

# LONDON BOROUGH OF HAMMERSMITH & FULHAM

**Report to:** Economy, Arts, Sports and Public Realm Policy and Accountability Committee

**Date:** 20/11/2023

**Subject:** **Review of performance of the new household waste collection contract / Implementation of wheeled bin and food waste collection**

**Report author:** Annie Baker, Assistant Director, Street Environmental Services

**Responsible Director:** Mark Raisbeck, Director of Public Realm

---

## SUMMARY

The report sets out the expectations of the new waste, recycling, and street cleansing contract. It then discusses contract performance and details upcoming service changes taking place.

---

## RECOMMENDATIONS

1. That the Committee to note and comment on the report.

---

**Wards Affected:** All

---

<b>Our Values</b>	<b>Summary of how this report aligns to the H&amp;F Values</b>
Building shared prosperity	Clean streets and an efficient waste collection service support the local economy, including shopping areas and the night time economy. The Social Value commitments in the new contract include significant levels of spend in the local supply chain, delivering positive outcomes for local businesses and a commitment to local employment. The contract requires the provider to continue paying all staff employed on the contract at least the London Living Wage (LLW).
Creating a compassionate council	The contractor has committed to delivering social value outcomes in

	<p>excess of 10% of the annual contract value. These include, but are not limited to, a significant commitment to local employment, including for young people, those not in education training or employment, and those in long term unemployment.</p> <p>The move to wheeled bin collections where possible will reduce risk of injury for collection crews (both through manual handling and sharp items)</p>
<p>Doing things with local residents, not to them</p>	<p>The contractor and Council will work together to effectively engage with residents around any service improvements, ensuring that the Council's commitments to coproduction and resident access is reflected in the delivery of services. A workshop has recently been held with disabled residents to review the waste services provided by the Council.</p> <p>Residents within the prototype area for wheeled bin collection services have been surveyed on their experience of using the service and as has previously been reported to this committee.</p>
<p>Being ruthlessly financially efficient</p>	<p>The contract will enable more recycling, particularly through the introduction of food waste and options to increase containerisation of waste and introduce garden waste recycling – all of which will help the council to drive down waste disposal costs. The contract was competitively procured to ensure value for money.</p>
<p>Taking pride in H&amp;F</p>	<p>The specification for the services supports the Council's commitment to be a cleaner, greener borough, including halving the time to clear fly tipped waste.</p> <p>The recycling and cleansing targets within the contract escalate over time to ensure an improving standard of service.</p> <p>Collecting a greater proportion of household waste and recycling in wheeled bins as opposed to sacks will reduce the incidence of waste presented in sacks being torn open by foxes, birds, and other animals, and will reduce the levels of litter and refuse spillage on our streets.</p>

Rising to the challenge of the climate and ecological emergency

The contract for the services reflects significant enhancements to minimise waste and increase the level of recycling of unavoidable waste and seeks to reduce the environmental impacts of the operation of the services. The contract includes the flexibility to move away from reliance on diesel vehicles and towards a greener fleet.

---

## Background Papers Used in Preparing This Report

None

---

## BACKGROUND

1. A procurement strategy to commission a new contract for the services was approved by Cabinet on 5<sup>th</sup> July 2021. The Council's previous contract for the delivery of Waste, Street Cleansing & Recycling Services expired on 29<sup>th</sup> January 2023.
2. The new contract was designed to help meet the Council's environmental objectives by allowing opportunities to minimise waste and increase recycling, including opportunities to collect more materials for recycling and reflecting the Council's commitment to collect food waste for recycling.
3. The contract includes a range of significant improvements on its previous iteration, with an obligation for the provider to use up to date Management Information Systems (MIS) and flexibility to adapt to emerging technologies in the marketplace particularly with respect to vehicles. It ensured value for money through competitively priced services and a contractual structure including an excess profit share mechanism.

## Contract Award

4. In October 2022 Cabinet approved the award of the Contract to Veolia ES UK Ltd for a period of 9 years and 9 months from 30<sup>th</sup> January 2023 to 30<sup>th</sup> October 2032, with an option to extend up to a further eight years. The initial contract period was arrived at so that it aligned with the council's waste disposal arrangements, managed by the Western Riverside Waste Authority.
5. As well as the existing waste collection, recycling and street cleansing requirements, the new contract included the delivery of food waste collection and recycling as a core service to eligible residential properties. It also included two provisional services that the council could enact to help meet its recycling targets: the collection of garden waste as a separate waste stream and the containerised collection of household waste and recycling using wheeled bins at eligible properties.

## Benefits of the new contract

6. The benefits we expect the contract to deliver include:

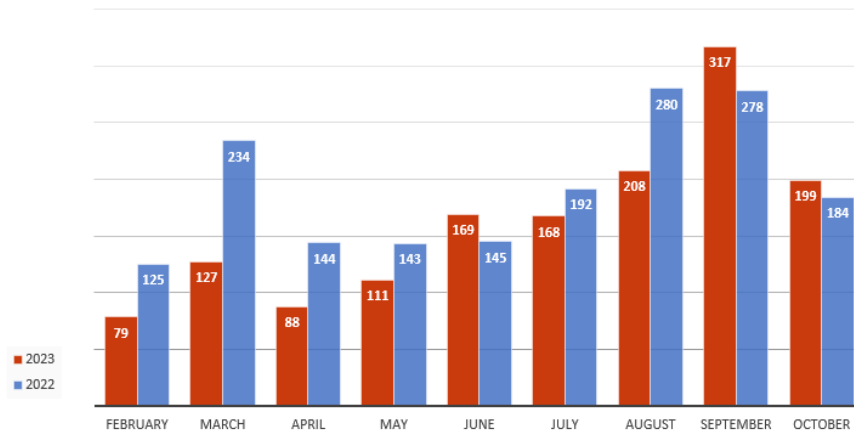
- **Increased Recycling Rates**  
The contract will ensure significantly higher recycling rates are reached, with food waste collection as a core service and the ability to introduce recycling for more materials.
- **Improved Street Cleansing**  
The contract will maintain existing high cleansing standards and will include “live” Management Information System (MIS) reporting which, once integrated with council systems, will ensure that reports of issues such as fly-tipping can be acted upon more quickly.
- **Enhanced Performance Management**  
The new contract contains Key Performance Indicators (KPIs) around waste collection and street cleansing. It also contains an enhanced suite of annual contract targets against resident satisfaction, recycling rates, cleansing standards and social value commitments.
- **Supporting Climate Objectives**  
At the procurement stage, Veolia were asked to set out a roadmap to transition towards a zero-emission fleet as soon as practicable and as the supporting infrastructure allows. The opportunity to collect more waste streams separately enables food waste and garden waste to be recycled.
- **Providing Improved Social Value Outcomes**  
The new contract provides a level of Social Value (measured local benefits arising from the operation of the services) that is more than the Council’s requirement of 10% of the contract value.

## Contract Performance

7. Missed collections

The new contract mobilisation went very well, with missed collection levels immediately improving despite the significant service transition. This improved service has been maintained except for two specific periods, first in June when the crews transitioned to using new on-board reporting technology and one in September when new rounds were introduced because of changes to vehicles that required staff needing to learn new collection routes and residents adapting to changed collection times in many cases. The missed collections subsequently reduced significantly in October and the improvement is expected into November and beyond. A flyer about the changes went to all homes affected in late August, in advance of the changed rounds, and we are now following this up with letters and tailored communications wherever we are finding issues with waste presentation.

Domestic Missed collections per 100,000



8. Weeding

The service has been enhanced so that the 800+ streets in the borough are on the weeding schedule every eight weeks for three tranches between April and October compared to twelve weeks previously. The crews are now equipped with new tools including electric strimmer's to keep on top of the weeding during periods of intense growth. This year, we received almost half as many reports of weeding issues from residents than we had in the previous year (54 enquiries vs 99).

9. Litter and detritus

An independent assessment of litter and detritus is undertaken in the Borough three times a year. So far, the performance has scored consistently better than the expected level. The independent assessors select segments of streets at random for each inspection. We expect at least 97.5% to be clean to a high standard for litter picking on inspection. The contract has delivered levels of 98.85% and 98.19% in the two tranches of assessments carried out to date.

For detritus clearance, we expect 98.6% of segments to be clean to a high standard on inspection and the contract has delivered levels of 99.83% and 99.65% in the assessments.

10. Fly-tip clearance

Previously, approximately half of fly-tips were cleared within 24 hours, this has already improved to over two thirds of fly-tips as an average during the contract's life so far and over 90% of fly-tips are now cleared within 48 hours (previously approximately three quarters of fly-tip clearances occurred within 48 hours). Further improvement on this is expected once the MIS system is fully integrated because Veolia will be notified more quickly about reports of fly-tipping.

**Delivering New Services**

11. In July 2023 a Key Decision report approved implementation of a wheeled bin service alongside the core food waste service.
12. Delivery of the new bins and food waste caddies commenced on 6<sup>th</sup> November. To ensure that we can meaningfully engage with any residents who have concerns about the new scheme, deliveries will take place for street-based homes in the borough over an approximate 6-month period. Days of collection will remain the same.
13. The pace of the implementation will enable us to ensure that we are delivering the appropriate service for each household.
14. Not all properties will be suitable for wheeled bins. For example, there may not be sufficient space for wheeled bins outside every property. Officers from the council and contractor will be in situ on the days the containers are delivered to ensure that bins are only delivered where there is suitable space. Where there is inadequate outside space, officers will see if smaller bins can be accommodated. Where there is space, we will be asking residents to try the new containers and we will work with residents to resolve any issues. Where properties are deemed unsuitable for the new bins, they will have their waste and recycling collected as they do now, but with the addition of the new food waste recycling service.
15. Nearly all kerbside properties will have space to receive the 7-litre indoor food waste caddy, with a larger 23 litre outdoor container to put their food waste into for collection. Homes eligible for wheeled bins will receive one 140 litre general refuse bin and one 240 litre recycling bin as standard. Some properties may find they require a larger or smaller bin as the scheme develops, and we will work with residents to accommodate their needs as far as possible. As we found in the prototype, some homes may prefer to share bins with neighbours, which we will also do our best to accommodate this.

16. Implementation of New services

We have undertaken a wide range of activities to ensure that the implementation of the new service runs smoothly, including:

- Information sent to all households to give advance notice of the upcoming changes at the end of the summer.
- Bin deliveries will operate over five phases, usually aligning to waste collection days. Homes included in each phase will receive a letter prior to the deliveries and ward councillors will receive details of deliveries in their ward in advance of this.
- We will engage with resident associations and groups wherever possible.
- Local drop-in sessions will be held for residents in the early part of each delivery phase to respond to any queries.
- On the day of deliveries, managers from both Veolia and the Council will be on hand to oversee the work and help resolve any issues.
- Additional resources are being provided by Veolia to help officers ensure the service is very responsive to any queries or complaints received about the new bins.

- The speed of the roll out will be determined by the number of queries that need attention so we can ensure we continue to be responsive with the resources available.
- We will continue to review the process and learn as the roll out proceeds.

## Looking forward

### 17. Food waste collections for homes with communal bin stores

The current roll-out will deliver food waste recycling services to street-based properties, and once this is complete we will offer the service to homes with communal bin stores starting in 2024. As properties with communal bin stores are unlikely to be able to accommodate a 23-litre outdoor food waste caddy for each household, officers are developing proposals for an alternative storage and collection methodology which will enable residents to participate and are already consulting colleagues in Housing on how this might be achieved.

### 18. Garden Waste collection services

The July 2023 key decision report also approved a recommendation to allow officers to work with the contractor to develop proposals for a garden waste collection service. The ability to collect garden waste separately from normal household waste will enable us to dispose of this waste stream in a more environmentally friendly manner. We anticipate commencing implementation of this service in 2024.

## Summary

### 19. New waste contract performance

- Mobilisation was excellent, service levels were maintained without disruption.
- There was an immediate and sustained improvement on missed collections.
- Recent changes, required by the contract, have had a temporary impact as we have introduced new technology and changed collection rounds.
- We are confident that service is improving as the changes are embedding and residents become used to new collection times.
- Veolia managements engagement with staff is positive and bodes well for the future of the contract period.

### 20. Upcoming changes

New waste collection service is now starting to be rolled out to street-based homes and we will be able to provide a verbal update on this at the PAC meeting in November.

## LIST OF APPENDICES

None