

Transport and Environment Committee

10.00am, Thursday, 12 September 2019

Waste and Cleansing Services Performance Update

Executive/routine	Routine
Wards	All wards
Council Commitments	23 , 24 , 25

1. Recommendations

- 1.1 It is recommended that Committee notes the contents of this report; including the activities, and dependencies, outlined within this report and the progress made towards these.

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Executive Director of Place

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Waste and Cleansing Services Performance Update

2. Executive Summary

- 2.1 This report updates Committee on the Waste and Cleansing Services performance for the quarter one (April to June) of financial year 2019/20, along with an update on the progress made towards the activities to revise the suite of performance reporting measures for the service and the next steps involved.
- 2.2 This report also responds to amended motion by Councillor Webber at [Council](#) on 30 May 2019 regarding waste collection services and the impact of bin placement.

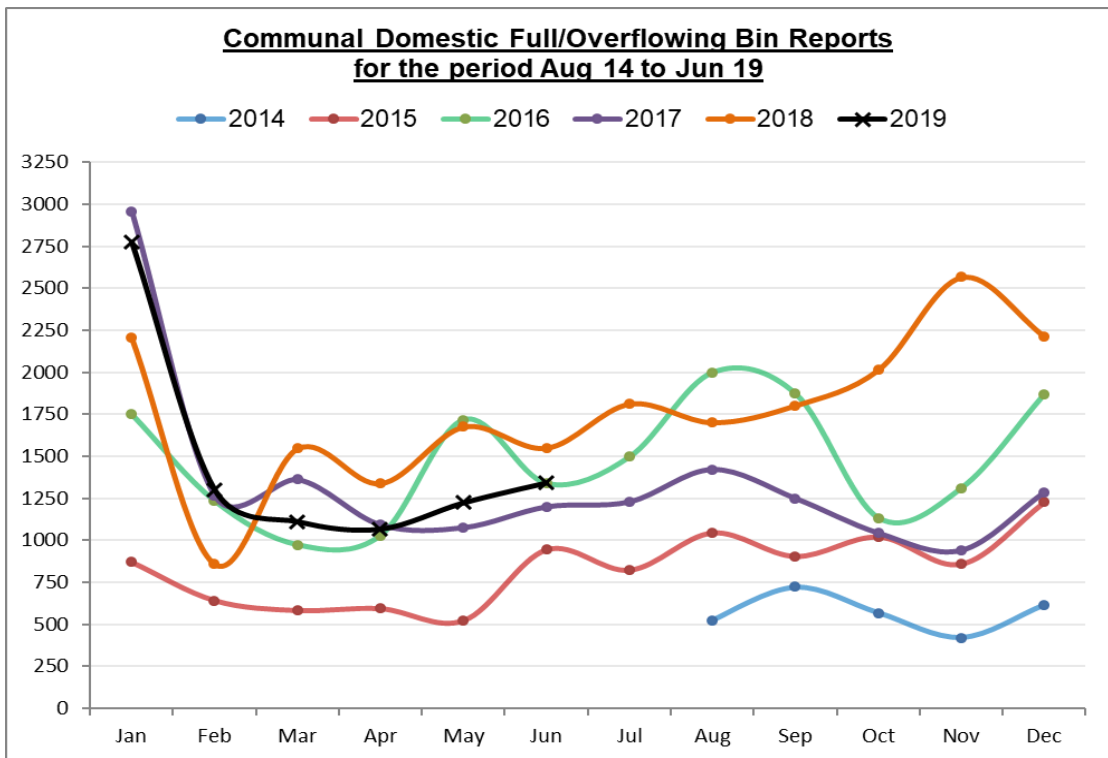
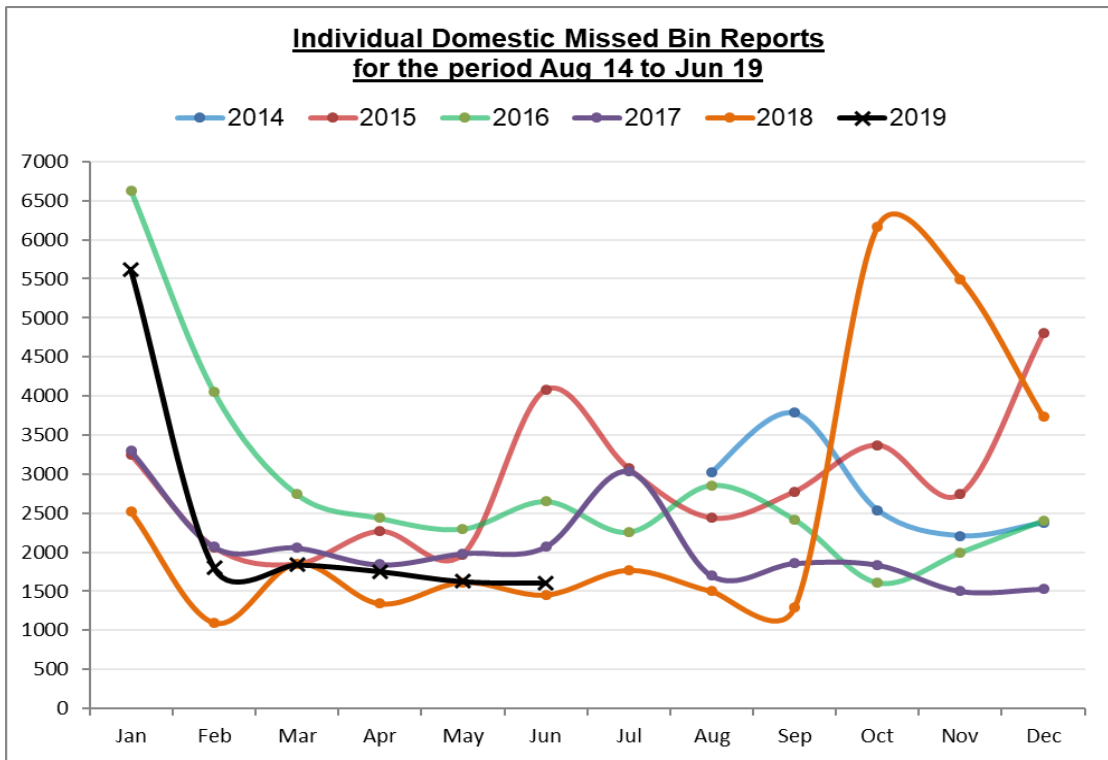
3. Background

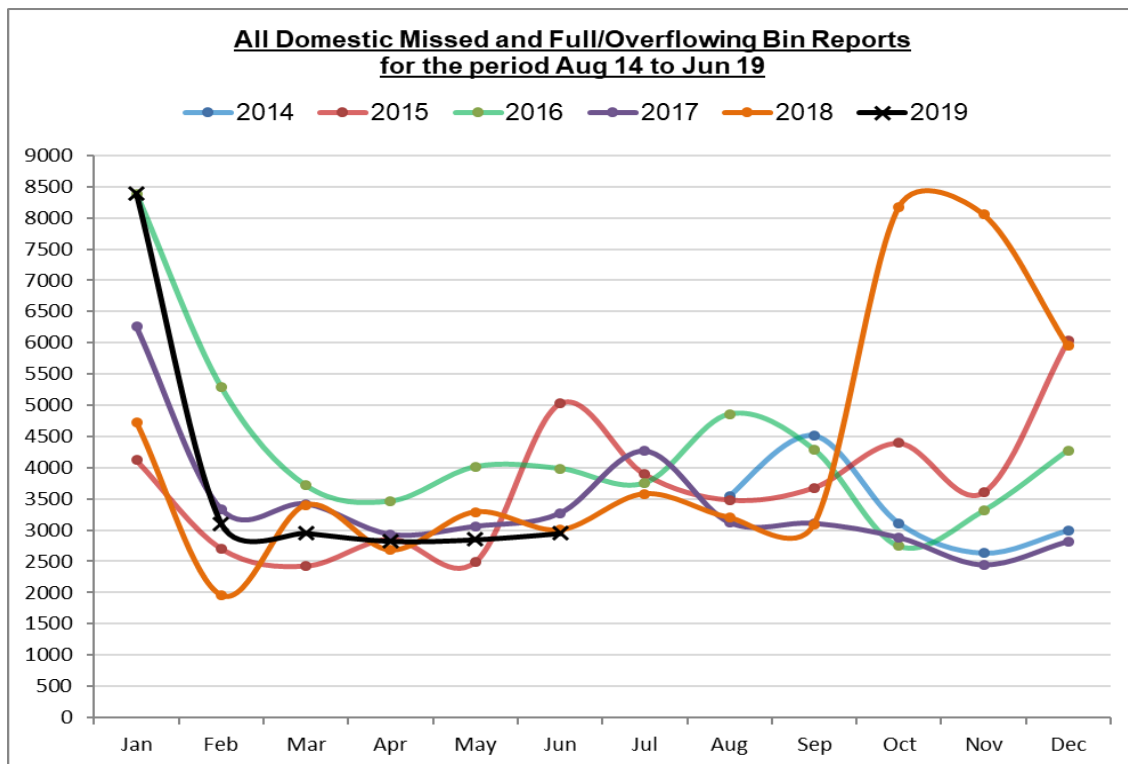
- 3.1 This is a routine report presented to Committee every second cycle providing ongoing updates on the Waste and Cleansing Services performance and the progress made towards revising the suite of performance reporting measures for the service. This report covers the period of April 2019 to June 2019 (quarter one of 2019/20).

4. Main report

Current Service Performance

- 4.1 The quarter one performance dashboards for Waste and Cleansing Services can be found in Appendix 1 and 2.
- 4.2 Key service performance factors show:
 - 4.2.1 The following graphs show the number of missed bin complaints between August 2014 and June 2019:





- 4.2.2 For individual bins, the service experienced the second lowest level quarter one missed bin reports compared to the previous four years. Quarter one 2019/20 received 4,982 reports, this is 572 (or 13%) higher than the same period in 2018/19; 919 (or 16%) lower than 2017/18; 2,403 (or 33%) lower than 2016/17; and 3,333 (or 40%) lower than 2015/16.
- 4.2.3 After the well documented service problems in January this year, it is pleasing to see a sustained and consistent level of performance. This indicates that the new four-day week collection service is beginning to yield the anticipated benefits.
- 4.2.4 For communal bins, quarter one 2019/20 received 3,634 reports, this is 931 (or 20%) lower than the same period in 2018/19; 266 (or 8%) higher than 2017/18; 451 (or 11%) lower than 2016/17; and 1,571 (or 76%) higher than 2015/16.
- 4.2.5 In quarter one of 2019/20 there was 23,127 waste service requests. Of these 455 (2%) escalated to a Stage 1 complaint and 57 (0.2%) escalated further to Stage 2. Compared to the same period last year, this is 3,484 (or 13%) reduction in service requests, 196 (or 30%) reduction in Stage 1 complaints, and 30 (or 34%) reduction on Stage 2 complaints.
- 4.2.6 The number of special uplifts decreased from 4,635 uplifts (of 10,209 items) during quarter one in 2018/19 to 3,753 uplifts (of 7,643 items) during quarter one in 2019/20 (19% reduction in uplifts and 25% reduction in the number of items uplifted).
- 4.2.7 One of the factors in this reduction is the waiting time for an uplift. To address this, and further increase participation in the special uplift service experienced since the revised £5 per item charging model was introduced,

collection crew resources were increased from mid-August to increase the number of uplift slots available daily. The service is also working closely with Customer to ensure that all available slots are being scheduled each day to maximise resources and manage gaps caused by cancellations.

- 4.2.8 Alongside this an analysis of the uptake of the service on a locality and ward level has been carried out highlighting that, except for North West which has a higher level, the number of uplifts across each locality is broadly comparable.
- 4.2.9 There has been a reduction in reports across a range of street cleansing areas as outlined in Appendix Two. In particular, dumping and fly-tipping and litter which represent the two highest cleansing report types.
- 4.2.10 Dumping and fly-tipping reports have seen a positive reduction of 111 (or 5%) from 2,110 reports in quarter one in 2018 to 1,999 reports in quarter one 2019.
- 4.2.11 Similarly, litter reports have also had a positive reduction in quarter one with a reduction of 227 (or 14%) from 1,607 in 2018 to 1,380 in 2019.
- 4.2.12 The Cleanliness Index Monitoring System (CIMS) score in quarter one was 68 with 93.6% of streets recorded as clean, this is the same score as quarter one in 2018/19 however an improvement of 2.6% on the 91% of streets recorded as clean. This represents a sustained achievement against performance target in the North West and South West localities as illustrated in Appendix Two.
- 4.2.13 The chargeable garden waste service saw over 56,000 households register in the first sign up window meeting the target levels set out in the Business Case. A further two sign up windows took place in 2018/19 which saw the number of registered households rise to 68,841 with over 74,879 registered bins.
- 4.2.14 This was exceeded in year two's summer registration which saw 68,705 subscriptions for 75,370 bins. A further sign up window will take place in January for collections operating mid-March to October 2020.
- 4.2.15 The waste arisings for the period April to June 2019 was 53,355 tonnes. This is a decrease in waste arising of 7.2% compared to the same period 2018/19 (57,484 tonnes).
- 4.2.16 99.9% of non-recyclable waste is now processed at either the Millerhill Energy from Waste plant (circa 90%) or at other processers (circa 8%). In the period April to June 2019, 30,206 tonnes of non-recyclable waste were disposed of. This is a reduction of 3.9% compared to the same period in 2018 (31,433 tonnes).

Non-recyclable Waste: Disposal method and tonnage and % waste arisings			
Disposal Method	Tonnes April -June 2018	Tonnes April – June 2019	% by weight of waste arisings April-June 2019
Landfill	29,640	59	<0.1
Energy from Waste (M’hill)	n/a	26,970	50.5
Refuse Derived Fuel (RDF)	7,793	3,177	6.2
Total	31,433	30,206	56.7

- 4.2.17 The citywide recycling rate in quarter one of 2019 was 43.4%, a 1.7% decrease on the 45.1% recycled in quarter one of 2018. A breakdown of recycling tonnages by collection scheme is provided in Appendix One however some of the key areas are highlighted below.
- 4.2.18 The quarter one period has seen a significant drop in waste arisings. This is split between a 1,227 tonne decrease in non-recyclable waste and a 2,903 tonne decrease in recycled waste. The decrease in recycling tonnages can be mainly attributed to reductions in garden waste (1,642 tonne decrease) and a decrease in the amount of recycled kerbside material (green bin and glass collections) that is processed. The reduction in kerbside material that is processed is related to the more challenging recycling market conditions at present, as has been documented in previous reports to this committee.
- 4.2.19 The 11% decrease in the amount of waste recycled in quarter one of 2019 (23,149) as compared to quarter one 2018 (26,051) is directly linked to the 7.2% reduction in waste arisings in the first quarter of 2019.

Review of Performance Measures

- 4.3 The opportunities to report performance is evolving as the service continues to roll out new technology, the reporting options for the public improve, and methodologies are revised both internally to the Council and nationally within the industry.
- 4.4 These opportunities allow the service to report increasingly meaningful performance information against a variety of indicators and addresses a number of the limitations experienced with the current set up.
- 4.5 A progress update on the areas outlined in the report to Transport and Environment Committee in August 2018 can be found in Appendix Three. These areas include the review of: bin collection performance, LEAMs (Local Environmental Audit and Management System) and CIMS (Cleanliness Index Monitoring System).
- 4.6 As each of these areas are progressed the performance information reported in these committee reports – along with the more regularly daily, weekly, and monthly reports as well as management information, corporate key performance indicators (KPIs) and complaints reporting – will be revised to incorporate this new information.

Waste Collections and the Impact of Bin Placement

- 4.7 At Full Council on 30 May 2019, an adjusted Motion by Councillor Webber was approved requesting an update on the issues caused by incorrect bin placement on collection days.
- 4.8 The motion highlighted concerns around bins being placed on the kerbside incorrectly on collection day by residents and operatives and the impacts this has on passers-by, in particular, those with sight loss or mobility impairments.
- 4.9 The changes to the kerbside collection model in October last year reduced the amount of time in which bins are presented on streets with scheduled collections changing from a Monday-Friday 6am until 10.30pm service to Tuesday-Friday 6am until 4.45pm. This allows three days per week free of scheduled kerbside collections along with a reduction of almost six hours per day where bins must be presented for collection.
- 4.10 Operatives are briefed on the importance of returning bins to their original point of collection by way of Tool Box Talks and where customer feedback has been received. The existing Performance Management Policy and Framework are utilised, where required, to enforce this.
- 4.11 The Waste and Cleansing service has been developing an updated staff training package for frontline staff with a view to ensuring that staff understand the importance of bins being returned correctly and the wider impact of not doing this. This includes engagement with Health and Social Care to align to the implementation of the wider Scottish Government See Hear Strategy; Guide Dogs for the Blind Association and RNIB (Royal National Institute of Blind People).
- 4.12 Various methods are being explored to ensure that such packages can be delivered sustainably. These could potentially include toolbox talks, a training video or other measures. While most members of the public will present their bins considerately, where this is not the case the service is also considering a communications campaign such as that developed around inconsiderate parking by communal bins.
- 4.13 The cost of bins requiring replacement as a result of this issue is not held. When requesting a replacement bin, residents are able to record that the bin is damaged, but they will not necessarily know how it became damaged. This could be due to the age of the bin, handling of the bin by both staff or residents, vandalism, etc.

5. Next Steps

- 5.1 The next steps taken following this Committee report are:
- 5.1.1 To continue activities towards improving service performance.
- 5.1.2 To continue activities towards revising the performance measures.

6. Financial impact

6.1 Any expenditure associated with the actions required in order to revise the Waste and Cleansing performance reporting is anticipated to be contained within existing resources or funded as part of wider change projects.

6.2 Non-recyclable waste costs are:

Disposal Costs	Quarter 1 April - June 2018	Quarter 1 April - June 2019
Road Haulage	402,014.97	312,143.94
Landfill	3,239,877.21	6,539.44
Fresh Air Payment	0.00	0.00
Energy from Waste	0.00	2,314,229.19
Refuse Derived Fuel	0.00	310,760.00
Total	3,641,892.18	2,943,672.57

7. Stakeholder/Community Impact

7.1 This report does not impact on any existing policies and no risks have been identified pertaining to health and safety, governance or compliance. Further, there are no regulatory implications that require to be taken into account.

7.2 The Waste and Cleaning service meets the public sector duty to advance equal opportunity by taking account of protected characteristics in designing services, and by seeking to make services more accessible to all citizens.

7.3 The achievement of high cleanliness standards throughout the city fosters good relationships between the Council and residents through the provision of high quality services. It can also lead to safer routes free from potential obstructions and trip hazards for all pedestrians, particularly those with visual impairments.

7.4 Sustainability is one of the Council's 'cross-cutting themes' and the Council has made a corporate commitment to address the social, economic and environmental effects of activities across Council services.

7.5 Continued efforts towards improvements in the quality of our Waste and Cleansing Service, and the communication with the public, will contribute towards reducing the amount of non-recyclable waste, increasing the amount of recycling and improving Edinburgh's local environmental quality.

7.6 Consultation and engagement is carried out as new services and initiatives are rolled out and this work continues to respond to customer enquiries around service changes, to both support and encourage residents to maximise the use of services.

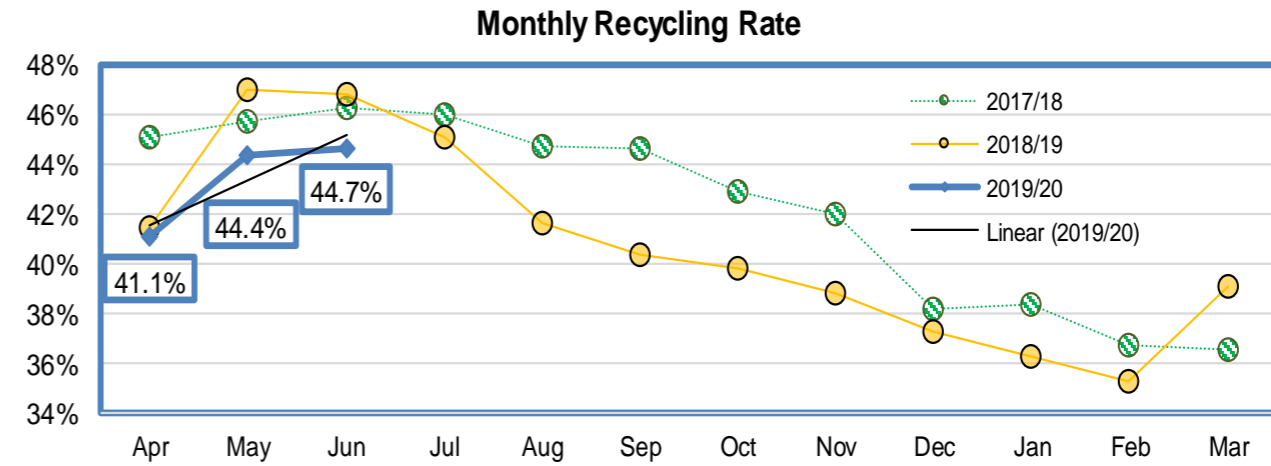
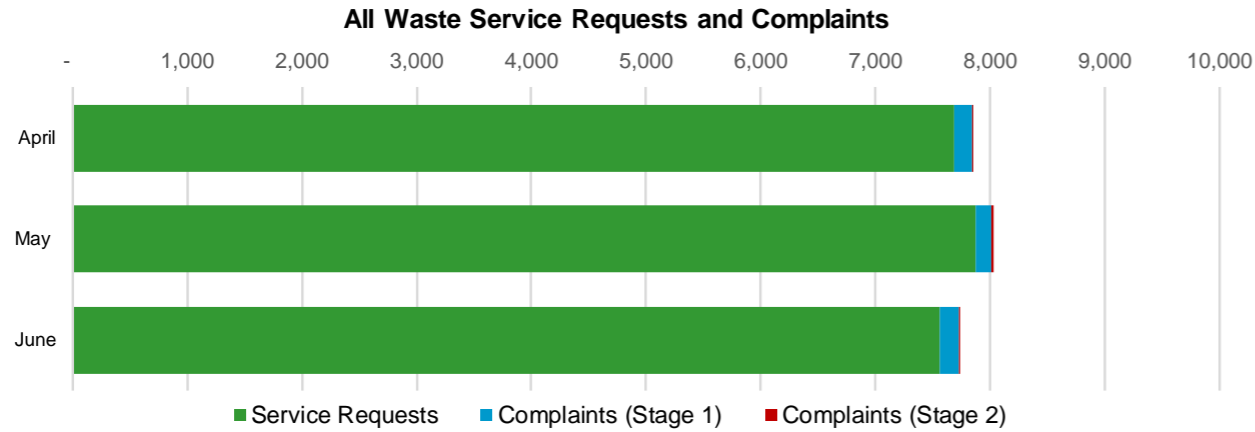
8. Background reading/external references

- 8.1 [Waste and Cleansing Services Performance](#) – Report to Transport and Environment Committee, 9 August 2018.
- 8.2 [Waste and Cleansing Services Performance Update](#) – Report to Transport and Environment Committee, 6 December 2018.
- 8.3 [Addendum by the Conservative Group to Item 7.13 Waste and Cleansing Services Performance Update](#) – Report to Transport and Environment Committee, 6 December 2018.
- 8.4 [Waste and Cleansing Services Performance Update](#) – Report to Transport and Environment Committee, 16 May 2019.
- 8.5 [Motion by Councillor Webber – Waste Collection](#) – The City of Edinburgh Council, 30 May 2019.

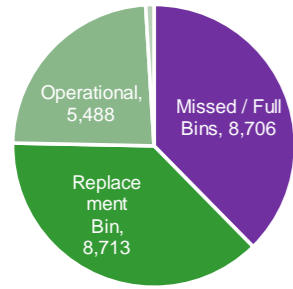
9. Appendices

- 9.1 Appendix 1 - Waste Performance Dashboard – 2019/20 – (April 2019 – June 2019)
- 9.2 Appendix 2 - Cleansing Performance Dashboard – 2019/20 – (April 2019 – June 2019)
- 9.3 Appendix 3 - Review of Performance Measures Tracker – June 2019

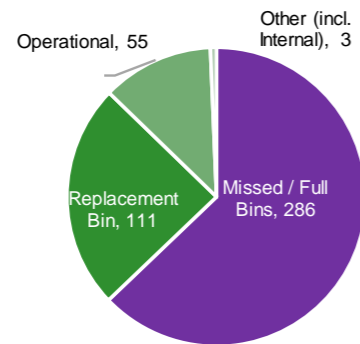
Waste Performance Dashboard - 2019/20 (April 2019 - June 2019)



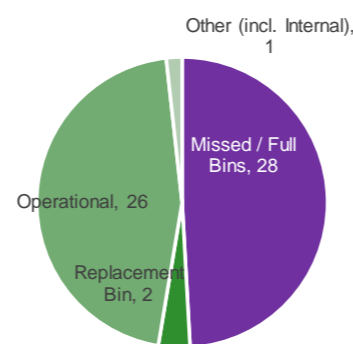
Service Requests



Complaints Stage 1



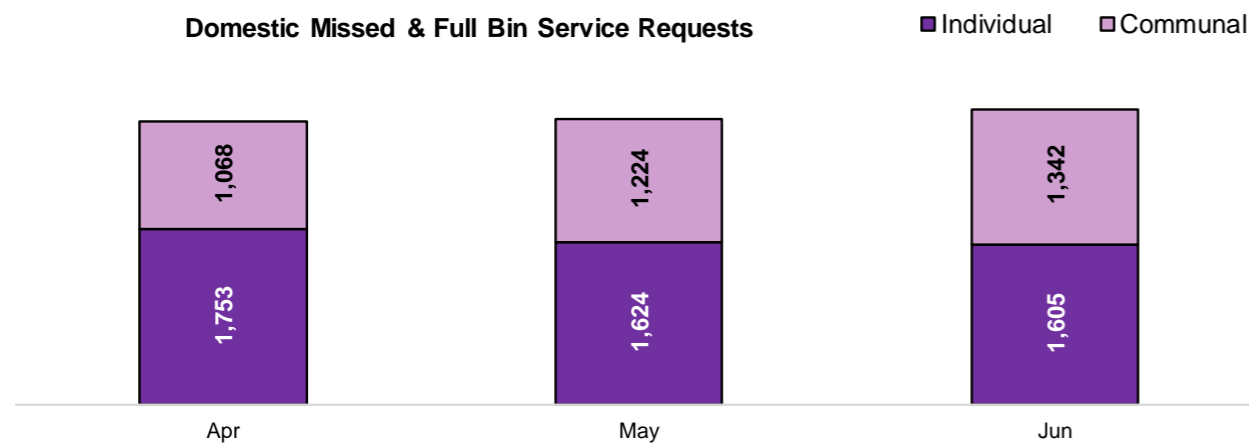
Complaints Stage 2



Recycling tonnages

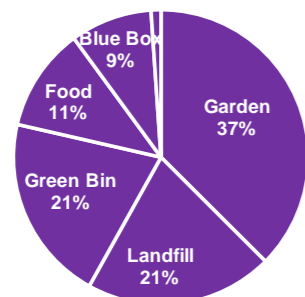
Waste Stream	2018/19 Q1	2019/20 Q1	Difference	
	Tonnes	Tonnes	Tonnes	%
Garden Waste - brown bin kerbside	8,179	6,538	-1,642	-20%
Community Recycling Centres	5,453	5,320	-133	-2%
Kerbside Recycling - green bin & blue box	4,743	3,925	-818	-17%
Food Waste	2,363	2,302	-61	-3%
Recycling Banks (glass,paper,textiles,books)	1,085	1,229	144	13%
Packaging bins - on street, communal	1,336	1,296	-40	-3%
Other streams	1,354	1,110	-244	-18%
Mechanised street sweepings	893	853	-40	-5%
Paper - wheeled bins	188	193	5	3%
Manual Street sweeping	457	384	-73	-16%
Total Recycling	26,051	23,149	-2,903	-11%

Domestic Missed & Full Bin Service Requests

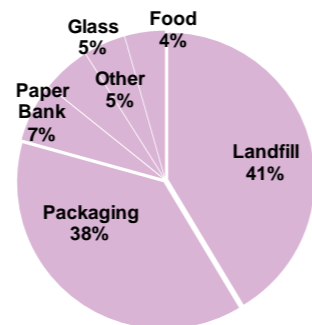


Missed & Full Bin Service Requests - by Bin Type

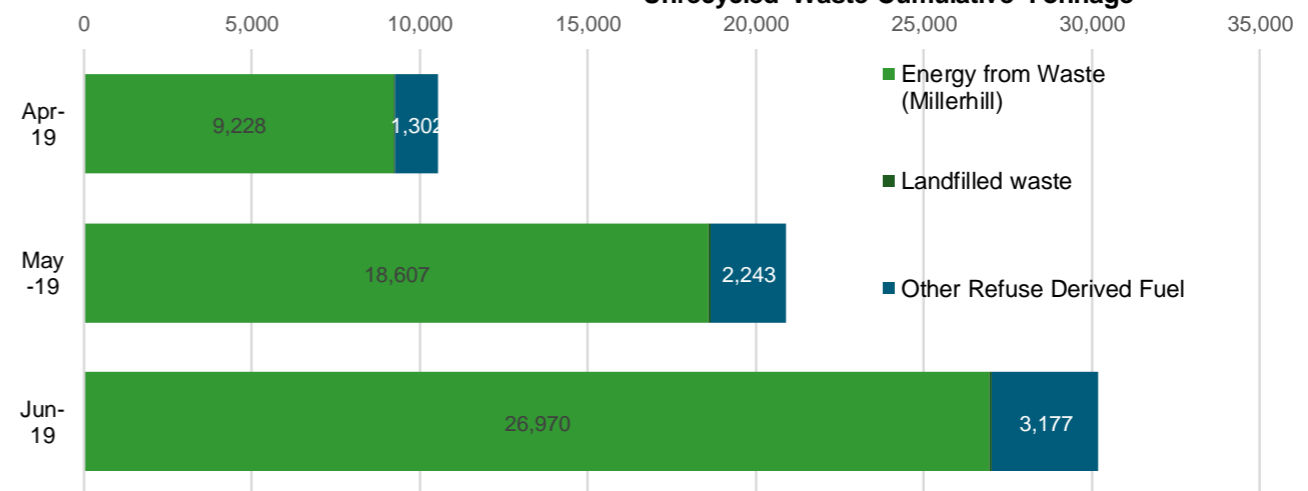
Individual Bin Service



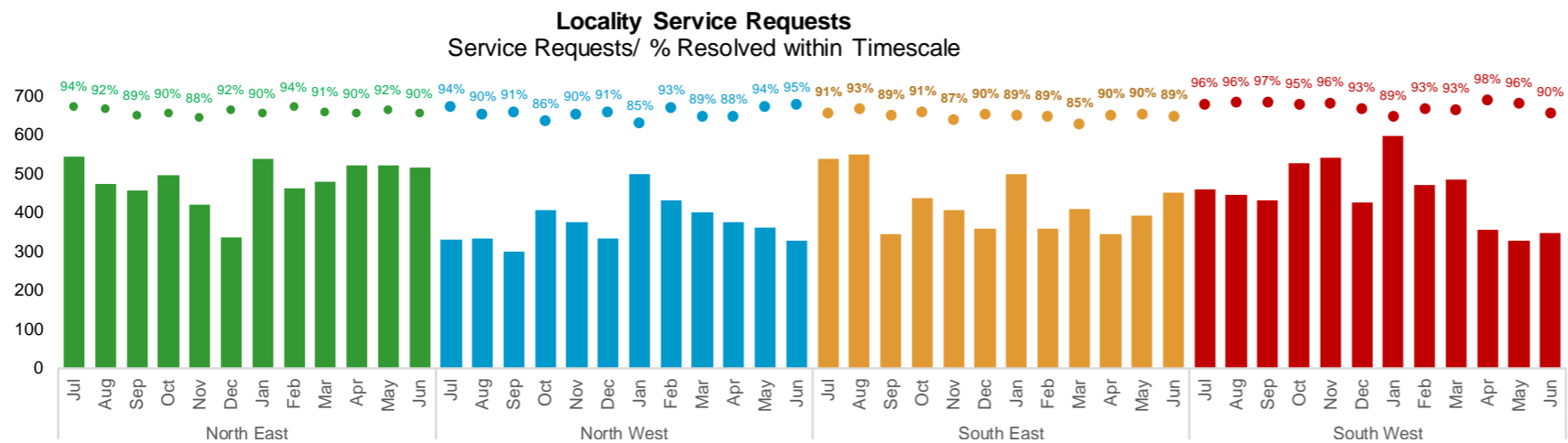
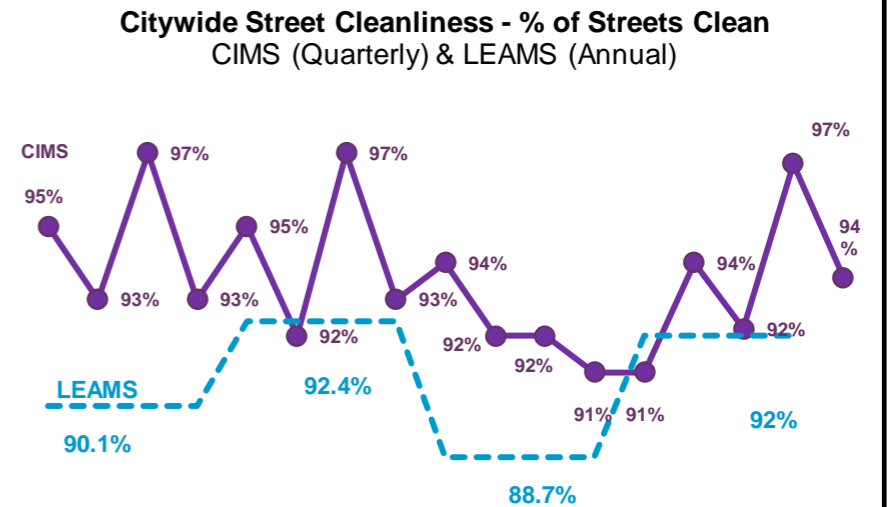
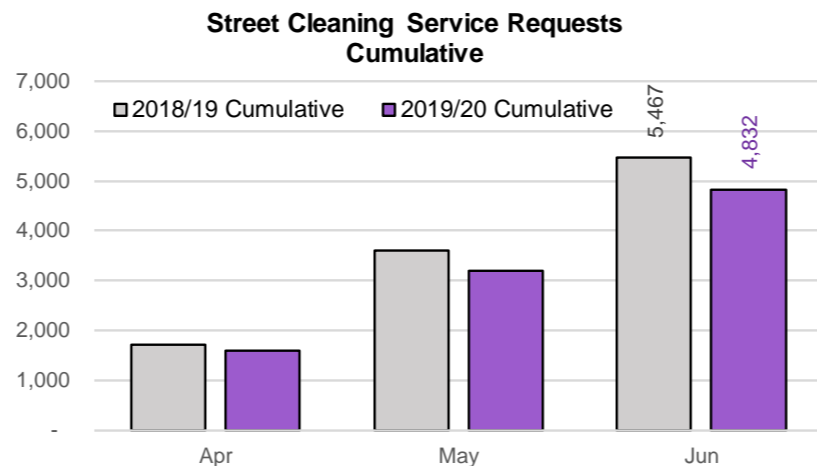
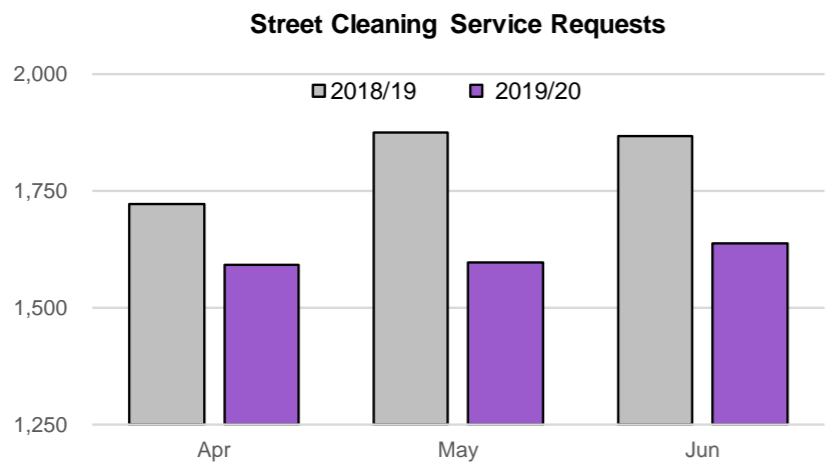
Communal Bin Service



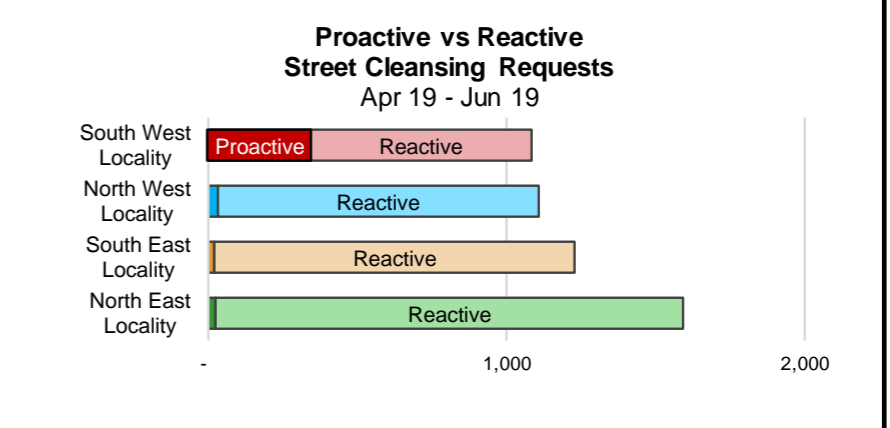
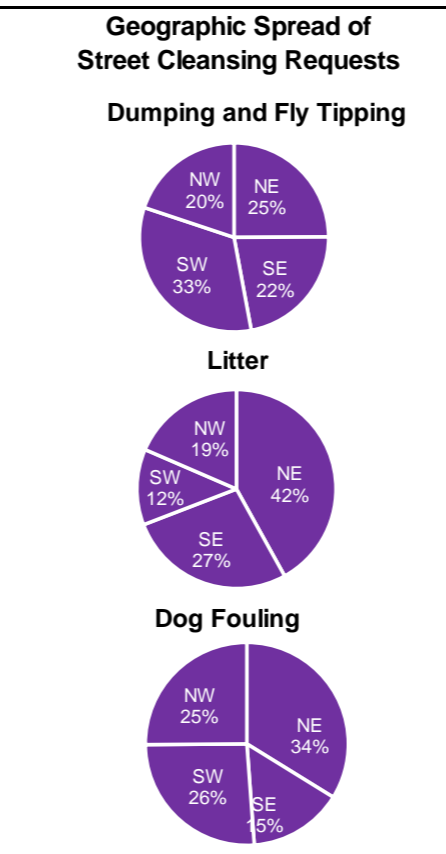
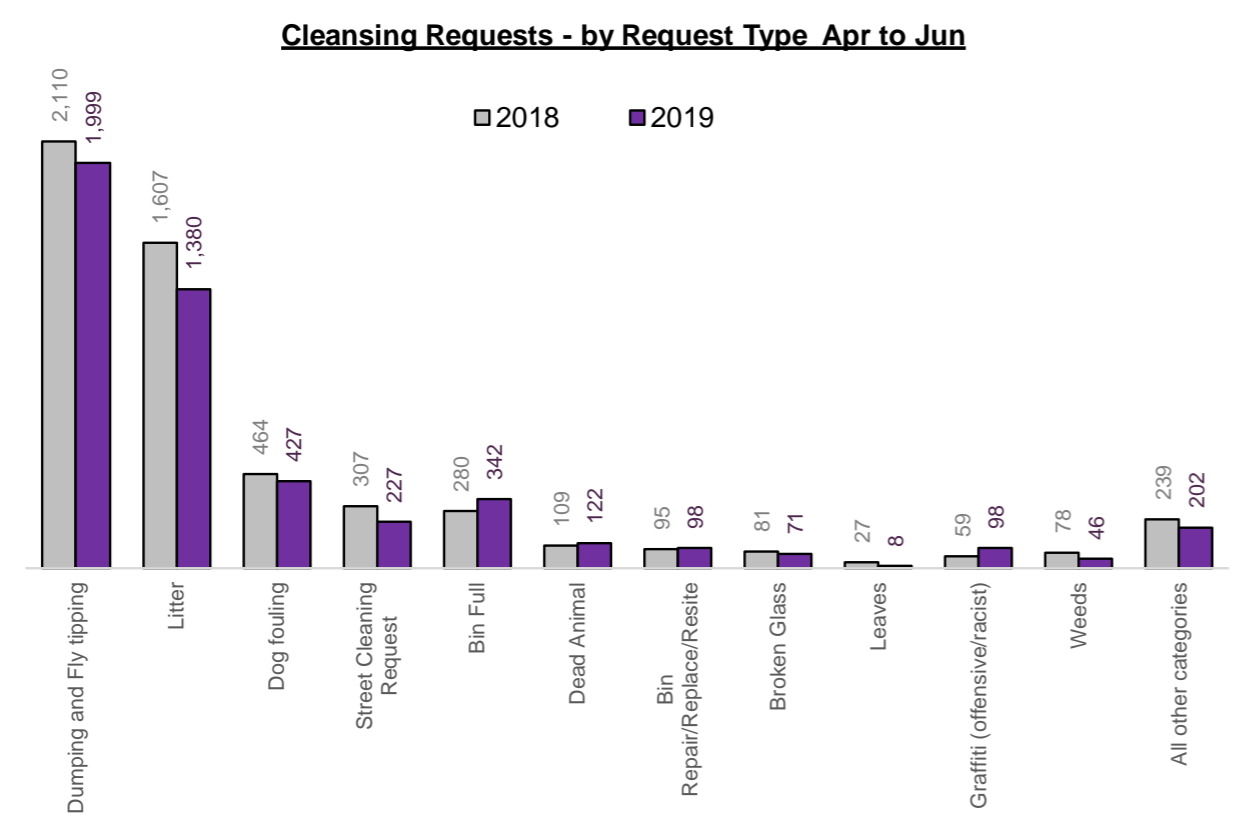
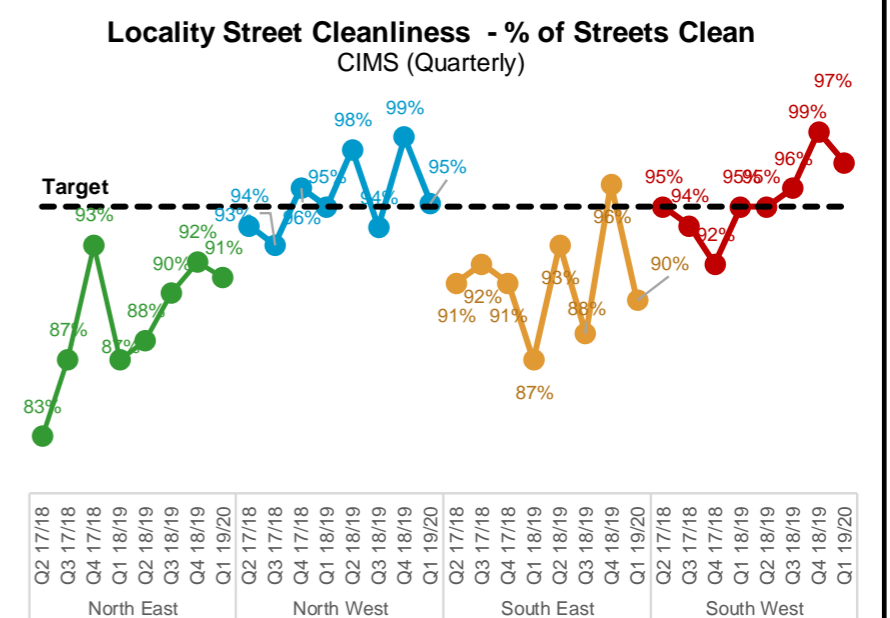
Unrecycled Waste Cumulative Tonnage



Cleansing Performance Dashboard - 2019/20 (April 2019 - June 2019)



Year	Q1	Q2	Q3	Q4
2015/16	95%	93%	97%	93%
2016/17	93%	95%	97%	92%
2017/18	93%	94%	92%	92%
2018/19	91%	94%	94%	92%
2019/20	92%	94%	97%	94%



Appendix 3 – Review of Performance Measures Tracker – June 2019

Ref	Outcomes Being Sought	Actions Required	Dependencies	Progress	Status
1.1	Reporting the number and percentage of bins collected/not collected on the scheduled day of collection; removing the reliance to use customer contact as an assessment of overall service performance	Link the Application Programming Interface (API) in place for Routesmart to the Council's corporate Business Intelligence (BI) solution to allow performance reporting from Routesmart to commence.	<ul style="list-style-type: none"> Strategy and Communications (S&C) ICT CGI 	The Council and CGI have set up a BI project team to replace the legacy BI System within the corporate systems estate with the latest software version. The new infrastructure is being set up and activities have commenced on auditing, and improving, the data quality of Waste and Cleansing systems and supporting processes ahead of integration activities later in 19/20. Waste and Cleansing will be delivered as phase 1 of the BI project (alongside other quick win workstreams).	In progress
1.2	Reporting the number of servicing issues impacting collection of bins on the scheduled day (including access issues, bin not out, contaminated bin etc); allowing the cause of bins that have not been collected to be known				
2.1	Providing information on the Council website's delays page at a street level making this information more relevant to the public (this is currently provided at ward level)	The amendments to the web pages and web forms to achieve these outcomes will be delivered by the Customer Digital Enablement Project with involvement from the service area. The delivery of these changes requires integration points to be created (or amended) between Fusion (Routesmart's back office system), Confirm, the corporate CRM, the website/ forms, and supporting back office systems along with the supporting procedures to be created or amended accordingly.	<ul style="list-style-type: none"> Customer Digital Enablement Project team CGI ISL (Routesmart provider) Verint (sub-contractor of CGI) <i>changed from Connect Assist</i> ICT 	Previous work has been carried out to understand requirements and the actions required to implement these. These elements were previously put on hold whilst resources were prioritised to the forms and systems set up required for the implementation of the chargeable garden waste service. Due to changes in sub-contractor, and the wider Digital Strategy, there is a need to review this. The current focus for the CDE project is phase one (transferring to the new CRM system and transfer of webforms) which goes live in mid-October. The CDE project and Waste and Cleansing Services will meet in September to undertake scaling activities for the integration of Fusion to the website/forms (under phase two of the CDE project) with further work required to assess the technical requirements in greater detail, and plan for, potential configuration and service enhancements with a view to implement the solution in 2020. In the meantime, the delays page is now updated to area level rather than ward as an interim improvement and system changes required to integrate appropriate elements of Confirm to the new Verint CRM (including notifications to customers) has commenced with go live in October.	In progress
2.2	As well as more user-friendly webforms for reporting missed individual bins, it will also inform residents whether there have been any service or crew-reported issues that meant the bin was not collected (such as the bin was not presented, it was contaminated, there were access issues, route or city-wide issues) and advise the resident of the next appropriate steps. This will provide residents with the necessary feedback and what they should expect to happen next whilst ensuring that the reports received by operations are justified reports				
2.3	The communal bin webform is different in that residents are reporting a full or overflowing bin rather than a missed collection. Due to the shared nature of these bins, it is possible for multiple reports to be raised for the same bin resulting in an increased workload and service statistics. Therefore, the revised form will link duplicate reports for the same overflowing bin together so that only one request is received by operations without preventing citizens from reporting bins that have already been raised by others. The system could then either prevent citizens from needing to raise another report or allow them to raise a linked report				
3	Without impacting on customers, the system will distinguish reports of full or overflowing bins collected on the scheduled day (those where the scheduled collection took place but the bin has filled again) from those that are due to a late/missed collection (i.e. the bin was due for uplift yesterday but has not yet taken place). Statistics from this will be used to identify the root cause/areas of further investigation into the cause of the overflowing bin (for example, not being serviced as scheduled; trader abuse or incorrect capacity provided) and allow corrective action to be taken	Investigate the potential to set the systems up that would allow a report of a full or overflowing communal bin to be assessed against the collection information captured on Routesmart. The report will continue to be processed so that the bin gets emptied however this breakdown would allow the service to carry out further analysis of the cause of the full bin and allow corrective action to be taken in areas with consistent issues.	<ul style="list-style-type: none"> CGI Verint (sub-contractor of CGI) <i>changed from Connect Assist</i> ISL (Routesmart provider) ICT Pitney Bowes (Confirm provider) <i>potentially</i> 		
4	The Code of Practice on Litter and Refuse is a statutory guidance document relating to section 89 of the Environmental Protection Act 1990. It defines cleanliness standards for areas of land owned and/or managed by Duty Bodies and Statutory Undertakers, including Local Authorities. This forms the basis of the LEAMS criteria used by authorities to assess cleanliness of relevant land. This information also informs the national Local Government Benchmarking Framework Performance Indicator for street cleanliness score. The revised Code of Practice clarifies organisational responsibilities; support more effective cleanliness standards covering a range of land types, features and landscaping; and support a proactive approach to litter prevention. The updated monitoring system provides a more modern platform to support the revised Code of Practice. Subject to the outcomes of the trial and resulting review, as well as discussions between Zero Waste Scotland (ZWS), Keep Scotland Beautiful (KSB) and COSLA, SOLACE and the Improvement Service, it is intended to begin the implementation of any updates to the monitoring system in 2019/20	The revised Code of Practice also requires Councils to make their street zones publicly accessible within one year of the Code of Practice becoming enacted. Within Edinburgh this will require a city-wide rezoning exercise to be carried out initially. A rezoning exercise will be required to align to the revised zoning criteria.	<ul style="list-style-type: none"> Scottish Government Zero Waste Scotland Keep Scotland Beautiful COSLA SOLACE The Improvement Service 	The work being undertaken to re-zone streets and parks and open spaces will be completed by August. The data will then be made available on the Council's website. Zero Waste Scotland gave a presentation to the Place Extended Senior Management Team on the implications of the new guidance in April.	In progress
5	CIMS is the method used by The City of Edinburgh Council to assess street cleanliness. KSB manages the CIMS scheme nationally and carries out four independent assessments each year. Each assessment is a snapshot of the cleanliness of the streets, with a 50 metre transect surveyed from a random sample of 10% of the city's streets and is graded on the presence of litter on a scale from 'A' to 'D' as detailed in the Code of Practice on Litter and Refuse (Scotland 2006). The percentage of streets clean figure shows the percentage of streets meeting Grade B or above and can therefore be viewed as a more accurate indicator of cleanliness of the streets throughout the city. Broadening the	Work with KSB to review how the CIMS surveys they undertake could be broadened to encompass other issues which are relevant to the street scene and the impact it has on pedestrians including the presence of A boards, illegal parking, discarded traffic management items (e.g. sand bags).	<ul style="list-style-type: none"> Keep Scotland Beautiful 	KSB are working with six local authorities and one other duty body to trial updated LEAMS methodology and software. The trial aims to provide insight on key aspects, namely whether it: <ul style="list-style-type: none"> Meets requirements set out in the revised Code of Practice; Allows historical LEAMS dataset benchmarking; 	In progress

	survey to include other issues such as the presence of A boards would identify the overall impact the street scene has on pedestrians			<ul style="list-style-type: none">• Provides useful, additional management information to inform prevention initiatives; and• Has cost and resource implications for authorities who adopt it and the scale of these. The results of this trial and the implementation of the new methodology will be shared with LAs in due course.	
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