

Waste Collections & Clean Streets

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Morden Community Forum 22 February 2023

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Cabinet Member, Environment, Open
Spaces & Climate Action



Minute Item 4

What have the issues been?

- Original contract specification
- Finance (contract built for savings, not quality)
- Contract structure – performance & monitoring

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- Flexibility & responsiveness
- Fly-tipping & street cleanliness
- Negative impact on council reputation

Resident engagement

To inform the new service specification, we ran an engagement programme with residents, lasting six weeks from mid-October 2022 and generating 2,500 responses.



1,900 service user responses to our online survey



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100-plus printed responses



407 representative telephone surveys



5 x High Street pop-up events, plus 2 focus groups (East & West)

Overall resident experience

Service	% satisfied - 2017	% satisfied - 2019	% satisfied - 2021	% satisfied - 2022
Collections	69%	48%	62%	63%
Recycling	71%	56%	56%	63%
Street-cleaning	53%	44%	45%	30%

When we asked those residents who have had a poor experience of collections what their concerns were, the top three issues were:

- missed collections (49%)
- frequency of collections (49%)
- putting their bins back properly (49%)

When we asked about street-cleaning, the top three issues were:

- fly-tipping (62%)
- street litter (69%)
- overflowing bins (69%)

Blocks of flats

Key takeaways:

1. Residents living in flats have been a significant part of both Member's casework and this was taken into account in the survey with specific questions and as part of our focus groups
- 2 The most common feedback from this group was the need for more, or larger, collection containers
3. This group is also much less likely to say that LBM helps them to recycle more

Other service feedback

Garth Rd recycling centre	Bulky & garden waste collections	Neighbourhood Recycling Centres
Generally high satisfaction – 77% of users	Satisfaction among residents is generally high across both services	62% of residents never use them
48% of residents support the booking system; 36% don't like it	Those who don't use the service are more concerned with the cost of garden waste collections than bulky (need-based)	Of those who do, 39% are satisfied with them, while almost 70% said they need to be emptied more often

Conclusions

- **Customer experience across collections has recovered from 2019 and continues to rise**
- **Satisfaction with street-cleaning remains significantly lower with most resident groups**
- **Fly-tipping is the most significant issue, and the one which residents are more likely to need to report or contact us about**
- **Residents want to recycle a wider range of materials – but want more communication about this**
- **South Wimbledon is the least-satisfied area overall, but residents in the East of the borough feel problems are more serious**
- **We need to address resident issues around collections from flats**

Assessing the different service options

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The options

We have evaluated four options for the future of both service waste collections & street-cleaning.

1. Contracted/commissioned service

Commission one or both of the services out to a third-party provider, in a similar way to our current arrangements.

2. Local Authority Trading Company

Establish an arms-length, LBM-owned company to deliver the service/s on the Council's behalf.

3. Direct Service Delivery

Deliver the services fully in-house by LBM staff, with ownership of all equipment & fleet.

4. Joint Venture

Establish a commercial partnership between two or more providers that each deliver specific aspects of the services, depending on specialist skills & expertise.

How we assessed them

A detailed options analysis has taken place against four possible options for both street-cleaning services and waste collection services.

Financial viability

Flexibility & responsiveness to resident needs

Service function - deliverability

Implementation – deliverability

Best Value (analysis of efficiency, effectiveness & cost)

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Contracted out

Each options carries different benefits and challenges, which have been considered and weighted for each of the two service areas.

Contract the service out (cheaper but less control)	
Benefits	Challenges
Technical expertise from longstanding professionals within the sector	Fixed performance for contract duration
Business resilience – the responsibility for service resilience is with the contractor	Little flexibility to respond to resident needs or local changes
Certainty around the cost of the service over a longer period	Performance improvements & monitoring need to sit with the council
Lowest service delivery cost overall to LBM	

Direct service delivery

Each options carries different benefits and challenges, which have been considered and weighted for each of the two service areas.

Direct service delivery (more expensive but better flexibility)	
Benefits	Challenges
LBM has complete control over service delivery	Higher cost overall (4% to 5% higher than a contracted service)
Flexibility to make immediate improvements and changes in a short timeframe	Set-up – creating a new service, vehicles & equipment,
Staffing culture – staff directly employed by LBM with pride in their role	
Direct, visible accountability for residents	

Final evaluation scores

A detailed options analysis document is available – this summary shows the final scores against the assessment criteria.

Waste collections	Score	Ranking
Contracted-out service	91.90	1
Local Authority Trading Company	89.00	3
Direct service delivery	91.05	2
Joint Venture	89.00	3
Street-cleaning		
Contracted-out service	91.11	2
Local Authority Trading Company	89.00	3
Direct service delivery	91.19	1
Joint Venture	89.00	3

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Service specification

Bringing street-cleaning in-house on it's own isn't enough to achieve our civic pride ambitions – we are seeking to increase the 2016 service specification .

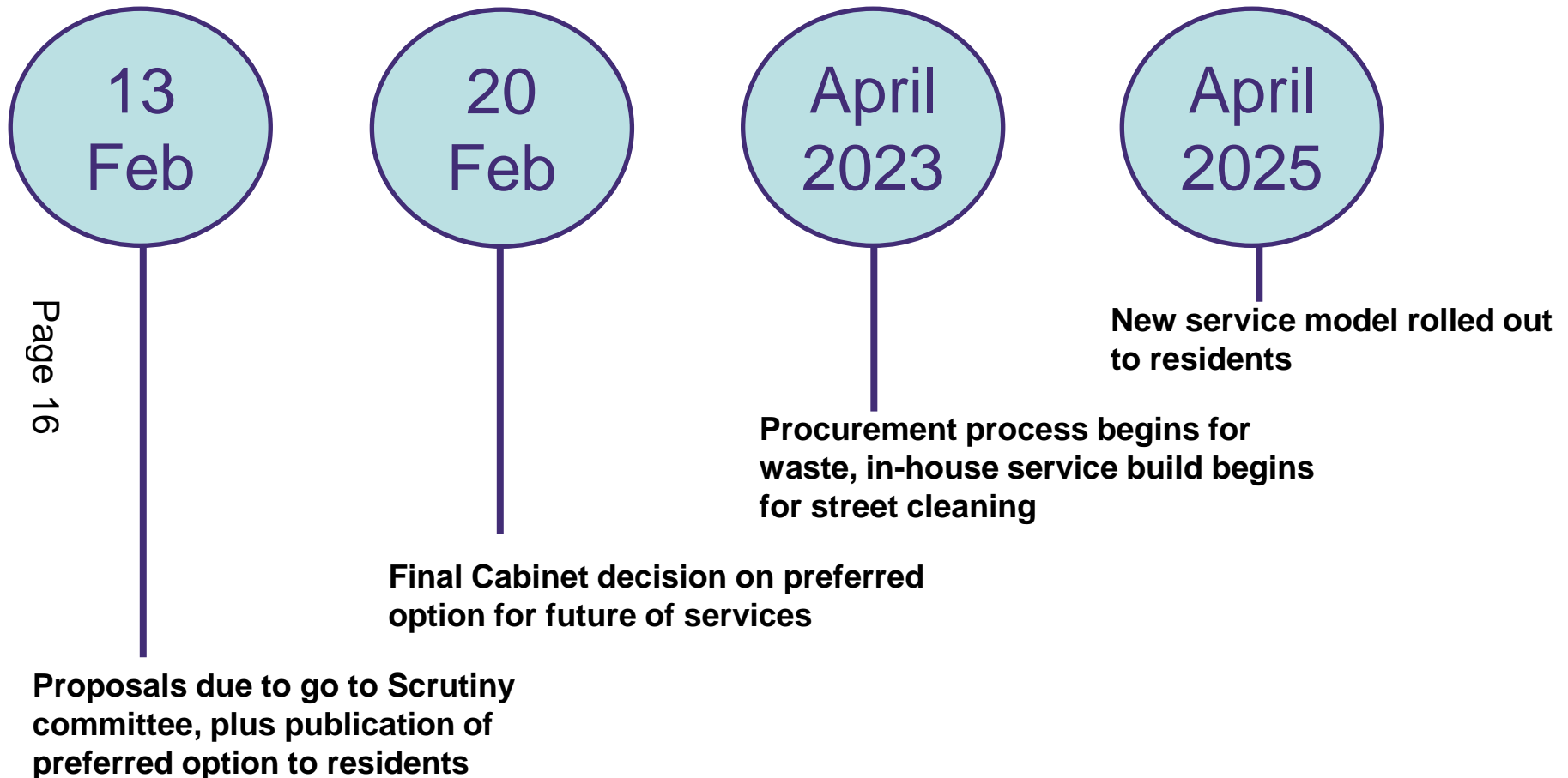
- The current contract specifies that streets must be cleaned to minimum agreed required levels, as set out in the contract.
- This has resulted in street-cleaning operations being 5 days a week and daytimes only – creating some problems with weekends and mornings, contributing to resident experiences on fly-tips and street bins.
- We will be seeking to introduce a specified, more frequent schedule of leaning that ensures roads and town centres are consistently clean, and offers higher assurance to residents.

Service specification

As an example, we will be seeking to increase the specification of the new service to include both the original requirement, plus the below.

- **Residential Roads** – weekly
- **Town Centres** – daily
- **Transport interchanges** – daily
- **Secondary & tertiary town centres** – twice weekly
- Cleaning to take place **post-recycling & waste collection days** in residential roads
- **Weekends** to be resourced cleaned as normal working days

Timeline



Any questions?

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Thank you



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