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**REPORT FOR: PERFORMANCE AND  
FINANCE SCRUTINY  
SUB-COMMITTEE**

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**Date of Meeting:** 20 January 2020

**Subject:** Waste Performance

**Responsible Officer:** Michael Butler, Interim Director  
Environmental Services

**Scrutiny Lead  
Member area:** Councillor Ghazanfar Ali  
Councillor Jean Lammiman

**Exempt:** No

**Wards affected:** All

**Enclosures:** Appendix 1 – Flytipping October to  
December 2019  
Appendix 2 – Flytipping map

## **Section 1 – Summary**

Information on recent waste performance including fly tipping information as requested. This report highlights recent changes to the garden waste service. There are also statistics for missed bins, which remain low and information about the waste which is taken to the Household Recycling Centre together with the amount which is processed as recycling. Also included are the latest statistics for reported fly tips.

**Recommendation:** All to note

## **Section 2 – Report**

### **Garden Waste**

#### **Original Scheme**

The garden waste collection service was introduced in 2016. Residents offered the choice of a summer service or annual service, flexible sign up options (cost reduces every month), and a fortnightly collection. The summer service from May to October, and costs £40, versus £75 for the annual service. Discounted rates are offered to those in receipt of Council Tax Support (approximately 1200 customers), and customers without a garden waste (brown) bin are able to hire one for £5.00 when they subscribe to the service.

There were approximately 27,600 customers signed up in 2019/20, however many customers have both summer and annual service and due to the constantly changing number of subscribers it is difficult to provide accurate information. The target income is £1.048m, this was achieved

#### **Issues in 2019**

In April 2019, as preparations were underway to launch the summer service, there were still teething problems with the annual service; missed bin reports were higher than usual, and service issues were encountered. The team worked hard to identify the issues, and rectify the situation.

#### **Summary of issues identified**

- Customers not getting information/stickers in a timely manner, plus some customers not sticking to bin. A whole batch of letters sent without stickers (about 350).
- Payment issues with direct debits (either duplicate or no payment taken)
- No record of whether direct debit payment made on waste software
- Inefficient use of software and no reconciliation of payments against customers within the four systems currently used
- Missed bin reports higher than expected
- Lack of response to complaints and reports
- Complaints sent from various locations and systems to team inbox and individuals and due to the delays there have been numerous duplications.
- Lack of staff to undertake the work and deal with months of unanswered correspondence
- Crews unable to report bins not out or contaminated bins due to lack of technology
- Hours of work to produce collection lists and maps
- There have been over 150 different payment combinations
- Customers joining and leaving the scheme throughout year although they still had stickers on bins if they left the service.
- Refunding for missed collections

- Customers are receiving the service who have either cancelled (due to delay in processing their request) or not paid due to a failure in the direct debit (either customer or Harrow fault) – reconciliation underway to rectify this.

### **How the issues are being tackled: Improvements in place**

Once the key issues were identified, actions were put in place to remedy these, and one by one the issues are being resolved.

### **Improvements in place include:**

- Resources allocated to waste services
- Garden Waste letters and stickers produced frequently and these are delivered by the crews (agreed with union support) rather than a distribution company or Royal Mail.
- Daily missed bin reports are now generated and crews questioned if particularly high
- New in cab devices have been installed and training given to crews so they can report any issues unfortunately this was not until mid-October. This will further reduce the number of missed bins as will be more up to date and customers will not be able to report a bin as missed if not out. Colleagues have been given the support of the union with this initiative.
- In the process of changing map routing software to waste management software's company so one less source of information to reconcile, the mapping via satellite navigation on new in-cab units will be the same as on the garden waste system. Currently always a difference due to updating.
- Streamlined customer service processes. The back office team have been on training with Access Harrow and been advised on how to reply to customers. Extra support provided to assist with backlog, however most require some in-depth research prior to replying so is time consuming.
- A new way of dealing with correspondence and complaints was introduced in July, and these are being dealt with in a standardised manner with a set of customised model template letters. This approach will help with consistency and speed of responses.
- Consultancy time being booked with waste software company to improve the interactions with the different systems which impact on garden waste.

### **The picture today - Current Performance**

- The service is running more smoothly; the service improvements have dramatically cut the number of missed bins. The figures are being monitored weekly, and performance has been consistently better.
- The number of missed bin reports reduced significantly.
- The service improvements and sharp fall in missed bin reports will have a knock on effect with the reduction in associated complaints.

- Start-up letter sent with sticker now informs customer that it is important information about the service to encourage them to open it and put the sticker on the bin

## **Lessons Learnt Review**

The team have started a lessons learnt review to ensure that the current performance levels are maintained.

Where missed bins are reported, the team not only resolve the issue, but look at the causes of any issues, and record lessons learnt, and take steps to avoid re-occurrence.

Planning is required well before the start of next year's scheme to ensure that:

- All customers who have signed up for direct debit are receiving the service
- The direct debit list needs cleansing as some customers have got more than one active direct debit and many mandates have been cancelled this year after the issues this year, so need to notify them they need to sign up again and pay next year
- Only one payment is taken and we notify all customers on an agreed payment date
- Once the direct debit has been paid then this will update the garden waste system and ensure stickers are delivered in a timely manner
- Ensure we have enough stickers – in fact letters will incorporate the sticker and be mailed out using a different method.
- Review the way customers receive their start date, this should be when they sign up
- Expectations are clear, website and terms and conditions reviewed and updated
- Ensure garden waste system and relevant interactions working and the crews have the correct information
- Regular reconciliations take place to ensure customer numbers match payments, and all customers who have paid are receiving service, it should be simpler next year as less sources of information.

## **Revised Garden Waste 2020**

Harrow have simplified their Garden Waste Scheme and have made changes to the scheme pricing structure, added discount for Direct Debit customers and amending the service start periods.

- An action plan has been produced to ensure customers can sign up in January and new subscriptions for this year (19/20) stopped on 19<sup>th</sup> December to allow officers to work on systems to ensure smooth changeover. A comms plan is in place to start letting residents know about "new" scheme from early January and note was on webpage in December to let customers know they can start signing up in New Year.

- The sliding scale charges have been removed and a set fee structure has been put in its place.
- Customers must sign up by 7<sup>th</sup> March for the service to start on 1<sup>st</sup> April; if they miss this deadline then they will have the opportunity to sign up by 30<sup>th</sup> April for the **annual service only** to start from 18<sup>th</sup> May depending on scheduling. The discount will only be available to those who sign up by direct debit by 27<sup>th</sup> February.
- The cost of the annual service is fixed regardless of when the subscription is taken out.
- A discount of £5 will be applied if the subscription is paid for by direct debit prior to 27<sup>th</sup> February; this discount will not apply to the subscription for additional bins.
- The annual service will start on or around 1<sup>st</sup> April.
- The summer service will start on or around 1<sup>st</sup> April and will operate for 7 months rather than previously for 6 months. To subscribe to the summer service residents must sign up by 7<sup>th</sup> March.
- There will be the option to extend the summer service subscription until the end of March at a fixed cost of £40 and customers must sign up by 31<sup>st</sup> August.
- No refund for cancellations to be issued unless within the statutory cooling off period of 14 days.
- Customers can transfer service if moving within the Borough.
- The service will ensure all bin issues such as not being out or having the wrong items in are recorded. Genuine missed bins will be collected in a timely manner (within 3 working days subject to no adverse weather conditions). There will be no refunds for missed bins unless in exceptional circumstances.
- New garden waste bins - £30 each.
- If a residents' association/block of flats want to join as a group with one main subscription, the bins must be registered to one address and all the bins placed together for collection.
- The existing 6 pages of Terms and Conditions have been reviewed and any letter or email sent out will contain the key points about the service as well as being available online

<b>Annual Scheme, April – March</b>					
	<b>1st bin</b>			<b>Additional bins</b>	
<b>Sign-up by</b>	<b>Collections start in</b>	<b>Full Rate</b>	<b>Concessionary Rate</b>	<b>Full Rate</b>	<b>Concessionary Rate</b>
27 February by direct debit only	April	£70.00	£20.00	£37.50	£18.00
7 March by card	April	£75.00	£25.00	£37.50	£18.00
End of April	May	£75.00	£25.00	£37.50	£18.00
<b>Summer Scheme, April – October</b>					
	<b>1st bin</b>		<b>Additional bins</b>		
<b>Sign-up by</b>	<b>Collections start in</b>	<b>Full Rate</b>	<b>Concessionary Rate</b>	<b>Full Rate</b>	<b>Concessionary Rate</b>
27 February by direct debit only	April	£45.00	£15.00	£25.00	£12.00
7 March by card	April	£50.00	£20.00	£25.00	£12.00
<b>Bin Purchase</b>					
Bin 240L Brown	£30.00				

It is believed that the simplified service will benefit the service as there will not be as many changes and the crews will know whose bin to empty especially as they have new in-cab devices which list the members of the scheme.

The Council will also have a different way of delivering stickers and be able to monitor when sent out for to customers.

### **Recycling Performance**

<b>National Indicator</b>	<b>Qtr. 1 2018/19</b>	<b>Qtr. 2 2018/19</b>	<b>Qtr. 3 2018/19</b>	<b>Qtr. 4* 2018/19</b>	<b>Qtr. 1 2019/20</b>	<b>Qtr. 2 2019/20</b>
<b>Residual Kg per HH</b>	155.26	148.16	143.49	141.03	155.61	159.35
<b>Recycling Rate</b>	41.6%	40.1%	42.4%	36.2%	41.7%	40%

The residual waste per household has increased and the recycling rate is not improving, however food waste and dry recycling have both increased. The quarter 4 rate is usually less due to less garden waste being collected in this period.

Food waste to flats was introduced in January 2019 and a campaign is about to start to encourage greater participation in food waste recycling. The plan is to engage and educate residents on food waste; with free caddies for flats from January at specific targeted sites. We are reviewing sites without food waste or recycling collections and will investigate further. We are also in discussion with West London Waste Authority about using a “Dirty MRF”, a facility to sort mixed waste, for our street cleansing collections.

As a Council we need everyone to encourage recycling and also maybe review the cost of a blue recycling bin to reasonable amount if we want to get more recycling in and drip feed them information about what they can and cannot recycle, including using the bin lids to provide this.

## Missed bins

Service	Sept			Oct			Nov		
	No. bins missed	No. bins missed	No. bins missed	No. bins missed	Total collections	% bins missed	No. bins missed	Total collections	% bins missed
Residual	62	155,400	0.04%	107	162,800	0.06%	69	155,400	0.04%
Recycling	45	155,400	0.03%	68	155,400	0.04%	84	155,400	0.05%
Food	192	280,204	0.07%	321	280,204	0.11%	186	280,204	0.07%
Garden	192	57,200	0.33%	218	57,200	0.38%	127*	26,786	0.47%
<b>Total</b>	<b>491</b>	<b>648,204</b>	<b>0.08%</b>	<b>726</b>	<b>655,604</b>	<b>0.11%</b>	<b>466</b>	<b>617,790</b>	<b>0.07%</b>

These are still fairly low, there was a blip on garden waste at the end of October on garden waste as although the service finished on 25<sup>th</sup> October some customers thought it ran up to 31<sup>st</sup>.

Food bins higher but this may be partially due to black bins and dark mornings.

Most crews are using new in-cab devices to report contaminated bins, bins not out etc but due to high number of agency staff not all crews, all the time. Supervisors trying to ensure all staff use and to overcome this issue, however more permanent staff are required to cover sickness and holidays would help and reduce the number of agency drivers.

If the crews report an issue then a bin cannot be reported as missed this should reduce the number received. The supervisors check the figures daily to see if there are any particular crews with a problem and investigate if necessary. Reports of frequently missed bins (more than 3 in 3 months) are also being investigated by supervisors to check for patterns or problems.

## **Other Developments**

### **Abavus**

This software is being used in parks, street cleansing and to report fly tipping. Unfortunately there is a slight delay on digital forms being completed so that customer reports from the website not able to go through to Abavus yet. Plan to go live February. This will mean customers get feedback on any reports they make and can also use the new app if out and about.

- Staff currently using system to visit and record fly tips and in playgrounds, parks and cemeteries
- Supervisors are able to see any outstanding work and allocate resources as necessary. Also gives supervisors idea of reactive work coming through.
- Allotments still being worked on but bills for this year have been sent out. Plan to invoice again in June for 2020/21. Will be demonstrating to Harrow Leaf when ready

- **Other issues for the future:** Removing excess residual waste bins a report will be going to PFH in January, however logistics of how and where we store excess bins need to be addressed. An assisted Collection Review will take place to update current service receivers, initially the drivers will complete and if they aren't sure, we will survey customer,

### Household Recycling Centre

Residency checks introduced 13 November 2017 – In the first year of the initiative the site saw over 53,000 reduction in visitors. People are now getting used to this and less are being turned away.

Month	Visitor numbers				Vehicles turned away	
	2016	2017	2018	2019	2018	2019
Jan		25400	23869	21896	296	189
Feb		23172	20087	19696	187	153
Mar		32114	22540	21396	262	188
Apr		39185	30780	29194	433	308
May		34054	34821	32717	493	217
June		35633	33884	30666	464	336
July		36386	32338	34905	312	365
Aug		37276	30025	34299	367	289
Sept		31689	29842	29193	400	281
Oct		31798	24296	24003	247	241
Nov		24901	21238	22253	205	205
Dec	27260	21609	22898		154	
<b>Total</b>	<b>27260</b>	<b>326707</b>	<b>282482</b>	<b>124899</b>	<b>3820</b>	<b>2326</b>

Table 1

### Tonnages

Month	2016	2017	2018	2019
Jan		3158	3178	3124
Feb		2894	2088	2757
Mar		3495	2822	2941
Apr		3776	3324	2561
May		3948	4174	4049
Jun		4312	3894	3495
Jul		4090	3822	4066
Aug		4237	3544	3701
Sept		3851	3219	3465
Oct		3774	3309	3119
Nov	3223	3320	2091	TBC
Dec	3152	2494	2728	TBC
<b>Total</b>	<b>6375</b>	<b>37535</b>	<b>35465</b>	<b>30159</b>



## Sent For Recycling

Month	Monthly Tonnage
Jan-19	1729.02
Feb-19	1301.76
Mar-19	1248.42
Apr-19	1473.20
May-19	1543.98
Jun-19	1387.30
Jul-19	1616.40
Aug-19	1447.90
Sep-19	1458.52
Oct-19	1508.68
Nov-19	1297.76

3 Month Average Sept to November

Composition of waste

Comingled with Glass, Loose

Material	Sep-19	Oct-19	Nov-19
Aluminium Cans	0.97%	1.17%	1.07%
Cardboard	14.45%	14.52%	14.67%
Glass Mixed	14.42%	15.12%	16.58%
HDPE Coloured	0.83%	0.84%	0.89%
HDPE Natural	1.55%	1.74%	1.57%
Mixed Paper	25.33%	23.35%	24.12%
News & Pams	16.88%	15.59%	13.08%
PET Clear	3.53%	3.53%	3.58%
PET Coloured	0.74%	0.74%	0.59%
Pots Tubs and Trays	5.18%	5.01%	4.97%
Steel Cans	1.90%	2.49%	2.42%
Tetrapack / Foil Lined	0.69%	0.71%	0.72%
<b>Total Acceptable</b>	<b>86.46%</b>	<b>84.79%</b>	<b>84.28%</b>
Hard Plastics	0.58%	0.32%	0.19%
Plastic Bags Clear & Coloured	1.78%	1.75%	1.99%
Plastic Film Clear	0.00%	0.00%	0.00%
Plastic Laminates / Waxed Paper	0.00%	0.00%	0.02%
Scrap Metals	1.50%	1.44%	2.39%
Textiles	2.15%	1.85%	2.75%
Wet Paper	0.00%	0.40%	0.00%
<b>Total Objectionable</b>	<b>6.02%</b>	<b>5.76%</b>	<b>7.32%</b>
Black Plastic Waste/Sacks	1.39%	1.46%	1.01%
Ceramics & Pyrex	0.18%	0.13%	0.13%
Expanded Polystyrene	0.19%	0.17%	0.29%
Food	2.35%	3.77%	3.68%
Green Waste	0.11%	1.92%	0.10%
Oil/Pesticides Container	0.00%	0.00%	0.00%
Other Hazardous Waste	0.77%	0.61%	0.47%
Sand/Building Materials	0.09%	0.20%	0.04%
Sanitary/Nappies	0.65%	0.82%	0.99%
Wood	1.80%	0.39%	1.68%
<b>Total Prohibitive</b>	<b>7.52%</b>	<b>9.45%</b>	<b>8.40%</b>
<b>Total Contamination (non-Target)</b>	<b>13.54%</b>	<b>15.21%</b>	<b>15.72%</b>
<b>Recyclable</b>	<b>90.33%</b>	<b>88.30%</b>	<b>88.85%</b>
<b>Non-Recyclable</b>	<b>9.67%</b>	<b>11.70%</b>	<b>11.15%</b>
<b>Total (%)</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>

3Mth Average	End Process
1.07%	Recycled
14.55%	Recycled
15.37%	Recycled
0.85%	Recycled
1.62%	Recycled
24.27%	Recycled
15.18%	Recycled
3.54%	Recycled
0.69%	Recycled
5.05%	Recycled
2.27%	Recycled
0.71%	Recycled
85.17%	
0.36%	Recycled
1.84%	Recycled
0.00%	Recycled
0.01%	Recycled
1.78%	Recycled
2.25%	Not Recycled
0.13%	Not Recycled
6.37%	
1.29%	Not Recycled
0.14%	Not Recycled
0.22%	Not Recycled
3.27%	Not Recycled
0.71%	Not Recycled
0.00%	Not Recycled
0.61%	Not Recycled
0.11%	Not Recycled
0.82%	Not Recycled
1.29%	Not Recycled
8.46%	
14.83%	
89.16%	
10.84%	
100.00%	

## Garden Waste

Month	Tonnage
September	645.42
October	654.9
November	479.76

## Fly tipping

This table shows the size of reported fly tips per month

Load size	October	November	December	Total
Single Black Bag	130	199	155	<b>484</b>
Single Item	23	27	25	<b>75</b>
Car Boot or less	191	202	261	<b>654</b>
Small Van Load	396	625	510	<b>1531</b>
Transit Van Load	80	13	18	<b>111</b>
Tipper Lorry Load	15	6	4	<b>25</b>
Significant / Multi Loads	5	16	10	<b>31</b>
<b>TOTAL</b>	<b>840</b>	<b>1088</b>	<b>983</b>	<b>2911</b>

## Ward Information

Ward	October	November	December	Total
Edgware	81	129	83	<b>293</b>
Roxbourne	78	91	91	<b>260</b>
Wealdstone	66	82	92	<b>240</b>
Queensbury	44	63	73	<b>180</b>
Roxeth	41	65	52	<b>158</b>
Greenhill	44	58	56	<b>158</b>
Marlborough	60	47	46	<b>153</b>
Kenton East	61	39	43	<b>143</b>
Harrow on the Hill	36	39	36	<b>111</b>
Kenton West	24	48	36	<b>108</b>
Headstone S	33	33	33	<b>99</b>
Rayners Lane	24	38	35	<b>97</b>
West Harrow	25	32	30	<b>87</b>
Belmont	29	24	24	<b>77</b>
Canons	22	31	22	<b>75</b>
Harrow Weald	20	31	18	<b>69</b>
Headstone N	26	16	14	<b>56</b>
Stanmore Park	12	9	23	<b>44</b>
Pinner	13	17	13	<b>43</b>
Hatch End	18	7	11	<b>36</b>
Pinner South	2	15	3	<b>20</b>

## What Next?

First, the data needs to be clarified – the hot spots show number of reports of fly tips, not number of fly tips. For instance 10 people can report 1 fly tip and this sets out a distorted hot spot

Then trend analysis needs to take place – is this one fly tip a regular one, or is it something new. For example, End of December will see more rubbish “dumped” due to time of the year but then not occur again possibly over January in the same spots. Therefore relying on fly tipping data on its own just shows us potential symptoms but still represents a fire fighting approach

What I believe we are aiming to do by getting a better picture of fly tips is to then tie this in with other relevant intelligence to identify problem hot spot areas (e.g. those with fly tips and large amount of suspected/licensed HMOs to show a link). Once identified, a concerted partnership approach will then take place in that area, with on street investigations and visible presence (e.g. high viz officers, A Boards, crime scene tape, comms including social media) as well as targeting suspected and licensed HMOs in the area to get compliance and tackle the cause of the issues. This will hit for a period of time, while data is continuing to be collected to identify the next area.

This is being piloted in Wealdstone, and leads to an action plan for the area to tackle key aspects of issues. The result is fly tipping is decreasing in Wealdstone, some key long term hot spots are improving (e.g. Cardinal Way – Private Land and all owners served upon and work taken place with them). It is all about sustainable action but based on service design, comms and public engagement before enforcement can step in and have an effect. For instance in Wealdstone there are numerous public meetings and trade meetings that then have led to improvements, led by community engagement under Alex Dewsnap. This has led to enforcement being effective as isn't standalone

Work is also taking place to look at more sustainable approaches, and this includes:

- A HMO Waste Policy to be put in place, enforced through a mandatory HMO licence condition, that dictates how such premises handle waste and what must be provided
- A Council decision around orphaned land where there is no legal owner / responsible person so enforcement is very limited
- A consistent approach to private land, with all responsible served a Community Protection Notice Warning setting out clearly what is expected and the consequences

As shown in the intelligence led enforcement paper, this does require resources because without an intelligence officer capacity then we end up with field officers having to do the analysis and then the action, rather than being given the intelligence package to allow targeting. With the £100,000 being provided from April, this becomes a possibility, and allows the targeting of the symptoms and the causes of fly tipping. Monday's meeting also showed how all services can feed in to the intelligence picture to understand the best approach to tackle the issues.

Following attendance at Scrutiny last year about the same subject and went through the above, the work needed to get more accurate heat maps, and the need to move towards a more co-ordinated approach tackling the cause not the

symptoms. Wealdstone shows this approach, and although the fly tipping strategy has been pulled after many months of trying to get it going anywhere, we have a clear intelligence led approach. Additionally we have had an internal audit of fly tipping last year that helps form this and understand the importance of knowing the problem before we can solve it

## **Financial Implications**

None, this report is for information only

## **Risk Management Implications**

Not applicable

## **Equalities implications / Public Sector Equality Duty**

Not applicable

## **Council Priorities**

### **1. Building a Better Harrow**

- Create a thriving modern, inclusive and vibrant Harrow that people can be proud to call home
- Increase the supply of genuinely affordable and quality housing for Harrow residents
- Ensure every Harrow child has a school place
- Keep Harrow clean
- More people are actively engaged in sporting, artistic and cultural activities in ways that improve physical and mental health and community cohesion

### **2. Supporting Those Most in Need**

- Reduce levels of homelessness in the borough
- Empower residents to maintain their well-being and independence
- Children and young people are given the opportunities to have the best start in life and families can thrive
- Reduce the gap in life expectancy in the borough

### **3. Protecting Vital Public Services**

- Harrow has a transport infrastructure that supports economic growth, improves accessibility and supports healthy lifestyles
- Healthcare services meet the needs of Harrow residents
- Everyone has access to high quality education
- A strong and resourceful community sector, able to come together to deal with local issues
- Harrow continues to be one of the safest boroughs in London

### **4. Delivering a Strong local Economy for All**

- A strong, vibrant local economy where local businesses and thrive and grow
- Reduce levels of in-work poverty and improve people's job opportunities
- Harrow is a place where people and businesses invest

**5. Modernising Harrow Council**

- Deliver excellent value for money services
- Reduce the borough's carbon footprint
- Use technology and innovation to modernise how the Council works
- Improving access to digital services

**Section 3 - Statutory Officer Clearance**

The report is for information only.

**MANDATORY**

**Ward Councillors notified:**

**YES**

**Section 4 - Contact Details and Background Papers**

**Contact:** Caroline Mckenzie, Interim Waste Review Manager, Ext 2739

**Background Papers:** None