

## **SLOUGH BOROUGH COUNCIL**

**REPORT TO:** NCS Scrutiny Panel      **DATE:** 4<sup>th</sup> September 2014

**CONTACT OFFICER:** **Nicholas Hannon,**  
**Environmental Strategy & Governance Manager**

**For all enquiries:** (01753) 875 275

**WARD(S):** All

**PORTFOLIO:** Commissioner for environment and open spaces  
Cllr Satpal Parmar

### **PART I** **NON - KEY DECISION**

#### **WASTE COLLECTION: PUBLIC EXPERIENCE**

##### **1    Purpose of Report**

To inform the Neighbourhood and Community Services (NCS) Scrutiny Panel of the public experience of waste and recycling collection in Slough. This report will demonstrate current performance, targets and improvements for the future both to the service and to the customer experience. It will also demonstrate the proposals for the new proposed waste strategy scorecard.

##### **2    Recommendation/Proposed Action**

NCS Scrutiny Panel is requested to provide comment to the Cabinet regarding:

- A. The performance of the Waste Collection Service (delivered through the Environmental Services Contract by Amey);
- B. The development of a target based environment to improvements to the customer service.

##### **3    The Sustainable Community Strategy, the JSNA and the Corporate Plan**

##### **3a.    Sustainable Community Strategy Priorities**

Slough Borough Council has stated through the Sustainable Community Strategy in the Environment and Regeneration section that it will pursue steps to:

- move up the waste hierarchy and increase the amount of waste recycled;
- reduce the overall amount of waste produced; and
- reduce dependency on landfill for final waste disposal.

Furthermore it also states that the Council will:

- encourage home composting;
- continue to provide a dedicated scheme to collect green garden waste.

The primary environmental commitment and statement made by the Council through the Slough Sustainable Community Strategy is that the Council has set itself the target of recycling 60% of its waste by 2028. This is a core driver behind the Waste Strategy in development and defines the strategic horizon period.

3b. **Sustainable Community Strategy: Cross-Cutting themes**

Residents play an important part in the sustainable management of the Borough's waste and the Council relies on residents to sort their recycling and residual waste for collection, and to dispose of their waste considerately, especially larger items. Furthermore residents waste disposal habits have implications for the Council's budget, and influences the amount of waste sent to landfill, recycled or composted. Therefore, all residents have a civic responsibility to contribute to a cleaner, greener Slough, demonstrating the cross-cutting theme of **Civic responsibility**.

Successful waste management processes will ensure the town is kept tidy and clean, while unsuccessful processes may have inadvertent consequences such as a rise in fly tipping or littering, which damages the image of the town. This relates to the theme of **Improving the image of the town**.

3c. **Joint Strategic Needs Assessment (JSNA)**

There are no references within the Joint Strategic Needs Assessment (JSNA) for waste management and recycling.

3d. **Corporate Plan 2014/15**

The Slough Borough Council Corporate Plan states that one of the key supporting plans and strategies is the forthcoming Waste Strategy.

**Improve the customer experience**

Service users expect efficient and reliable bin collection, which the service will strive to improve.

**Deliver high quality services and facilities to meet local needs**

In designing waste management provision, local circumstances will be taken into account, to deliver the most appropriate service for users. The service will aim to be of a consistently high quality.

**Develop new ways of working**

The service will make the most of new technology and best practice to increase efficiency, improve levels of service and deliver improved environmental, economic and social outcomes where these changes are cost effective or in tandem with contract review or renewal.

**Deliver local and national change and improvement**

The Council has set itself ambitious targets for the management of waste, and will constantly review services to ensure they meet changing needs, resources and opportunities.

**Achieve value for money**

Through efficiencies and harnessing new technology and ways of working, the strategy will generate savings while consistently delivering a high level of service.

#### 4 **Other Implications**

##### (a) Financial

None.

##### (b) Risk Management

None.

##### (c) Human Rights Act and Other Legal Implications

There are no Human Rights Act Implications.

##### (d) Equalities Impact Assessment

There is no identified need for the completion of an EIA.

#### 5 **Supporting Information**

- 5.1 As a Unitary Council Slough Borough Council is responsible for collection, management and disposal of all municipal waste generated within the borough. The Waste Collection function for Slough Borough Council is delivered by Amey under the Environmental Services contract which runs until November 2017. The contract covers Waste Collection, Waste Management, Waste Disposal, Highways, Street Cleansing and Grounds Maintenance;
- 5.2 The average customer experience of waste collection in Slough is generally perceived to be exceptionally well delivered, maintained and seamless over holiday transition periods.
- 5.3 Amey currently collect around 250,000 bins a month from around Slough generating over 55,000 tonnes of waste. Wheeled bins for residual waste and recycling are currently collected weekly all year round and green waste wheeled bins are collected fortnightly from March – November.
- 5.4 At the first stage waste collection issues and complaints are dealt with by Amey for residents who have a request for information, wish to raise a query or would like to complain about a lack of service. To enable this provision Amey have a dedicated provision of a Freephone 0800 number which goes through to three call centre staff. There is a dedicated email address and a drop in centre at Chalvey Household Waste Recycling Centre. Where residents are unsatisfied with the level of customer service provided by Amey then their cases are referred to Slough Borough Council officers; either Nicholas Hannon (waste collection / waste management / recycling issues / Household Waste Recycling Centre) or Ian Coventry (waste collection contractor issues / crew issues / poor service from Amey). Complaints and requests for information received directly to the Council, member casework and FOIs are all dealt with by Nicholas Hannon and Ian Coventry as the key contacts for the service.
- 5.5 Issues that are particularly pertinent are recurring missed bins, neighbours using a resident's bin, residents placing bulky waste in bin stores and contaminated bins. In 2013/14 there were 38 complaints made regarding the Amey contract compared to 45 in 2012/13. In 2013/14 there 7 complaints made regarding the refuse service, 2

made regarding the recycling service and 15 made regarding the Amey / Slough Enterprise.

- 5.6 Missed collections are the major issues encountered by Amey and complaints made to Slough Borough Council. Contractor performance is exemplary in terms of numbers of 'missed bins'. In their APSE Benchmarking group Slough Borough Council ranks 1<sup>st</sup> out of 22 Councils for missed collections per 100,000 collections. Slough Borough Council misses 7 bins per 100,000 collections. The average of the group is 46. This equates to a missed bin being encountered by a resident 0.007% of the time. Issues regarding missed bins often occur where bins are not collected due to vehicle access. Where these bins are missed then Amey have 24 hours to collect the bins and rectify the missed collection. Bins collected within this 24 hour rectification period are not registered as 'missed'.
- 5.7 Since the introduction of the Contamination Policy over 440 letters have been sent to residents to improve the quality of recycling placed in the red bins. Waste collection operatives take note of addresses which have placed out the incorrect materials in their red bins. Residents who live in 'flats above shops' are progressively being placed on special purple sacks to be able to isolate where waste is being dumped in black bags by commercial traders and businesses.
- 5.8 As part of contract savings programme Slough Borough Council will approve that Amey enable a change in the terms and agreements with their waste collections operatives. This will mean that collections can start earlier ensuring that there is a reduction in congestion of the key arterial roads in Slough and these areas are avoided: A4 Bath Road (and junctions with side roads), Tuns Lane, Copthorne Roundabout / Church Street / Cippenham Lane, Ledgers Road & Montem Lane also get affected when there are incidents on other parts of the network, Farnham Road (and junctions etc), Stoke Poges Lane, Wellington street / Heart of Slough / Stoke Road, Sussex Place / London Road, Sainsbury's roundabout / Uxbridge Road and approaches to the Harrow Market roundabout in Langley.
- 5.9 The contract management team will be working with Amey for a greater weekly update on outstanding issues in bin stores, blocked roads and issues with bins returned to property for proactive response.
- 5.10 A new scorecard which is being developed as part of the Waste Strategy will provide a greater degree of scrutiny, governance, transparency and information to members, NCS Scrutiny Panel and Cabinet. A draft example of this is in Appendix 1.

## **6 Conclusion**

NCS Scrutiny Panel is requested to provide comment to the Cabinet regarding:

- A. Improvements proposed for the Waste Collection service in Slough considering all facts and information presented in this paper and by Amey;
- B. The development of the proposed Political Waste Strategy Scorecard 2015/16.

## **7 Background Papers**

Appendix 1 - Proposed Political Waste Strategy Scorecard 2015/16

Appendix 2 – Presentation from Amey 'Slough Waste Collection - Making a good service better'.

## Appendix 1 - Proposed Political Waste Strategy Scorecard 2015/16

**Table 1.1: Proposed Political Waste Strategy Scorecard 2015/16**

Performance Indicator - Political & Corporate Scorecard (annual)	Date Updated	Baseline (2014-2015)	2015-16 target	Long term target	Source:
Missed domestic residual waste bins	31/03/2015	391	360	<0.00001%	Amey Contract Management
Missed domestic recycling bins	31/03/2015	334	310	<0.00001%	Amey Contract Management
The percentage of household waste sent for reuse, recycling or composting	31/03/2015	30%	33%	60% by 2028	WasteDataFlow
Percentage of municipal waste sent to landfill	31/03/2015	6.50%	5%	0.5% by 2020	WasteDataFlow
Reduction in amount of household residual waste generated within Slough	31/03/2015	49,887.79	49,388.91	-1% year on year	WasteDataFlow (a)
Household Waste Collection (kilograms per head)	31/03/2015	351.72 kg/head	348.20 kg/head	-1% year on year	WasteDataFlow (a)
Number of material streams collected through red bin service	31/03/2015	4	5	6	Waste Management
Number of Bring Sites in borough	31/03/2015	14	15	20 by 2020	Waste Management