

Decision Maker: ENVIRONMENT AND COMMUNITY SERVICES POLICY
DEVELOPMENT AND SCRUTINY COMMITTEE

Date: 18 June 2019

Decision Type: Non-Urgent Non-Executive Non-Key

Title: UPDATE: WASTE COLLECTION AND STREET CLEANSING
SCHEDULE CHANGES

Contact Officer: Amy Harris, Waste Strategy Manager
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Chief Officer: Executive Director of Environment & Community Services

Ward: (All Wards);

1. Reason for report

- 1.1. In line with the procurement and commencement of the new Environment Services Contracts for Waste Collection (Lot 2) and Street Environment (Lot 3), the following changes to the waste collection and street cleansing services will be introduced:
- Revision to the waste collection schedule to enhance service efficiency;
 - Revision to the street cleansing schedule to align with the waste collection service;
 - Expansion of the recycling service (black box recycling, green box recycling, and food waste) to around 800 narrow access properties alongside an every other week collection of non-recyclable refuse; and,
 - A new kerbside collection service for textiles, household batteries and small waste electrical and electronic items for houses.
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2. **RECOMMENDATIONS**

2.1. **That the Environment and Community PDS Committee:**

- **Note and support the plans to increase recycling, and preparations for the waste collection and street cleansing schedule changes, and,**
- **Support the principles outlined i.e. the project plan and provide any comments about the implementation of waste collection and street cleansing changes.**

Impact on Vulnerable Adults and Children

1. Summary of Impact: The service changes will impact all households across the borough including those with vulnerable adults and children. To mitigate the impact LBB will work closely with Veolia to reduce any service disruption to households receiving the assisted collection (Special Requirements List) and ensure that service change communications are clear.
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Corporate Policy

1. Policy Status: Existing Policy
 2. BBB Priority: Excellent Council Quality Environment
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Financial

1. Cost of proposal: Indicative one-off cost of £78k
 2. Ongoing costs: N/A
 3. Budget head/performance centre: Waste Services
 4. Total current budget for this head: £17.9m
 5. Source of funding: Existing revenue budget 2019/20
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Personnel

1. Number of staff (current and additional): The resource requirements have been assessed for the service change implementation period. As a result, a temporary dedicated Neighbourhood Management team consisting of one existing member of staff and two temporary officers will be provided for a three month period. Eight temporary Customers Services Officers will also be funded for the same time period.
 2. If from existing staff resources, number of staff hours: As above.
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Legal

1. Legal Requirement: None
 2. Call-in: Not Applicable
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Procurement

1. Summary of Procurement Implications: None. The contract was awarded on the basis of a specification and method statements, which set out the expectation of the proposed changes. Any agreed changes will be implemented via the Change Control procedure specified within the Contract.
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Customer Impact

1. Estimated number of users/beneficiaries (current and projected): All households
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Ward Councillor Views

1. Have Ward Councillors been asked for comments? No
2. Summary of Ward Councillors comments: N/A

3. COMMENTARY

- 3.1 On the 28 November 2018, the Executive awarded the following suite of environmental services contracts:
- Waste Disposal (Lot 1)
 - Household Waste Collection & Recycling (Lot 2)
 - Street Environment – Street Cleaning & other minor Environmental Services (Lot 3)
 - Parks Management and Grounds Maintenance (Lot 4)
 - Arboricultural Services (Lot 5)
- 3.2 Lots 1 to 3 were awarded to Veolia ES UK Limited (Veolia) and during the contract period will enable Bromley to reach virtually zero waste to landfill and continue to be one of London's top boroughs for recycling.
- 3.3 Whilst the tender was for an 'as is' service, the new contracts for Lot 2 and 3 included proposals to maximise the efficiency of waste collection and street cleansing services by reviewing the existing schedules and methodologies. The total contract costs, which the Council accepted, were based on a more efficient collection schedule and were therefore lower than they would have been had these proposals not been included.
- 3.4 As part of the new contract, new collection vehicles have been purchased which will support a more reliable collection service and enable new recycling services to be introduced, which will include a collection service for textiles, household batteries and small waste electrical and electronic items for houses.
- 3.5 74% of households' waste and recycling collection day will be changed and the residential street cleansing service schedule reorganised to deliver environmental services that:
- are operationally efficient and cost-effective;
 - keep Bromley's streets clean;
 - ensure waste crews are able to work together to complete scheduled collections, where unplanned events occur i.e. breakdowns;
 - improve the response to missed collections;
 - enable the introduction of in cab technology to enable real time information for customer services by the end of 2019;
 - are resilient and provide scope for future operational efficiencies; and,
 - encourage greater recycling and reduce non-recyclable refuse.
- 3.6 A service change such as this is significant and Veolia and LBB are working closely to plan the service change to minimise disruption to residents. Veolia have substantial experience of undertaking similar service changes across the country, London and also in Bromley (e.g. Change of service from point of storage to Edge of Curtilage (EOC), in 2003, re-rounding in 2005, change of service to EOC and introduction of food waste in 2010 as well as the revision of frequency of paper collections in 2015).
- 3.7 Knowledge gathered from Bromley's experience of waste collection changes and other local authorities mean that an increased number of resident enquiries can be expected during the implementation period. Additional resources will be provided by both the contractor, Veolia and within different service teams within the Council to mitigate this.

Operational Planning – Waste Collection

- 3.7 During the bid process and mobilisation of the Lot 2 contract, Veolia used 12 months of data from the historic collection service and operational intelligence to model a number of scenarios to identify the most productive, cost effective and resource optimised approach whilst maintaining the existing frequency, containers and types of materials collected.

- 3.8 The optimised approach means that residents will continue to receive the same suite of waste and recycling collection services and there will be the same total number of vehicles and crews delivering the waste and recycling collection services.
- 3.9 To increase efficiency and service reliability, there will be a move away from the split bodied vehicles that collected food waste at the same time as recycling to a dedicated vehicle for each material type. The dedicated vehicles will be narrower than the existing vehicle fleet, which will enable additional properties on roads that were previously too narrow for the split bodied vehicles to receive the full range of recycling collections. Table 1 presents the difference between the number of collection rounds under the new service and the historic service:

Table 1 – Historic and New Contract Collection Rounds

Collection Service Type	Number of Collection Rounds	
	Historic Service	New Contract Service
Non-Recyclable Refuse Waste	10 1 x Narrow Access	10
Recycling Services	10x Paper/Card/Food 10x Plastics, Glass and Cans /Food 1x Narrow Access	6.5 x Paper/Card 6.5 x Plastic, Glass and Cans Mix 9 x Food
Garden Waste	5	5
Commercial and Flats Collections	7 (5 non-recyclable refuse and 2 recycling)	7 (5 non-recyclable refuse and 2 recycling)
Bulky Collections	1	1
Total	45	45

- 3.10 The new recycling vehicles for paper and card, and plastics, glass and cans will be fitted with a battery box and a cage to enable the separate collection of textiles, small household batteries and small electrical goods (e.g. kettle, laptop, hairdryer).
- 3.11 In addition, there will be change from the historic ‘village collection’ methodology to a ‘wave collection’ methodology, which means all collections will take place in one area of the borough on one day. This will enable crews to support each other to complete all scheduled collections, improving the response to any missed collections and enable targeted communications. See *Appendix A* for a comparison between the historic and the proposed collection maps.
- 3.12 The proposed changes will mean that 74% of household collection days will be altered. Individual households will receive a collection of all waste and recycling materials on the same collection day, with the exception of garden waste, which remain on existing collection schedules with this being reviewed in early 2020.

Operational Planning – Street Cleansing

- 3.13 Following the identification of the optimum waste collection schedules Veolia used the same modelling software to create street cleansing schedule that follows the waste collection. This will mean that the majority of residential roads will be swept after the waste collection service in accordance with required street cleansing frequencies.

Communication

- 3.14 Communicating the service changes and improvements to residents is a key work stream. The communications plan includes a full range of communication channels including a direct mail letter and leaflets as well as adverts, and, online and social media activity.
- 3.15 Residents who experience a day change will receive two separate notifications. All residents will be provided with updated calendars showing the improved recycling services and ensuring that the correct collection day is known, including what recycling container to present each week.

Information about the new services and collection days will be available in detail on the Council's website (www.bromley.gov.uk/wastenews); this data will be updated a month before the new service goes live.

Timeline

- 3.16 The indicative timeline for the implementation of changes to the waste collection and street cleansing service are provided in Table 2 below.

Table 2 – Indicative Timeline

Key Activity	Date
Delivery of new waste collection vehicles	April to July 2019
Modelling of new waste collection and street cleansing rounds developed	April to July 2019
Testing new vehicles	May to September 2019
Communications campaign	July to October 2019
Veolia and LBB Staff Training	July to August 2019
Bromley Service Change	September 2019

Risks and mitigation

- 3.17 A detailed risk analysis has been completed that considers the impact, likelihood and mitigation for a range of risks in relation to the implementation of the waste collection and street cleansing changes. The key risks and their corresponding mitigation are described in the Table 3 below:

Table 3 – Keys Risks and Mitigation

Key Risk	Planned Mitigation
During the implementation phase around 22,819 households are expected to wait an additional two weeks between their last non-recyclable refuse collection and the new one (i.e. changing from a Week 1 Monday collection to a Week 2 Friday collection). This will be the same for recycling collections.	Additional collections for residual waste will be scheduled at the weekend so that residents do not receive a long gap between their collections. The maximum wait will be 8 days. Residents can leave excess recycling and non-recyclable refuse next to their normal containers and it will be collected on the scheduled collection day.
Service disruption due to the new collection areas, vehicles and technology being new to the collection crews.	To minimise service disruption: <ul style="list-style-type: none"> Operational teams assisted in the design of new collection rounds New vehicles will be fully tested by crews and inspected by the fleet workshop Training will be provided for all crews Additional management and frontline resources will be provided by Veolia
Residents not placing containers out on the right collection day.	A comprehensive communication campaign will be conducted to help mitigate this.
Council service teams and Veolia not having capacity to respond to the increase in online requests and call volumes and for this to have an impact on the ability for the customer service team to respond to other non-environment related enquiries.	Additional resources will be provided by both LBB and Veolia to provide capacity for an increased volume of correspondence. Technological solutions will be introduced where possible and up to date information will be provided through the website to assist with enquiries. The cost for the extra resources for LBB is estimated to be £78k in total.
Essential health and safety related works taking place at Waldo Road Household Reuse and Recycling Centre during the service change implementation period, potentially leading to additional traffic queues at the site.	Council's Property Team is working closely with Veolia to phase the repair works to minimise disruption at the site and manage traffic to reduce queues wherever possible.

4. IMPACT ON VULNERABLE ADULTS AND CHILDREN

- 4.1 Changes to the waste collection service will impact on all households, included those who rely on the assisted collection service (circa 2,000 households) may be impacted. It is important to ensure these residents are provided with an uninterrupted service throughout the period of change.
- 4.2 In mitigating the impact of the proposed changes the Council and contractors will ensure that all residents and stakeholders receive information about the service changes through a variety of channels as part of the communications plan. Marketing materials will be clear and pictorial.

5. POLICY IMPLICATIONS

- 5.1 The “Building a Better Bromley” objective of being an Excellent Council refers to the Council’s intention to provide efficient and effective services and value for money to our residents. For the objective of maintaining a ‘Quality Environment’, the implementation of these service changes will help to ‘sustain a clean, green and tidy environment through value-for-money services provided to a consistently high standard’.
- 5.2 The street cleansing schedule changes will assist LBB in meeting Priority Outcome 1 (Improving the Street Scene) within the Environment Portfolio Plan 2018-21 (the Council’s environmental service aims and objectives).
- 5.3 The introduction of additional recycling services and materials as part of the household collection service will contribute to the Environment Portfolio Plan Outcome 2 (Minimising Waste and Increasing Recycling) and assist us in demonstrating our general conformity with the Mayor of London’s London Environment Strategy.

6. FINANCIAL IMPLICATIONS

- 6.1 As outlined in 3.17 above, it is anticipated that additional resources will be required in both the Neighbourhood Management and Corporate Customer Services teams, in the run up to and during the delivery of the service change.
- 6.2 The estimated cost for the additional Neighbourhood Management resources is £25k and £53k will be required for the additional customer services resources. The total £78k will be funded from the existing waste services budget for 2019/20.

7. PERSONNEL IMPLICATIONS

- 7.1 Based on past experience of similar service changes in Bromley and other boroughs, it is anticipated that a temporary dedicated Neighbourhood Management team is required to investigate and respond to any escalated service issues. This team would consist of three members of staff, one existing Neighbourhood Officer and two temporary officers for a three month period.
- 7.2 Seven additional members of Customer Services staff will also be needed during the three month implementation period to respond to an increased volume of waste collection and street cleansing calls.
- 7.3 Resource requirements are continuing to be reviewed during the lead up to the service change and throughout the implementation period and plans may be adjusted accordingly.

8. LEGAL IMPLICATIONS

- 8.1 None; the Waste Collection and Street Cleansing Services operate within a statutory framework. This framework determines the nature and frequency of the services the council is required to provide. The service changes detailed in this report adhere to these statutory obligations.

9. PROCUREMENT IMPLICATIONS

- 9.1 The implementation of the waste collection and street cleansing changes is in line with the new Lot 2 and 3 Environmental Service Contracts, which were awarded by the Council on 28 November 2019.
- 9.2 The specifications for Environment Services Contracts Lot 2 (Waste Collection) and Lot 3 (Street Environment) invited proposals for changes to service and activity levels on the basis of value for money and efficiency; and contracts were awarded on the basis of method statements provided which outlined the intended changes. Should the changes not be implemented to the extent and in the timescales envisaged, this may have implications on the ability of the provider to deliver within the agreed contract price.
- 9.3 Any agreed changes should be formalised through the Change Control procedure established in the contract.

Non-Applicable Sections:	Not applicable
Background Documents: (Access via Contact Officer)	Not applicable