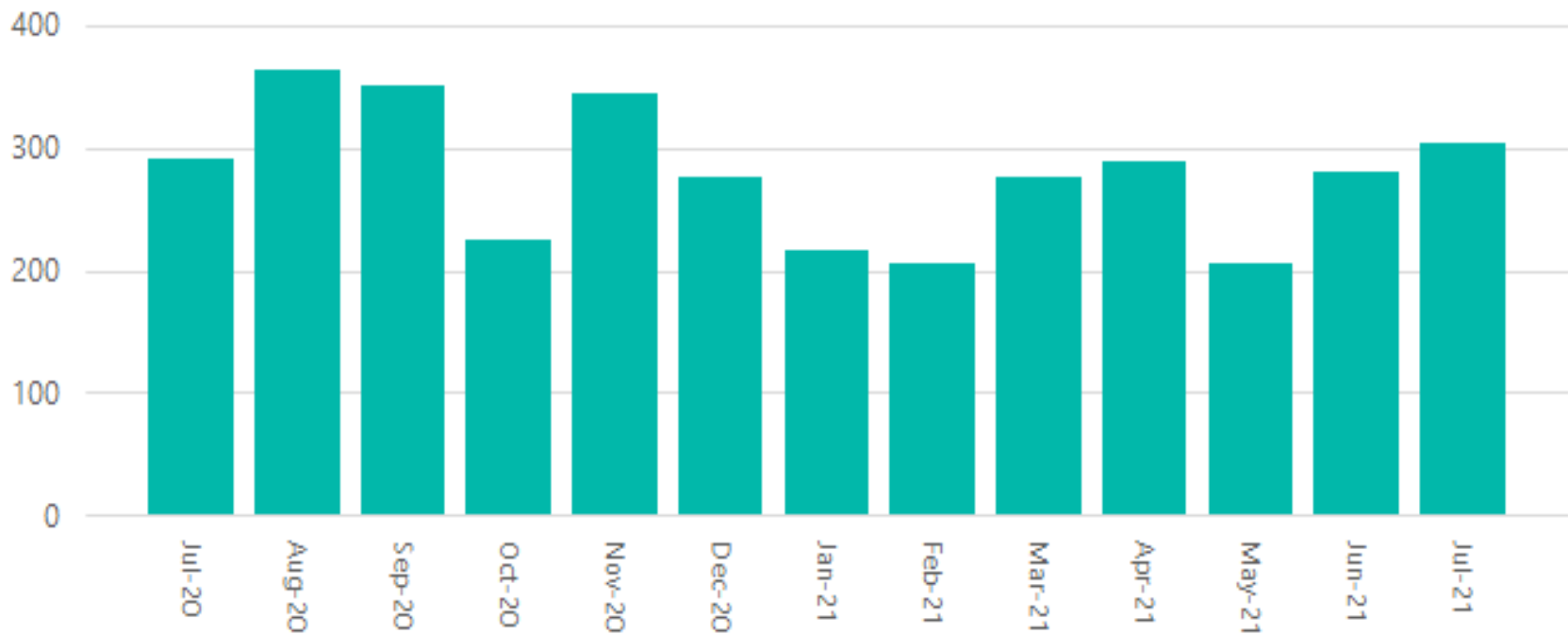
Total Events





## Street Below Grade

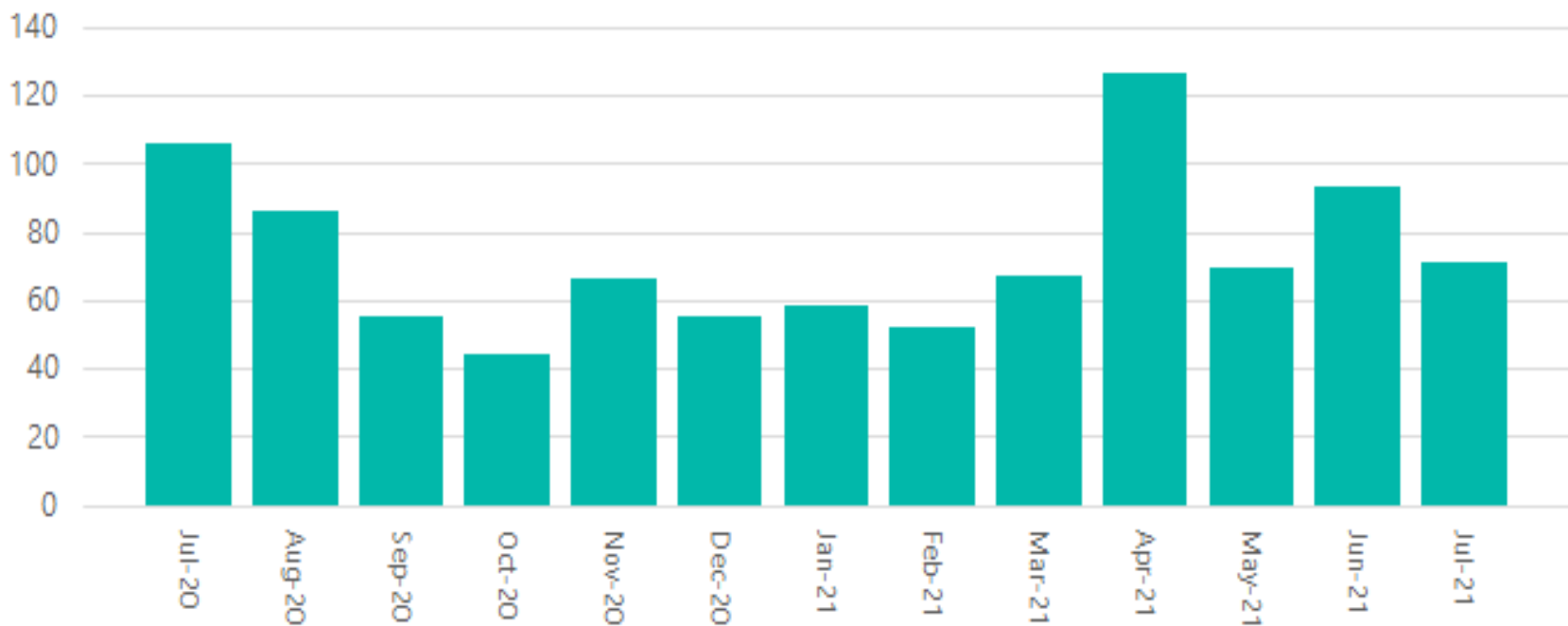
Total Events





## Litter Bins

Total Events



# Overview of performance

- Service has shown resilience throughout the challenges brought by Covid and the national driver shortage
- 98% of all reported flytips have been collected within 24 hours for the past year
- Strengthened our partnership working with community events and clean ups

# National HGV Driver shortage



# Why is there a driver

- Covid19 pandemic
- In 2020/21 approximately 30,000 HGV driver tests were cancelled
- Brexit
- Another 30,000 drivers left the UK labour market when the UK left the EU
- Vocational driving is not given the same classification as e.g. nursing and remaining in the UK became more difficult for those people
- Changes in Tax - IR35
- Self-employed drivers had their earnings restricted by a change to tax law
- Changes in consumer behaviour
- Linked to Covid19, home delivery during the pandemic
- Municipal collections specifically are losing drivers to Supermarket/Chill Chain multi-drop because of the nature of the work and pay rates

Road Haulage Association (RHA) estimates that that there are approximately 100,000 driving vacancies in the UK.

# Impact to SLWP

- Recruitment through Agency staff is no longer viable
- Increasing costs and wage structures to deliver services
- Rounds and schedules not being completed until the weekend
- Prioritisation of waste streams and services
- Mechanical sweeping
- Management team backfilling driver roles
- Missed collections increased, response to missed bins degraded
- BCP

# What actions are Veolia taking nationally

- Attraction
- Recruitment
- Workforce Planning

# Attraction

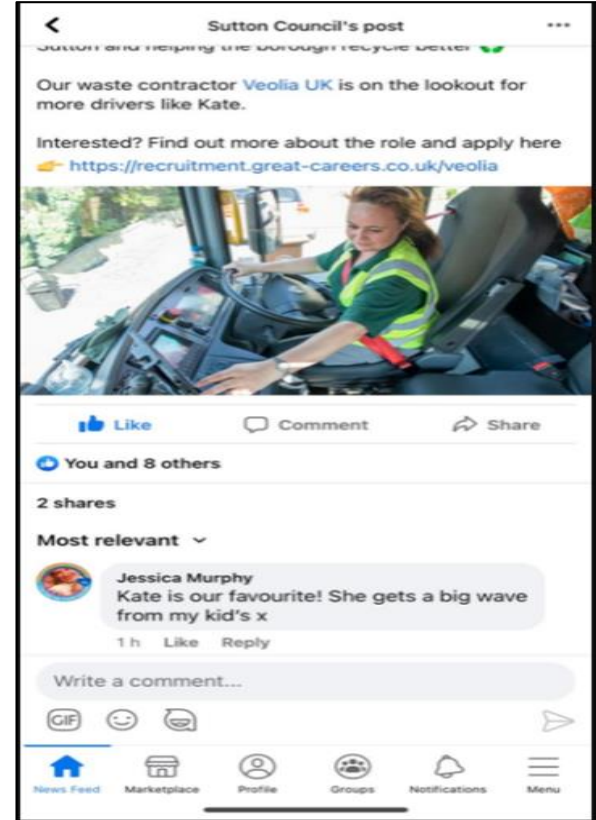
## Mums and veterans urged to apply to become bin lorry drivers as national shortage threatens refuse collection

EXCLUSIVE

Veolia UK estimates there is a 15% vacancy rate in the waste and refuse industry in general due to the “perfect storm” of Brexit and Covid-19



For Veolia alone, the number of unfilled driver jobs has increased by 40 per cent in the last year.



# Recruitment

Page 48

- Reviewing external apprenticeship recruitment
- Ensure existing needs on Saba for driver Cat C via new national HGVC training provider (17 new drivers in 6-9 months)
- Consider 'clawback' training agreement for newly upskilled drivers
  - Full payback in Year 1
  - Scaled in Year 2





# Workforce Planning

- Kickstart trial commenced in South Bucks and East Kent
- Identify current employees for upskilling to drivers outside of apprenticeship programme (10 in SLWP)
- “Hands up” campaign to provide fair opportunity and continual pipeline for new drivers
- ER determine approach to agree local pay increases
- Review HGV driver job titles
- Review pay progression for new external drivers at entry level where Veolia offers training

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**DASHBOARD**

**London Borough of Croydon**

*Baseline (2017/18) performance against common reporting metrics*

Metric	Performance (2017/18)	Additional guidance and expectations	Resource London advice/comments
Total annual household waste per head (kgs/head)	358	Defra stats (Ex BVPI84a)	
Total annual household residual waste collected per household (kgs/household)	557.5	Defra stats (Ex NI191)	
Total annual household avoidable (edible) food waste (kgs/head)	21.3	Borough to estimate based on own or RL/WRAP food waste composition data. Estimates should be based on avoidable food waste produced (ie not just food waste collected).	Resource London can provide details of a ready reckoner to help estimate this
Annual household waste recycling rate (% by weight)	38%	Defra stats	
Annual LACW recycling rate (% by weight)	38%	Defra stats	
Proportion (%) of properties receiving the Mayor's minimum level of service for household recycling:		Borough to take from own info	
% of kerbside properties (all households on a kerbside collection) collecting six main dry materials and separate food waste	96%	Borough to take from own info. Separate food waste does not include co-mingled with garden waste	
% of flats (communal collections and flats within commercial buildings) collecting six main dry materials	88.75%	Borough to take from own info	
% of flats (communal collections and flats within commercial buildings) collecting six main dry materials and separate food waste	75.00%	Borough to take from own info	
Proportion (%) of waste fleet heavy vehicles that are ULEZ compliant (Euro VI diesel)	97%	All HGVS Euro VI (diesel) compliant by April 2019 (central London) and October 2020 (throughout London). See <a href="http://www.tfl.gov.uk/modes/driving/ultra-low-emission-zone">www.tfl.gov.uk/modes/driving/ultra-low-emission-zone</a>	
Performance of LACW activities against the Mayor's EPS (tonnes of CO2eq per tonne of waste managed). Use tool found here: <a href="#">Waste policy   London City Hall</a>	-0.05	Boroughs to set by uploading WDF data into the GLA tool. GLA will provide EPS training in early 2019	
<b>Set Common Performance Targets</b>	<b>Target years</b>	<b>Additional guidance and expectations</b>	<b>Resource London advice/comments</b>
	<b>2022</b>	<b>2025</b>	
Total annual household waste per head (kgs/head)	333	313	Borough sets own targets, informed by RL/WRAP good practice
Total annual household residual waste collected per household (kgs/household)	490.6	440.4	Borough sets own targets, informed by RL/WRAP good practice
Total annual household avoidable (edible) food waste (kgs/head)	19.2	17	Based on estimated avoidable food waste produced. The focus should be on what communication/behaviour change activities will be undertaken to help residents reduce avoidable food waste. Borough to set own targets, informed by RL/WRAP good practice and support programmes (e.g. Trifocal). Boroughs are expected to become members to WRAP's Courtauld Commitment 2025 <a href="http://www.wrap.org.uk/content/courtauld-commitment-2025-signatories">http://www.wrap.org.uk/content/courtauld-commitment-2025-signatories</a>
	<b>2022</b>	<b>2025</b>	
Annual household waste recycling rate (% by weight)	50%	55%	Borough sets own targets, informed by RL/WRAP Route map modelling and other good practice. The GLA will use the borough recycling benchmarking table in the Route Map modelling as a reference point when assessing local authority targets set in the RRP process (See Appendix 2 of the London Environment Strategy, page 111: <a href="https://www.london.gov.uk/sites/default/files/les_appendix_2_-_evidence_base_0_0.pdf">https://www.london.gov.uk/sites/default/files/les_appendix_2_-_evidence_base_0_0.pdf</a> )
Annual LACW recycling rate (% by weight)	50%	55%	Borough sets own targets, informed by RL/WRAP good practice. Targets should at least match household recycling targets, going beyond the Mayor's 50 per cent LACW recycling target by 2025 where possible.
	<b>2020</b>		
Proportion (%) of properties receiving the Mayor's minimum level of service for household recycling (by 2020):			Borough sets own target, informed by RL/WRAP good practice
% of kerbside properties (all households on a kerbside collection) collecting six main dry materials and separate food waste	100%		Borough sets own target, informed by RL/WRAP good practice. Separate food waste does not include co-mingled with garden waste
% of flats (communal collections and flats within commercial buildings) collecting six main dry materials	100%		Borough sets own target, informed by RL/WRAP good practice
% of flats (communal collections and flats within commercial buildings) collecting six main dry materials and separate food waste	89%		Borough sets own target, informed by RL/WRAP good practice
	<b>2020</b>	<b>2025</b>	
Proportion (%) of waste fleet heavy vehicles that are ULEZ compliant (Euro VI diesel)	100%	100%	All HGVS Euro VI (diesel) compliant by April 2019 (central London) and October 2020 (throughout London). <a href="https://tfl.gov.uk/modes/driving/ultra-low-emission-zone">https://tfl.gov.uk/modes/driving/ultra-low-emission-zone</a>
Performance of LACW activities against the Mayor's EPS (tonnes of CO2eq per tonne of waste managed). Use tool found here: <a href="#">Waste policy   London City Hall</a>	-0.069	-0.084	Borough to run their own scenarios using GLA tool to determine planned service changes (DSO borough) or new contract options against the EPS for target years 2020/21 and 2025. See London Environment Strategy Proposal 7.3.2.b

London Environment Strategy Objective Reference	Key action – local policy or waste contract commitment	Key actions – core service provision	Key actions – behaviour change activities	Expected impact towards achieving local targets	Key milestones (including progress updates)
7.1 Drive resource efficiency to cut waste					
	Policy and Strategy Commitment		Internal green group to explore ways to reduce waste and recycle more in Council buildings.	Create group and have members meeting to come up with ideas and ways to reduce waste and increase recycling. Due to pandemic this group will now focus on waste reduction in the home (circa 80% of Croydon employees live in the borough) as well as waste generated in the office.	Project plan has been out on hold until the Croydon workforce strategy has been agreed (projected December 2021).
	Encouraging Reuse	Support increased reuse from bulky waste collections and HHRCs with the introduction of a reuse shop at Fishers Farm HHRC		This will reduce the amount of useable waste send to landfill and allow residents to choose reuse instead of new. The target would be to remove 25% of correct items collected diverted to reuse.	Renew the HHRC contract is awaiting sign off from the SLWP. Shop build to begin scheduled late summer 2021, delayed due to Covid restrictions, new date TBC.
	Encouraging Reuse		Create online reuse map for Croydon highlighting opportunities to reuse and reduce waste.	Resident awareness of opportunities to go plastic free shopping and sourcing clothes and restored electrical items will drive up visits to sites reducing waste creation. This impact of the map will be measured by visitors to the site, expected visits of 100 per month.	Data gathering for map layers has been delayed due to covid, project to begin again in August 2021 with Beta map to be developed by October 2021.
	Encouraging Reuse		Review and potentially Increase support to community based organisations such as Freegle with potential for more joint Initiatives.	Reduce waste creation by behaviour shifting from buying new to sourcing pre loved items. Measured through figures provided from freeagle	Link to freeagle on LBC website. Promote freeagle on literature as updated.
	Encouraging Reuse	Explore the possibility of partnering with Croydon reuse which is a social enterprise that currently exist. Explore working with them to deliver activities in a Repair cafes to teach residents basic repairs, initial project to cover textiles as skill set is available from volunteers.			Initial contacts have been made. A unit has been secured from Hammersons for free for a period of 3 months, they have also gifted £2000 to the project for incidental expenses. Currently working to understand how to set up a space in a commercial unit that does not cost business rates, hope to have first session by September 2021.
	Reduce food waste		Support Love food, hate waste campaign	Reduction of food waste created in Borough through education	Promote love food hate waste at 3x recycling events in the Borough, this will resume as soon as in person events are being introduced.
	Waste Avoidance	Croydon supports the use of reusable, washable Real Nappies through its support of the Real Nappy Scheme which is very active in Croydon.		Croydon will continue to support the use of Real Nappies and help the network promote them as much as possible	Ongoing
	Waste Avoidance	Croydon wish to support home composting in the Borough, we are exploring working with community groups and street champions to create trained composter leaders who will hold workshops to teach people how to compost		Reduction in garden waste disposed of in residual bins	Look into training course for workshops and purchasing compost bins for participants. Through the pandemic Croydon are digitally supporting composting through social media promotions, when it becomes practical to do so we will look to restart this project.
	Single use plastic	Support the installation of three water fountains within LB Croydon to reduce dependence on bottled water. Promote the installation of new water fountains to residents, and raise awareness of apps such as Refill who promote refill opportunities at a local level.		Behaviour shift to carry refillable bottles rather than buying single use plastics.	On hold indefinitely.

London Environment Strategy Objective Reference	Key action – local policy or waste contract commitment	Key actions – core service provision	Key actions – behaviour change activities	Expected impact towards achieving local targets	Key milestones (including progress updates)
7.2 – Maximise recycling rates	Croydon Environment Strategy - Maintain the provision for most residents to recycle six main dry material and separate food waste collections <ul style="list-style-type: none"> <li>• Minimise municipal waste</li> <li>• Maximise recycling and composting rates</li> <li>• Not use landfill and only incinerate municipal waste</li> </ul>			Continue to offer kerbside service which collects the six main dry materials, and promote the service to maximise participation and capture of recyclables	To achieve 50% recycling target by 2020/21
	Croydon Environment Strategy - Sets out how Croydon council will: <ul style="list-style-type: none"> <li>• Minimise municipal waste</li> <li>• Maximise recycling and composting rates</li> <li>• Not use landfill and only incinerate municipal waste</li> </ul>			Continue to offer kerbside service which collects the six main dry materials, and promote the service to maximise participation and capture of recyclables	To achieve 50% recycling target by 2020/21
		Continue to offer kerbside textiles and batteries collections.		Promote batteries recycling and textiles recycling to kerbside properties to maximise participation and capture.	To achieve 50% recycling target by 2020/21
	Croydon Environment Strategy	Increase levels of community knowledge and understanding of recycling through educational talks and presence at community events supported by SLWP and Veolia comms team		Development and delivery of assemblies and learning opportunities to Croydon schools (delivered by Veolia SLWP Comms team)	To have delivered 2 assemblies by Dec 2020 - due to covid target has been re-evaluated and includes on line delivery.
	Croydon Environment Strategy	SLWP comms plan and to promote recycling collections and HRRCs.	Engagement for National recycling week with comms and activities for residents to educate on recycling.		Plans developed in conjunction with Veolia SLWP comms team
	Croydon Environment strategy	Increase tagging of bins for excess and contaminated waste	Engage with residents about contamination and excess waste by education through tagging, letters, door knocking and enforcement	Decreased contamination and a reduction in rejected loads	A % decrease in contamination.
	Croydon Environment strategy	Use information from recycling and waste management surveys to analyse ways of increasing recycling and reducing contamination			Analysis will allow communication to be targeted at addressing why residents don't recycle/use services available to them
	Reducing Contamination	Contamination data is collected from the contractor	Using this data for door knocking activities and other interventions such as league tables, roadshows and targeted communications we hope to improve understanding of the service and reduce contamination.	Improved capture of key materials and less contamination in bins.	Monitored through lockouts of crews for contamination.

Reducing Contamination	School visits	In conjunction with the contractor we will continue to attend schools in the borough to discuss recycling and highlight what can and cannot be recycled	Reduced contamination through education.	This is a long term investment in education and hard to measure but we will initially offer this to low performing or high contamination areas.
Food Waste	Maximise the number and type of properties receiving a separate weekly food waste collection.	Explore extending weekly food waste collections to flats above shops	Food waste recycling at 65% by 2030	In contract meeting discuss with Veolia and explore collection options, ongoing due to postponing project due to covid.
Food Waste		As part of communal collections audit ensure that all locations where the installation of food waste recycling facilities were declined or removed are approached and offered free installation.		Increase of food waste collected tonnages
Food Waste	Maximise the amount of food waste collected as part of kerbside collections.		Target collection rounds with low and medium levels of participation and capture. Trial interventions to see which ones have the greatest impact in increasing food waste tonnage.	Dependent on interventions trialled expect to see an increase in tonnages of food waste collected
Garden Waste	Encourage increased numbers of subscriptions to garden waste collection service.		Work with Veolia and SLWP Comms Group where there is a dedicated promotional budget to maximise subscriptions.	Current subscriptions at about 20,000 properties, increase residents using the service.

Engage with residents about contamination and excess waste to reduce educate with tagging, door knocking and enforcement

London Environment Strategy Objective Reference	Key action – local policy or waste contract commitment	Key actions – core service provision	Key actions – behaviour change activities	Expected impact towards achieving local targets	Key milestones (including progress updates)
7.3 – Reducing environmental impact	Reduce carbon emissions	Move to more environmentally friendly waste disposal for residual waste and zero landfill.		By using energy recovery carbon emissions are greatly reduced.	Already delivering
	Reduce carbon emissions	Exploring the use of electric vehicles for the waste and recycling team.		Reduction of emission through carrying out normal duties	Discuss with transport team, transport team currently exploring charging options for electric vehicles.
	Reduce carbon emissions	Explore the potential for electric vehicles when new fleet is required		Reduction of emission through carrying out normal duties	Ongoing discussions with the contractor to explore feasibility of electric fleet.
	Reduce carbon emissions	Explore possibility to make all vehicles used in delivery of the service ULEZ compliant		Although not in the ULEZ zone by making vehicles compliant there will be a reduction of the environmental impact of the fleet and future proof Croydon for potential expansions of the zones.	When procuring new vehicles explore the possibility of being ULEZ compliant

London Environment Strategy Objective Reference	Key action – local policy or waste contract commitment	Key actions – core service provision	Key actions – behaviour change activities	Expected impact towards achieving local targets	Key milestones (including progress updates)
7.4 Maximising local waste sites	Transfer Station	Maintain the waste transfer permit at Factory Lane and work with our contractor and consultants to understand what steps would be required to return the site to a fully operational waste transfer station. This will allow Croydon to be self sufficient for correct an projected waste transfer requirements.		Maximising local waste sites will increase self sufficiency and recycling rates.	Review of provision and next steps agreed by 2022
	Recycling facilities	When procuring services encourage providers to use destinations as close to London as possible.			
	Household Reuse and Recycling Centres	There are currently 3 HHWRC in Croydon where residents can recycle circa 22 materials. We will continue to work closely with our contractors to expand the materials that can be recycled. There will also be a reuse shop at one of the HHRC's from 2021.			Ongoing.
	Managing Waste in London	Where possible we will manage waste and recycling as close to Croydon as possible. All waste in treated in London but organics and recycling currently go to Essex and Surrey, where options to treat become available in London we will explore these with the SLWP and our contractor.			Ongoing



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## Performance fund reinvestment proposal

May 2021

### **Introduction**

After Q4 LBC asked that we look to reinvest the performance fund money into the service in order to improve performance and quality of service.

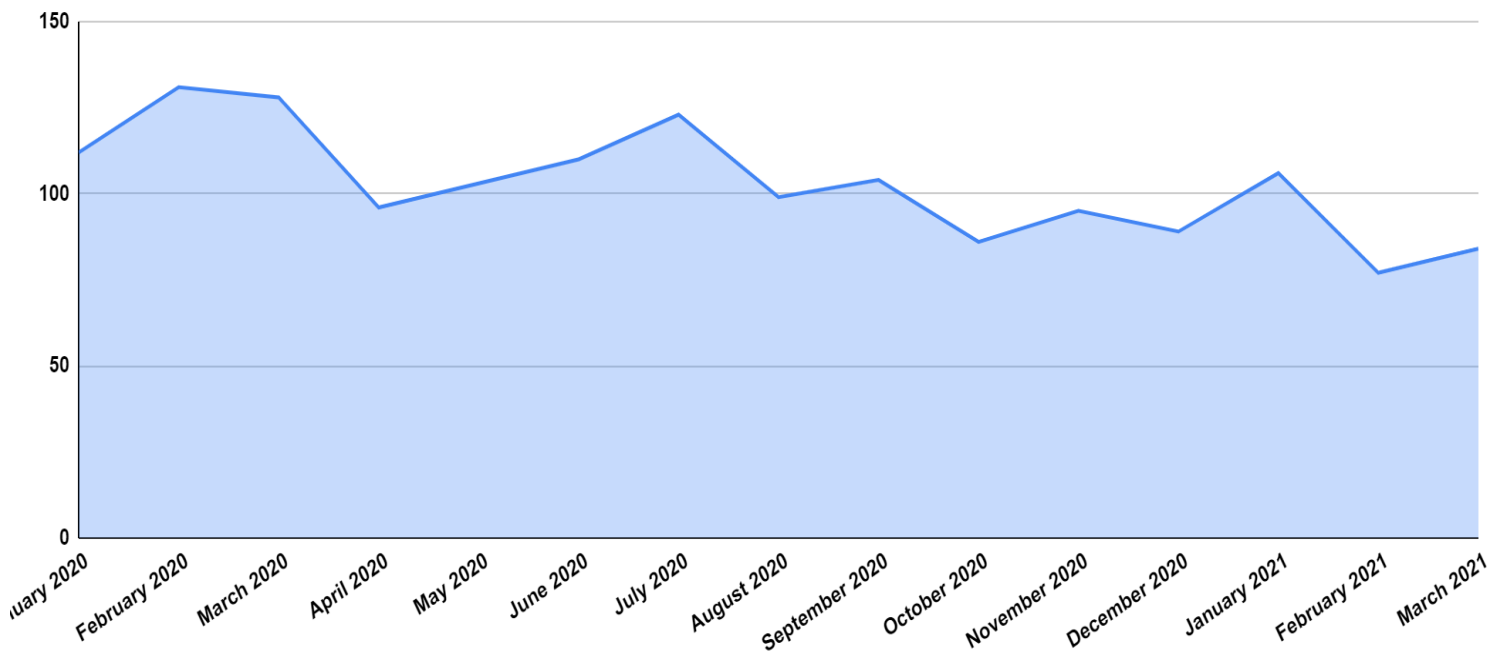
In the next few pages I will look at Q4 data, discuss how we will look to reinvest and also give some projections on anticipated performance over the next two quarters.

After discussions with Danielle and taking feedback from client meetings such as Housing / NSO meetings it is clear the focus currently should be on communal collections and repeat missed bins, although this plan will hopefully look to help all areas of the collections contract.

The next slide will indicate month on month performance since January 2020, there a number of peaks and troughs due to the seasonal variations and also Covid playing a major role in not only causing missed collections but also preventing them.

## Total Missed per 100K

As you can see although there are peaks as you will always expect there is also a steady improvement from a year ago due to the work done so far including crew bonuses and specific man management (missed bins switched off for one week in Feb 21 otherwise a steady trend this year so far)



112	January 2020	106	January 2021
131	February 2020	77	February 2021
128	March 2020	84	March 2021

## Quarter 1 targets

SPI:			2	2	2	2	2	6
Definition:	Communal refuse missed per 100K	Communal Recycling missed per 100K	Refuse missed per 100K	Paper missed per 100K	Container Mix missed per 100K	Food missed per 100K	Garden Waste Strike Rate	Repeat Missed Multiple missed scheduled collections in same waste within 6 weeks
<b>Q4 PERFORMANCE</b>	<b>85</b>	<b>107</b>	<b>150</b>	<b>72</b>	<b>93</b>	<b>46</b>	<b>99.70%</b>	<b>169</b>
Target for 25%	83	105	144	71	91	44	99.7	155
Target for 50%	81	101	138	69	89	44	99.7	135
Target for 75%	79	97	132	67	87	44	99.75	125
Target for 100%	77	93	128	65	84	44	99.8	119

### Quarter 2 potential targets

SPI:			2	2	2	2	2	6
Definition:	Communal refuse missed per 100K	Communal Recycling missed per 100K	Refuse missed per 100K	Paper missed per 100K	Container Mix missed per 100K	Food missed per 100K	Garden Waste Strike Rate	Repeat Missed Multiple missed scheduled collections in same waste within 6 weeks
<b>Q1 projected Performance</b>	<b>77</b>	<b>93</b>	<b>128</b>	<b>65</b>	<b>84</b>	<b>44</b>	<b>99.80%</b>	<b>119</b>
Target for 25%	76	90	118	65	82	44	99.8	112
Target for 50%	74	87	110	64	80	44	99.8	97

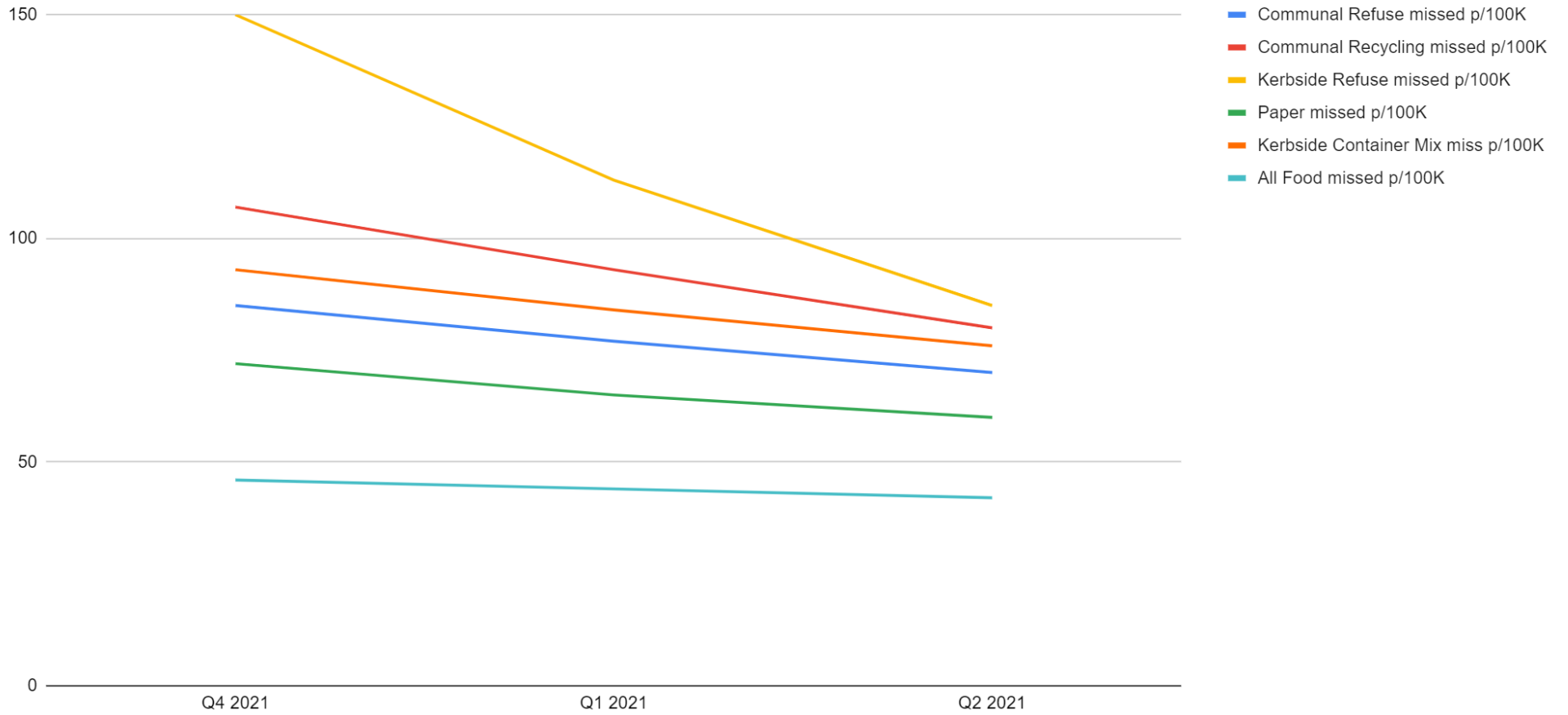
<b>Target for 75%</b>	72	83	97	62	78	44	99.85	82
<b>Target for 100%</b>	70	80	85	60	76	42	99.85	72

Looking at current numbers we have tried to ensure a steady reduction, for each service depending on current performance we have placed a reduction percentage which will bring them all hopefully a lot closer and into a far more acceptable level.

<b>Definition</b>	<b>Q1 Reduction for 100%</b>	<b>Q2 Reduction for 100%</b>
Communal Refuse missed p/100K	10%	10%
Communal Recycling missed p/100K	14%	14%
Kerbside Refuse missed p/100K	25%	25%
Paper missed p/100K	10%	10%
Kerbside Container Mix miss p/100K	10%	10%
All Food missed p/100K	Down 2	Down 2
Garden Waste Strike Rate	0.10%	0.05%
Missed communal recycling collections rectification in 1 working day	5%	5%
Missed communal refuse collections rectification in 1 working day	3%	5%
Repeat missed - Scheduled collections in the same bin type in 6 weeks, These numbers will be on over previous Quarter	50%	40%

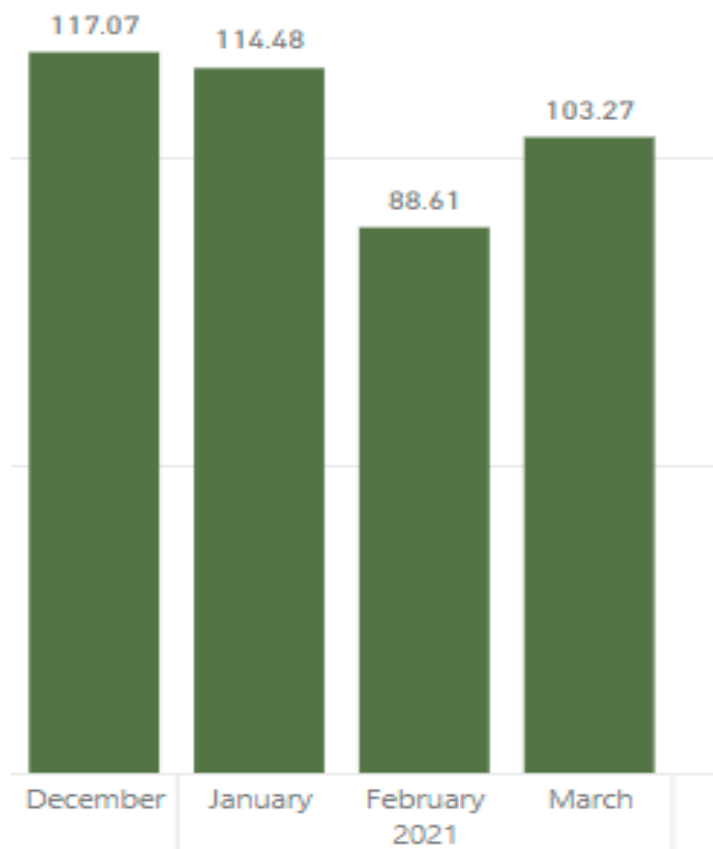


### Missed bin projected trends



After looking some different options we believe the option with the most impact would be to change our structure slightly and add another manager to the municipal team - This would allow us to have a far more concentrated approach to crew management something that we have seen show significant improvements with Clint Charles taking sole charge of communal collections from December 2020 - February shows and unusual upturn in performance due to missed collections being switched off for one week due to snow affect service otherwise you can see a steady improvement of the service over the most difficult months.

So far each EM has differing responsibilities one managing around 21 crews totalling around 60 members of staff, this was because we wanted to spend time and focus on communal issues so our communal manager now dedicates time to 10 crews - We want to ensure we have this focus across all crews and all staff.



**Current structure**



As it stands currently we use our resource planner to manage crews and one environmental manager is managing all kerbside crews which potentially leaves that position stretched. Our major improvement in performance has come from the dedicated environmental manager on communal collections.



**Proposed structure**

Dedicated managers for communal collections / kerbside refuse / kerbside recycling and garden waste, bulky collection. Bespoke management for each service and it's related issues.



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From the new proposed structure we hope to see the following which is why we believe performance will be improved;

- *Increased crew meeting frequency*
- *Increased manager / crew interaction on location to reduce repeat missed bins*
- *Increased dedicated training for poor performance and new starters*
- *Bespoke manager targets relating to specific services and SPI's*
- *Improved service resilience able to sustain performance through manager sickness / holiday etc*
- *Improved manager / client communication*

Of course there were many other things we discussed however I looked at this option as the most impactful and immediate for performance results, other discussions around equipment for crews, vehicles, extra rounds etc were all looked at and will be very good options moving forward for reinvestments.

This resource can be moved around as per the requirements of the business and any highlighted areas of improvement as directed by LBC. This would include moving between street cleansing and collections services should the need be identified and with all managers understanding all areas of the business there would be no issues with managers being able to move between disciplines

We understand that the funded resource could be removed as part of any fund removal due to a drop in performance levels as indicated by LBC.

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