

NORTHAMPTON AND DAVENTRY ENVIRONMENTAL SERVICES
CONTRACT

16 AUGUST 2013

OVERVIEW AND SCRUTINY COMMITTEE: RESPONSE TO ENQUIRY
REGARDING PERFORMANCE MEASURES

1. PURPOSE OF REPORT

- 1.1 To provide Scrutiny Committee with details regarding performance against missed bin and recycling performance indicators.

2. RECOMMENDATION

- 2.1 The Scrutiny Committee is recommended to note the content of the report.

3. BACKGROUND

- 3.1 As part of Enterprise' contract with Northampton and Daventry challenging targets have been set on a number of Key Performance Indicators, (KPIs) including recycling performance and missed bins.
- 3.2 Progress against these targets is reported through the contract governance structure. Enterprise produce a monthly performance report which is reviewed by the Partnership Unit through the contract meetings. The data that sits behind the report is audited by the Partnership Unit at a separate performance monitoring meeting.

4. MATTERS FOR CONSIDERATION

- 4.1 **Performance Measure ESC02 - % of missed bins corrected within 24 hours of notification.**

- 4.2 Enterprise reported a year end performance against target of:

Local Authority	Target	Performance	Variance
Northampton	100%	72.19%	-27.81%
Daventry	100%	54.24%	-45.76%

Table 1

- 4.3 Included within this data are the figures for December and January. During the Christmas period it was agreed that the LPI would be suspended as the Partnership Unit as that Enterprise collect any excess waste that is presented, something outside of contract scope.
- 4.4 Similarly it was agreed the LPI would be suspended during periods of inclement weather, when all collections were suspended.

- 4.5 Enterprise is currently working with the Partnership Unit to review and recalculate the performance following the suspension of the LPIs during these periods.
- 4.6 Enterprise proposed the target in its tender using best practice from a number of its other waste disposal contracts. Enterprise had established a robust means of managing missed bins through the use of in-cab technology. 'Live' data is reported to the call centres and this has allowed them to manage calls and where necessary ensure a resolution within 24 hours.
- 4.7 Unfortunately Enterprise did not achieve this target; the variance is outlined in table 1. Enterprise has formulated a project plan to improve performance. Both the Northampton and Daventry call centres now have access to the in-cab technology and as such are able to challenge customers to ensure that all genuine missed bins are reported.
- 4.8 Enterprise has also, in conjunction with the Partnership Unit, reviewed the business rules to ensure that the SLAs are in line with the contract specification. This review was completed in July 2013 and all parties now understand and effectively apply the correct criteria when recording missed bin data.
- 4.9 Additional in-cab training has been provided to ensure that all appropriate information is recorded. Furthermore service managers are using the in-cab technology to challenge 'unjustified' missed bins.
- 4.10 Enterprise has also reviewed the routes to ensure parity across all rounds. Following this rationalisation there is more robust accountability to ensure the delivery of missed bins within target.
- 4.12 **Performance Measure ESC04 - % of household waste recycled and composted.**
- 4.13 Enterprise reported a year end performance against target of:

Local Authority	Target	Performance	Variance
Northampton	47%	43.38%	-3.62%
Daventry	57%	50.84%	-6.16%

Table 2

- 4.14 The recycling targets were based on a service plan, which currently Enterprise is operating outside of. For those properties on sacks Enterprise has continued with the historic 'clear all' policy. The contract defines that these properties should receive two bags per collection. This equates to 17% of the contract area receiving a collection outside of contract scope. The 'clear all' policy has reduced the need to recycle for these residents which has impacted on contract performance.
- 4.15 Similarly Enterprise has continued with the historic process of collecting side waste and raised lids. Both this and the collection of excess sacks have had a significant impact on recycling performance.
- 4.16 It is proposed following the introduction of the two sacks per property policy in September that Enterprise robustly enforces the no side waste raised lid policy across the contract. A date for introducing this policy is currently being discussed with the Partnership Unit.
- 4.17 Enterprise proposed the contractual recycling targets based on introducing food waste recycling in both authorities. The projected food waste tonnages were based on WRAP's (Waste Resources Action Programme) study.
- 4.18 Unfortunately the anticipated tonnages for food waste recycling have not developed. Whilst over 4,500 tonnes of food waste was collected this was below profile by about 1,800 tonnes. This has obviously had a detrimental impact on the figures.
- 4.19 Similarly those areas that provided bags yielded higher tonnages, bags are not currently provided to residents.
- 4.20 In order to bridge the gap, Enterprise has developed a Communications Plan. One of the key principles of the Communications Plan is to increase participation on the food recycling scheme.
- 4.21 The Communications Plan will re-launch the food recycling scheme. Residents will be advised that they can line their caddies with carrier bags. Similarly a food waste incentive scheme will be developed. Residents will receive discount vouchers for participating in the scheme.
- 4.22 Enterprise is currently undertaking research on such campaigns to identify the impact the proposed Communications Plan is likely to have. It is anticipated that the scheme will help significantly reduce the 'gap' in food waste recycling.
- 4.23 Food waste recycling will also be offered to flats and multi occupancy properties. Whilst research has shown that participation in these

schemes can be limited Enterprise appreciates that there is potential to capture additional tonnages.

5. **FINANCIAL IMPLICATIONS**

5.1 Non as a result of this report.

6. **ENVIRONMENTAL IMPLICATIONS**

6.1 Attainment of the contract targets will help improve the environmental impact of the service in both Northampton and Daventry.

7. **EQUAL OPPORTUNITY IMPLICATIONS**

7.1 All communities and neighbourhoods within the contract have equal access to the current waste services.