

Overview and Scrutiny Committee Waste Services update

Nov 2021



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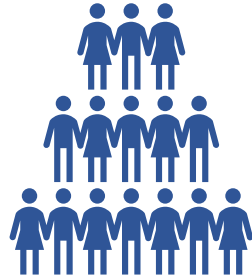
Summary: service initiative Recommendations identified by the service review in Sep/Oct 2020 and



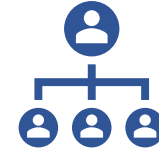
<p>R1 - Ensure suitable resources are allocated to complete data cleansing project within a clearly agreed timeframe with outcomes reported to Management</p> <p>Linked to ongoing Route optimisation</p>	<p>R2 – Define a clear programme of activities to strengthen joint working between the Operations service and other Waste services</p>	<p>R3 - Improve joint working, identify and deliver quick wins targeted at joint priorities between the Waste Service and other Council Departments</p>
<p>R4 - Develop and agree a clear service specification (SLA's, service standards and policies) for the new inhouse service ensuring robust performance management arrangements and compliance is achieved by all stakeholders involved</p> <p>Linked to Service redesign</p>	<p>R5 - Continued focus on income, productivity and efficiency, ensuring projects including route optimisation, service improvements (incl. Complaints handling) and income optimisations are delivered to specification and time</p> <p>Ongoing. Linked to Service redesign</p>	<p>R6 – Develop a high level action plan to focus on workforce planning and staff development, wellbeing and culture, embedding TOWER values</p> <p>Linked to Improving staff engagement and performance</p>
<p>R7 - Streamlining processes and resolving technical and usage issues to ensure optimal use of all available functionality of the new IT system (Whitespace)</p> <p>Linked to service redesign and improving staff engagement and performance</p>	<p>R8 - Strengthening waste service resilience and market appeal</p> <p>Linked to service redesign</p>	



Summary: current priorities



**Improving staff engagement
& performance**



Re-structure



Behaviour change



**Data Cleansing & Route
optimisation**



Service re-design



Challenges and solutions: staff engagement and service re-design



Challenges

- Impact of Covid -19 – Staff shortages due to sickness
- Management Shortage- insufficient number of supervisor, prolonged sickness of management staff
- Brexit, supply change issues- resulting in shortage of bins and vehicle parts
- HGV Driver Shortage
- Vehicle Breakdown

Solutions

Restructure and Improving staff engagement and performance

- Service Restructure due to be completed November 2021
- Increasing the number of supervisors
- A programme to upskill staff who are interested in becoming HGV drivers

Service re-design

- URS vehicles will increase from 2 to 4 by the end of the year, providing more resilience to this service



Service re-design: HGV (URS) Vehicle Breakdown- changes to stabilise the service



- Increased maintenance on the vehicle cranes from once every three months to monthly.
- Increasing resilience by certifying 4 additional staff as crane operators, including the mechanic stationed at the depot.
- Improved communication with registered providers by supplying daily reports on where we have collected and notification of problems.
- Pick up side waste around URS bins collected by conventional refuse vehicles when URS breaks down
- Purchase of additional vehicles
- A capital bid submission for an additional new vehicle to provide extra capacity to the service.



Service redesign: Smart bins - LIF funded improvements



- We are getting approx. 30-40 smart bins. The number of bins is based on how many bins suppliers can provide for 200k
- Cost per bin is approx. £5,800 – the cost per bin is also dependant of number of units bought together.
- The bins will be spread over LIF 1 & 2
- Tender under way (closing date 19 November 2021). The evaluation and award stages will follow.
- Key benefit of these bins is to reduce unnecessary bin emptying of half filled sacks. These bins pick up same litter as 4-5 normal litter bins. Smart bins allow us to identify our busy periods, areas and times. They also notify us when it needs to be emptied.

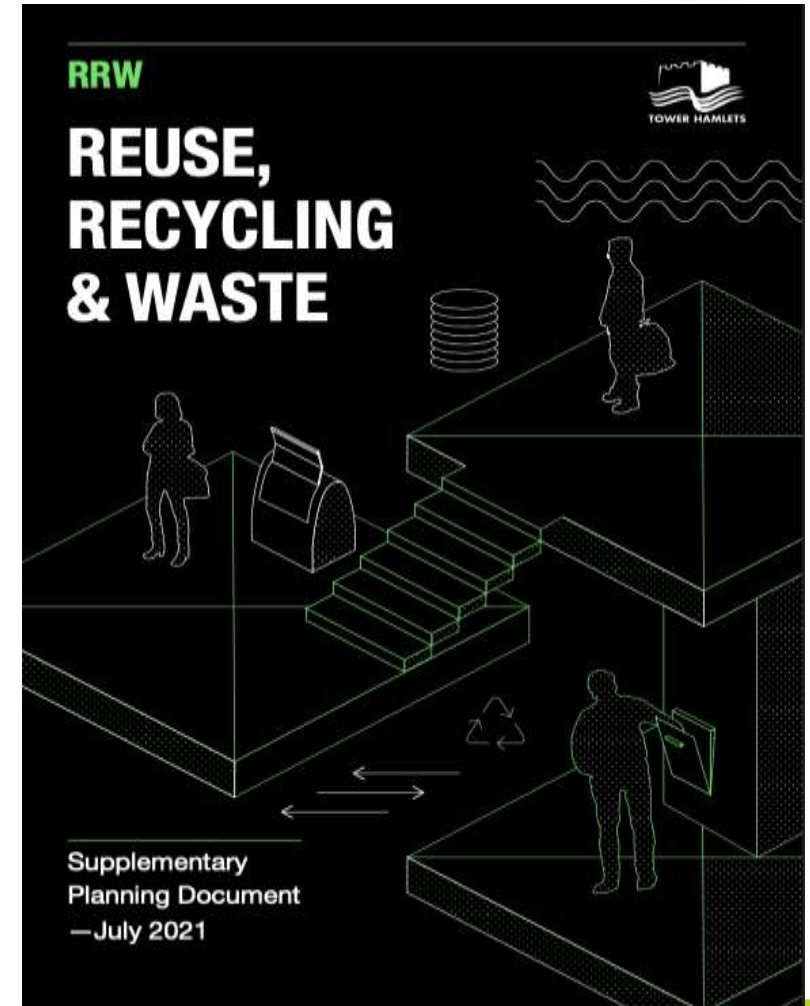


Service re-design: Improving waste and recycling infrastructure - Reuse Recycling and Waste SPD



The SPD was developed by Public Realm and Strategic Planning through a joint project with ReLondon

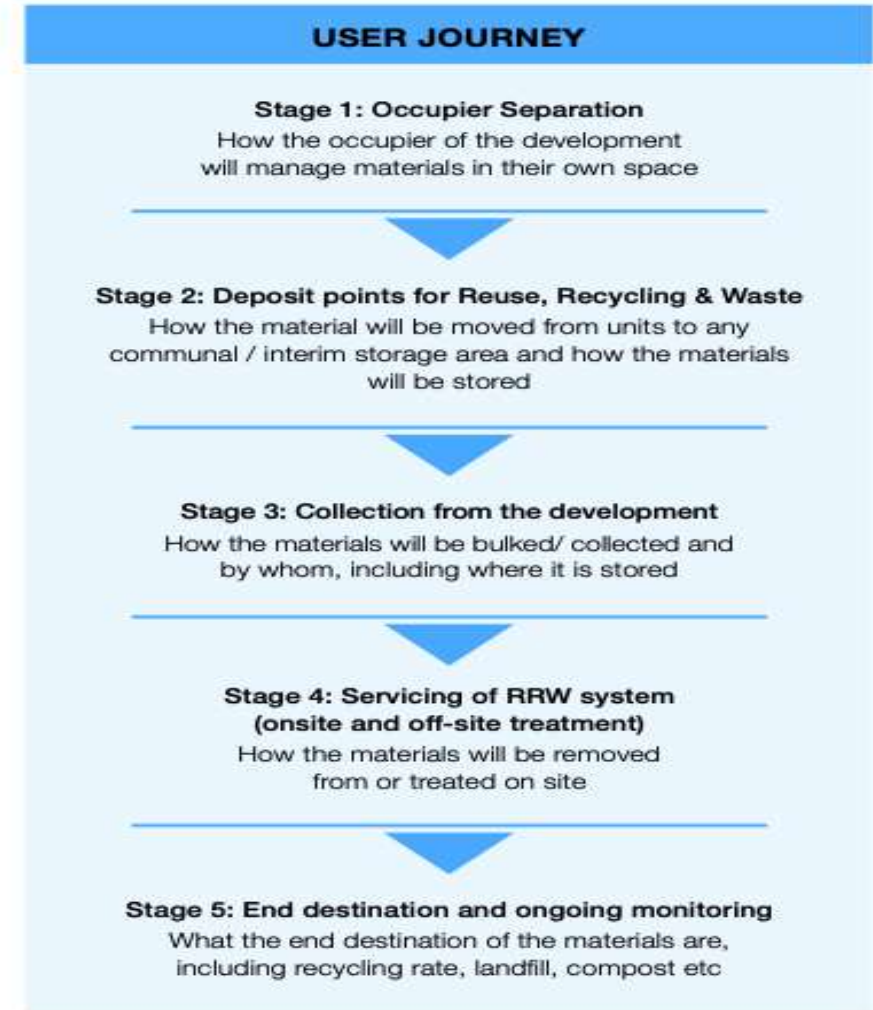
- Provides step by step guidance for developers.
- The document is presented in a clear format, including a “How to use this Document” section
- Expects waste management systems proposed by developers to be designed with the ‘User Journey’ in mind.



Service re-design: Reuse Recycling and Waste SPD – The User Journey



- The user journey starts within the dwelling, focusing on how the occupier will manage waste and recycling in their own space
- The second stage focuses on how waste and recycling will be moved from the dwelling to the storage facilities
- The third stage looks at how waste and recycling will be stored on site pending collection
- The fourth stage focuses on how the waste and recycling will be collected from site or treated on site.
- The fifth stage focuses on the end destination of waste and recycling and ongoing monitoring of the development



Service re-design: Priorities going forward

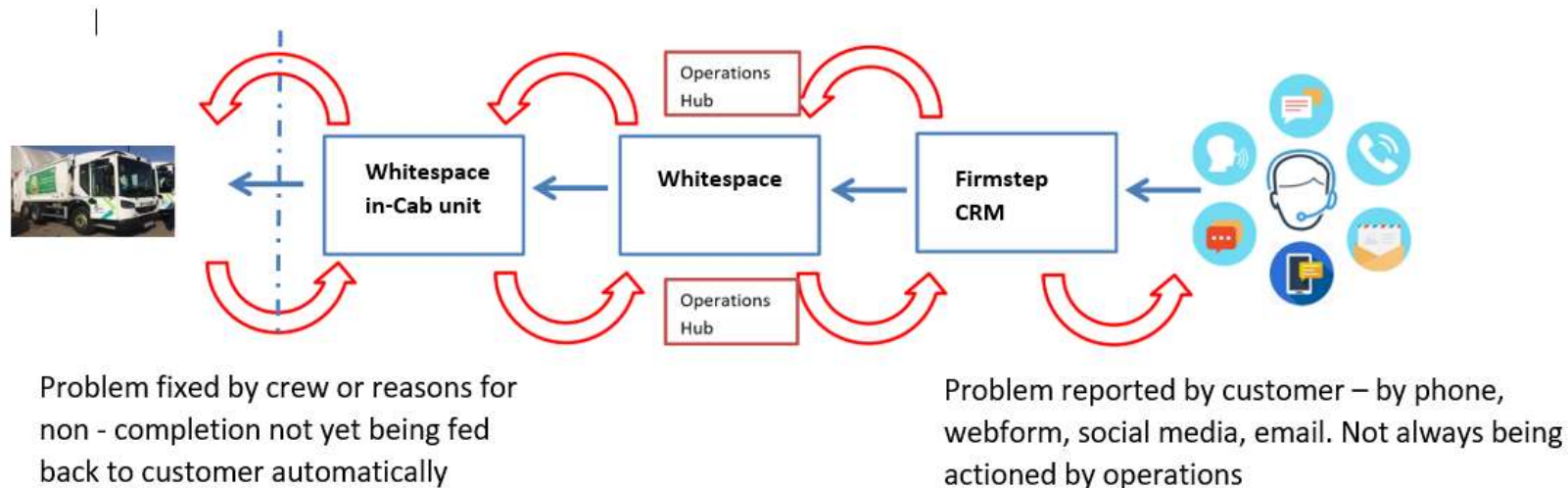


- Optimising of collection rounds and street cleansing activities
- Depot improvements including a new canteen for staff
- Stabilising the service after restructure
- New Fleet for Underground Collection Service
- Improvement of management information system for waste service
- Improvement budget management
- Increased revenue on commercial waste



Service redesign: Improving the customer experience

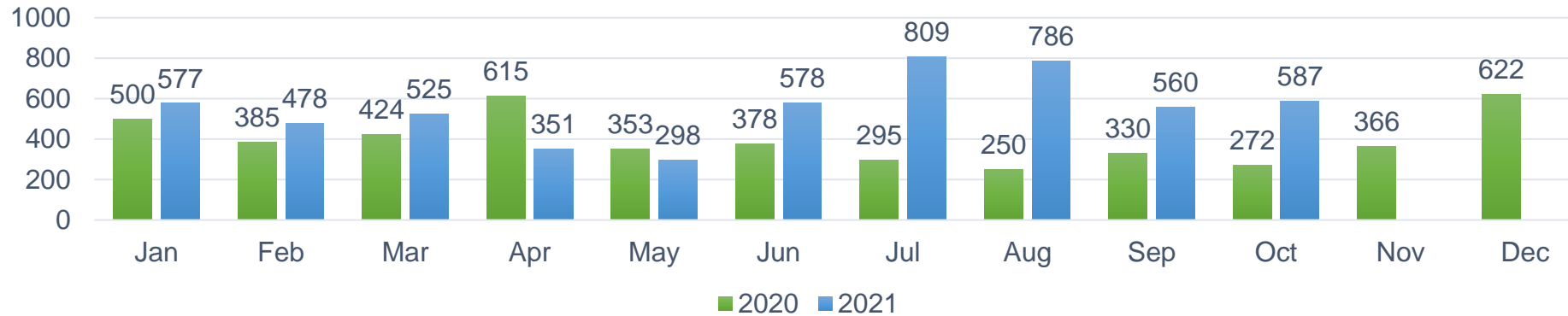
- We have improved our ability to deal with problems reported by customers, with new Whitespace software and interface with CRM, website, webforms and Love Your Neighbourhood app.
- We are working on improvements to provide more direct feedback and follow up to customers complaints, particular for missed collection and bulky waste complaints
- This includes dealing with follow up to issues reported on social media



Data: Residual waste service request received, 2020 and 2021

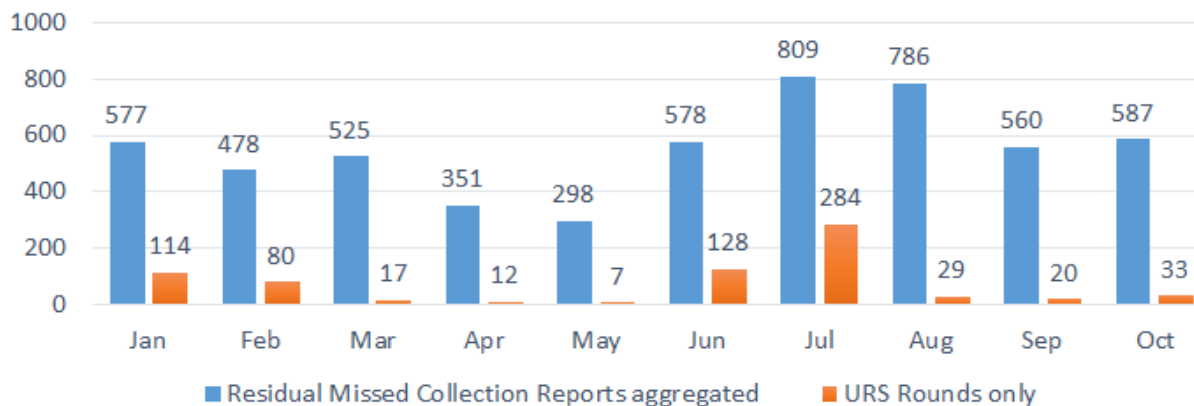


Service requests received



41%

Residual Missed Collections 2021



2021	URS Rounds Missed %
Jan	19.8%
Feb	16.7%
Mar	3.2%
Apr	3.4%
May	2.3%
Jun	22.1%
Jul	35.1%
Aug	3.7%
Sep	3.6%
Oct	5.6%

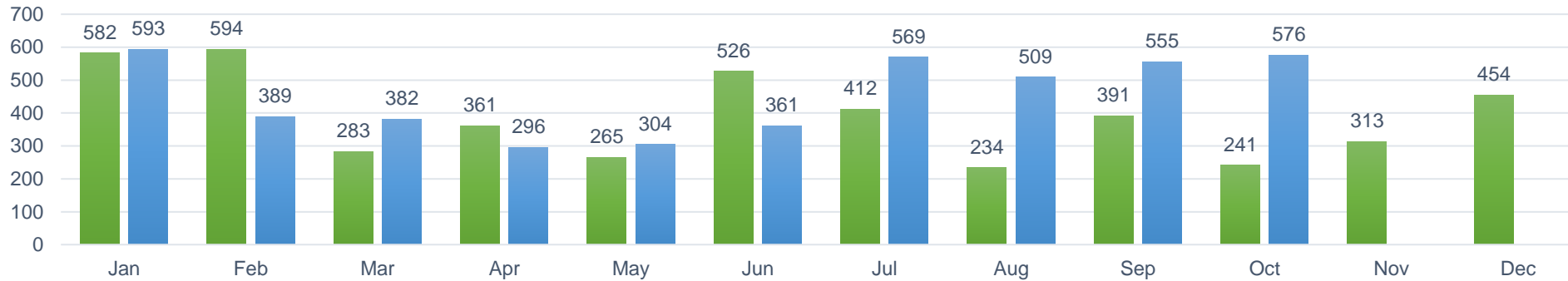
The total number of service requests received (comprising of missed bins in the main) is up 41% between 2020-2021



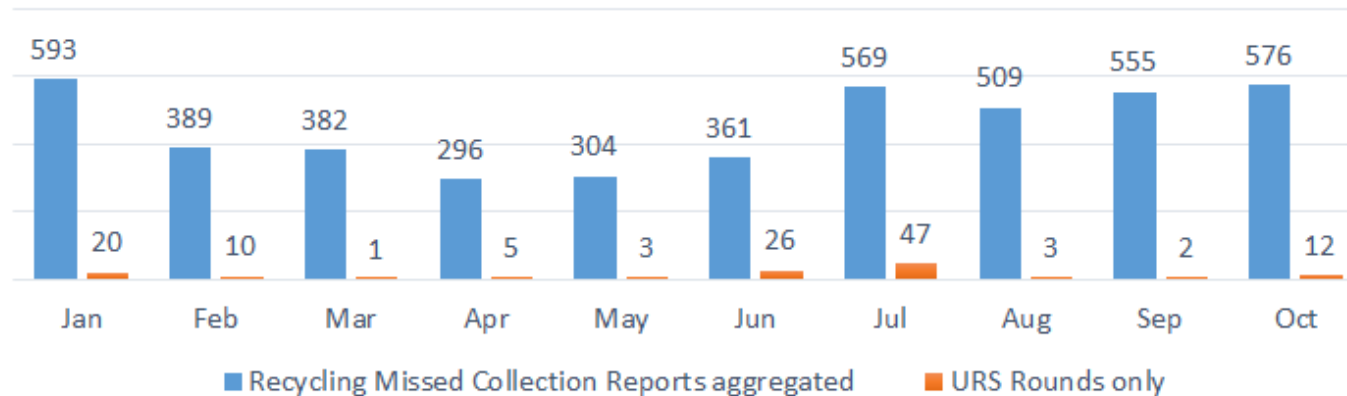
Data: Recycling waste service requests received, 2020 and 2021



Service requests received



Recycling Missed Collections 2021



2021	URS Rounds Missed %
Jan	3.4%
Feb	2.6%
Mar	0.3%
Apr	1.7%
May	1.0%
Jun	7.2%
Jul	8.3%
Aug	0.6%
Sep	0.4%
Oct	2.1%



8%

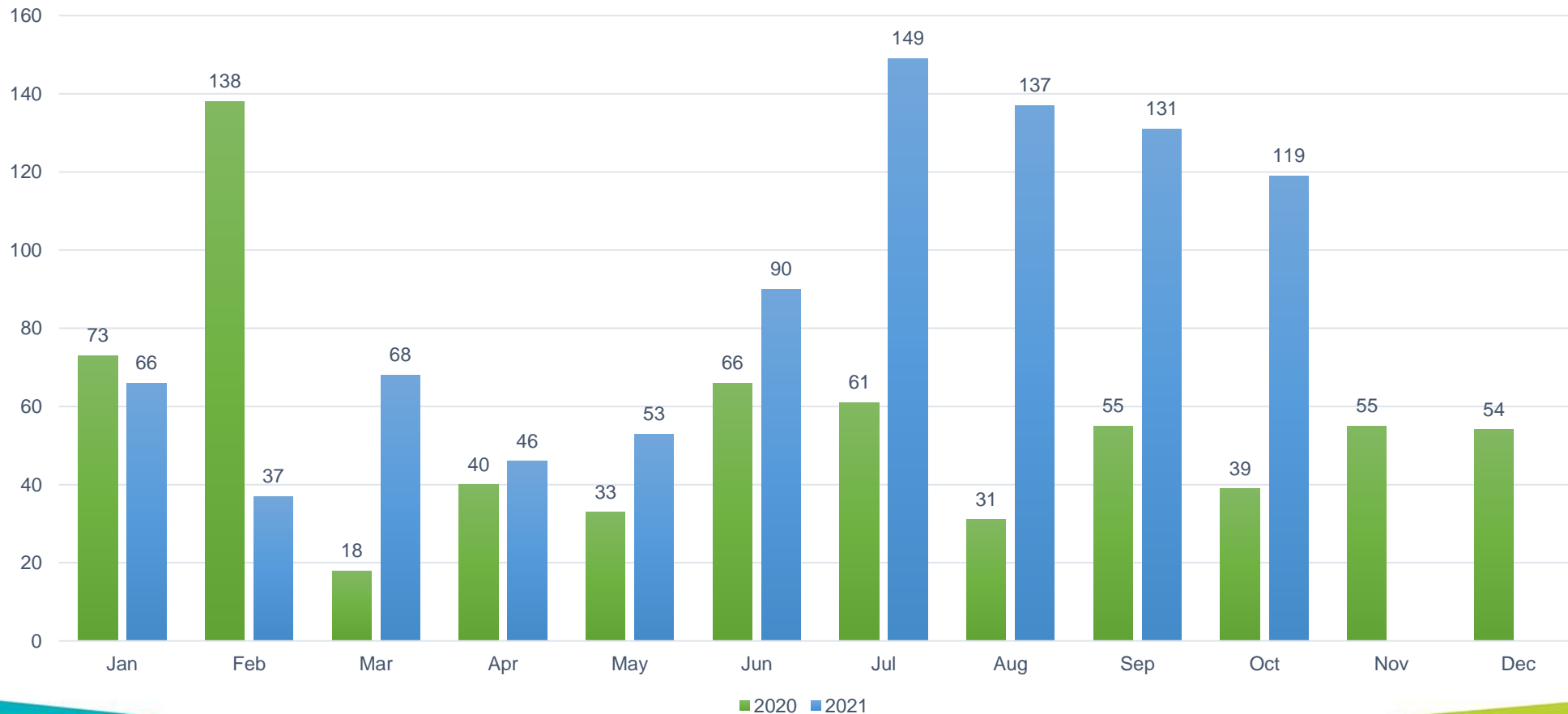
The total number of service requests received (comprising of missed collections in the main) is up 8% between 2020-2021



Data: Organic waste service requests received, 2020 and 2021



Service requests received



51%

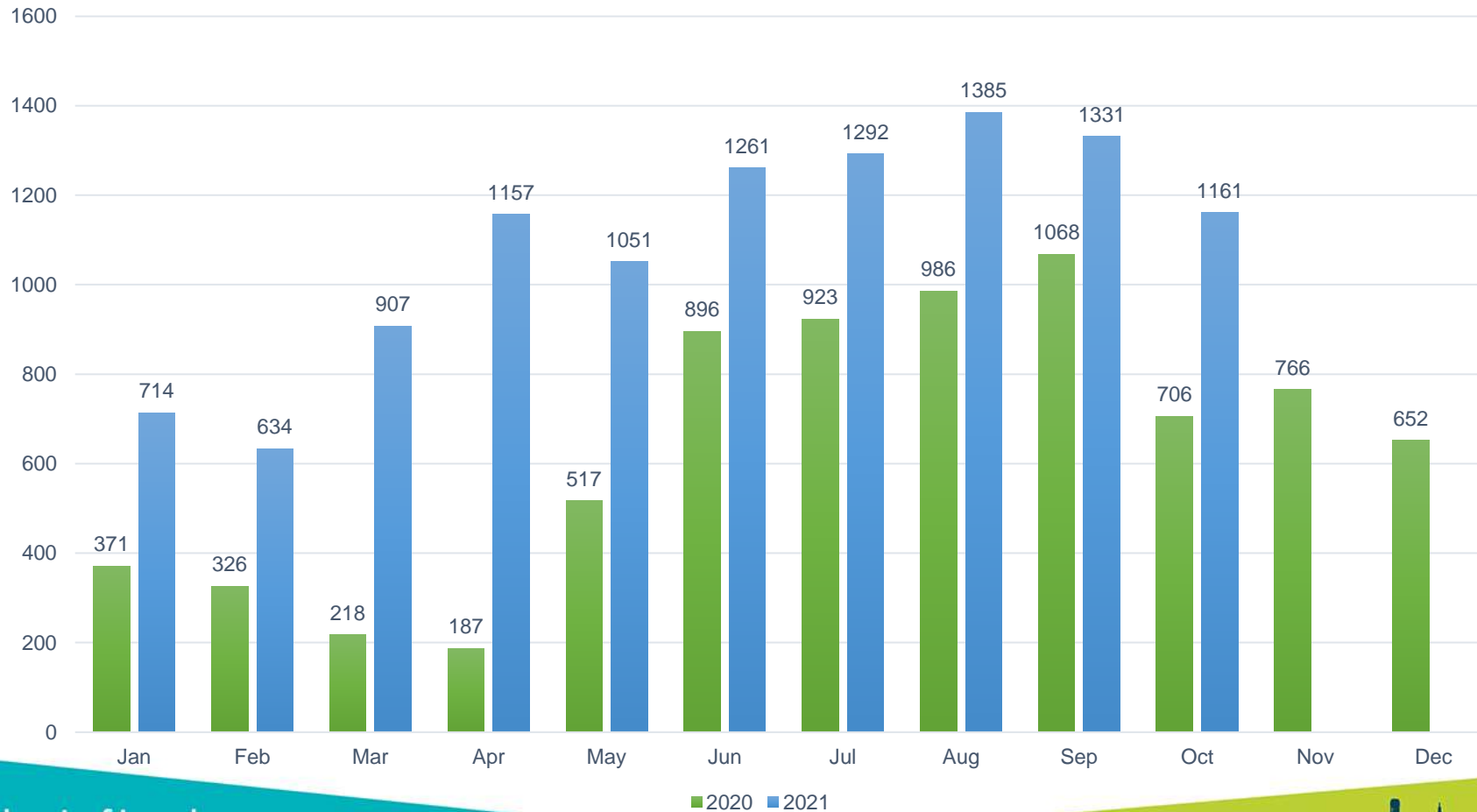
The total number of service requests received is up 51% between 2020-2021



Data: Street cleansing service requests received, 2020 and 2021



Service requests received



- **Graph does not measure cleanliness of environment**

Comment

- New categories (fly tipping, detritus) added since April 2020.
- Service has been responding to higher levels of fly-tipping and overflowing litter bins (Covid-related)
- Potentially higher levels of reporting due to increased 'localisation' of everyday life



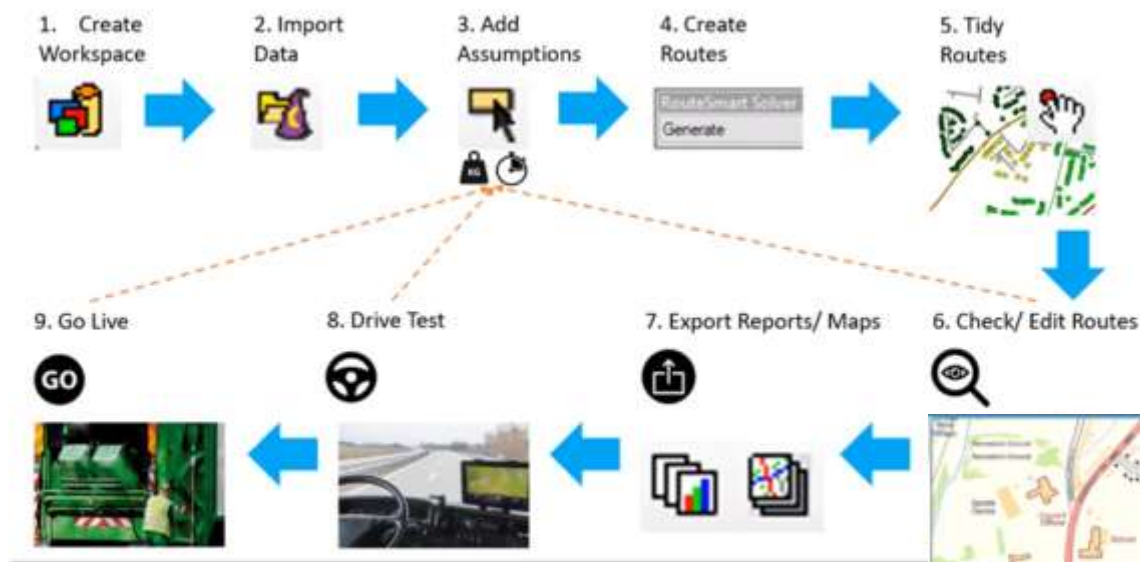
77%

The total number of service requests received is up 77% between 2020-21



Service developments: Route optimisation- to improve collection efficiency and performance

RouteSmart – An Intuitive Workflow

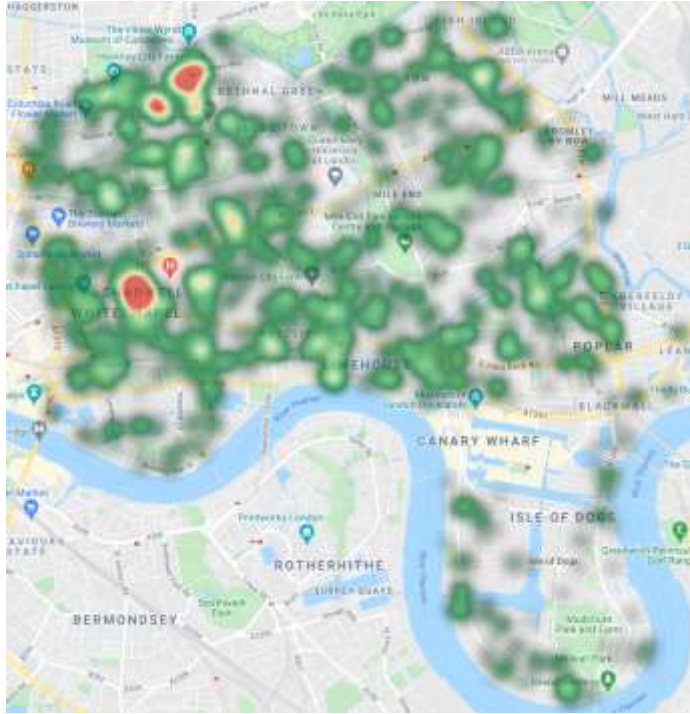


Delivering new and improved routes

New Collections routes & Cleansing schedules



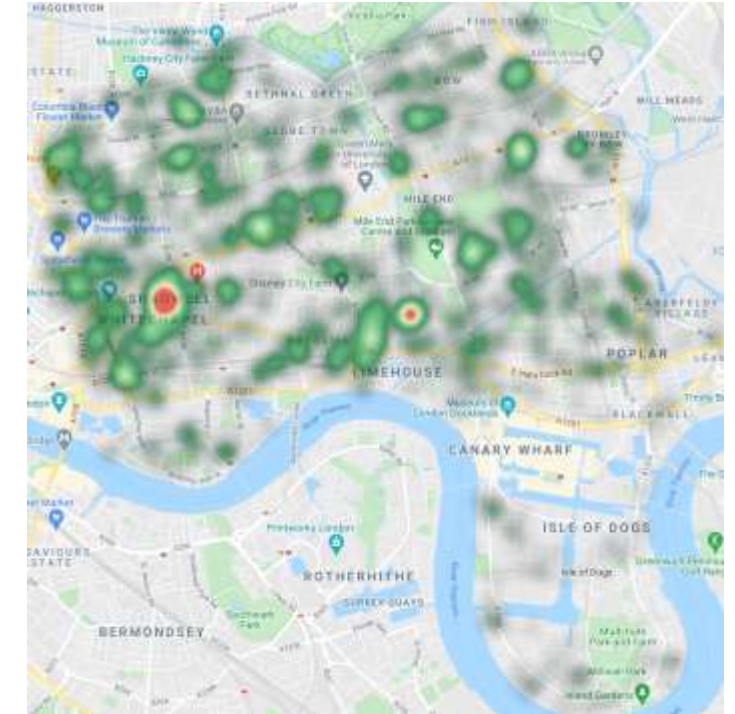
Impact of fly tipping



Hotspot Map
Nov 2020 - April 2021: 2146 Fly tips



- Fly tipping has a massive negative impact on borough cleanliness, making up over 60% of cleansing complaints
- Increase in reports of fly-tipping by over 100% in last 12 months



Hotspot Map
May - October 2021: 4397 Fly tips



Service developments: Tackling Fly Tipping



Crews collect hundreds of tonnes of fly-tipped waste each month, but action will always be taken against the culprits

Cleaning up our streets by taking on fly-tippers



More than 100 volunteers helped to collect over 150 bags of litter



We're here to help people recycle and get rid of their waste but we have zero tolerance to those who see the streets as their dumping ground and we will always take action.

- We have made it easier for people to report fly tipping
- We have targeted hotspots and improved clearance response times
- We have increased monitoring of hotspots, with targeted patrols, communication and enforcement action
- We are increasing publicity and communication to highlight the impact, responsibilities and consequences when caught

Hundreds help in Isle of Dogs Big Clean up

COMMUNITY NEWS

More than 100 volunteers worked together to clean up litter and fly-tipping hotspots on the Isle of Dogs at the council's first Big Clean Up event of the year.



Service developments: Tackling Fly Tipping



- Fly tipping hotspots targeted
- 319 £400 fixed penalty notices issued for fly tipping
- 3433 fly tipping incidents investigated
- 990 warning notices issued to residents
- 186 warning notices to business
- 15 FPN for littering the street with minor waste
- 63 FPN issues to businesses for duty of care failure

← Tweet



Tower Hamlets Council 
@TowerHamletsNow

You can find everything at Whitechapel Market, but dumped fridge freezers are not on our shopping list! Our Environmental Services Officers found the culprit, gave them a £400 fixed penalty notice and made them remove the items. Don't fly-tip, we'll do all we can to catch you



Service developments: greening the council fleet



The Council needs to move away vehicles powered by oil-based fuels. At present electricity is the preferred future power source for the Council's fleet. The mayor has pledged a low emission fleet for the Council's vehicles by 2025.

Plans are underway to fund and install EV charging points to council sites

Plans are also underway to obtain capital funding to replace the current fleet of leased petrol and diesel scooters, cars, vans and 3.5 Tonne transit tippers by end of March 2023.

We also operate a large fleet of 40 Refuse Collection Vehicles (RCV's), with a total of 81 vehicles on our waste, recycling and cleansing fleet.



Because of the additional costs, lack of certainty about final depot locations and lack of suitable charging infrastructure, it was not possible to operate a fully electric waste fleet from April 2020. As a result, we purchased the latest clean diesel vehicles available at the time, with low emission engines to the Euro 6, clean air specification for the start of the new in-house waste service in April 2020.

Most of these vehicles are now in their 2nd year of operation, with a further 5 years of operational life. We are working to bring forward the use of electric vehicle, to trial electric RCV's and replace as many vehicles as possible with electric options by 2023/24. The additional capital cost of replacing the entire waste and cleansing fleet with EV's is significant at over £10million. The extra EV charging infrastructure is expected to costs between £1 to £1.5 million.

Further detailed work is required to evaluate capital investment options for switching to EV's for these services.



Northumberland Wharf Waste Transfer Station



Northumberland Wharf is one of London's riparian wharves that has been safeguarded as a working wharf by the Mayor of London. The wharf is owned by the council, having been transferred to Tower Hamlets following the abolishment of the Greater London Council.

- Northumberland wharf encompasses a waste transfer station (WTS) and the council's Reuse and Recycling Centre (RRC).
- The WTS and RRC are both managed on a day to day basis by the council's waste disposal contractor, Cory Environmental Ltd. Both facilities have been leased to Cory under the terms of the council's waste disposal contract for which the council receives rental income.
- The contract will run until at least 31st March 2027. The contract allows for an extension of up to a further 8 years.
- The WTS is the main point of delivery for much of the council's municipal waste providing valuable, local infrastructure to support the delivery of the council's waste and cleansing services. Cory also accept waste from third party customers.
- The RRC is the public facility provided for Tower Hamlets residents to bring waste and recycling that they have not disposed of through the collection services.



Northumberland Wharf Waste Transfer Station



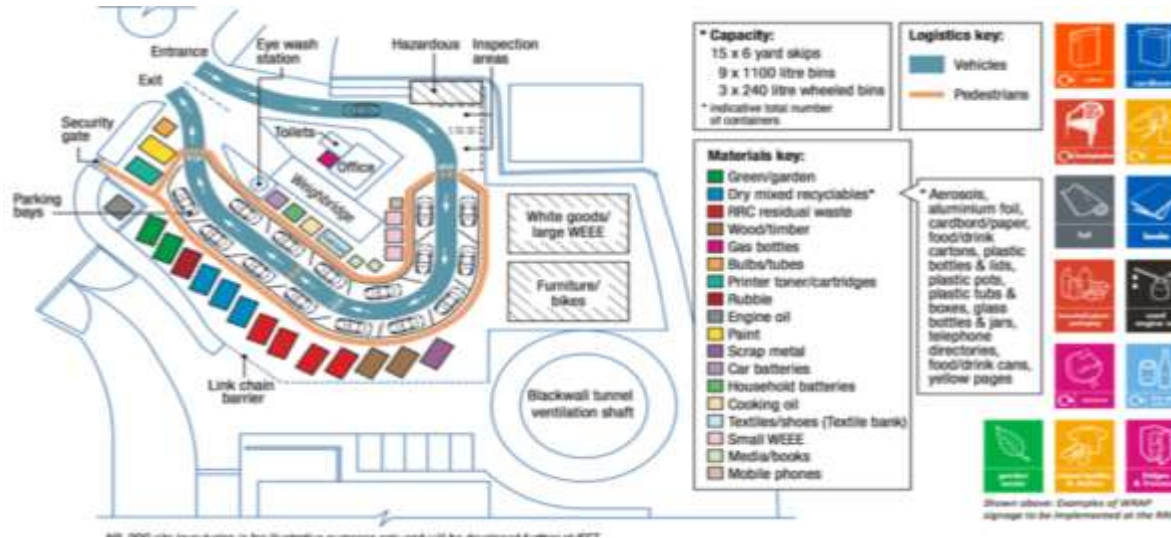
Tonnage and cost information relating to Northumberland Wharf WTS and RRC which forms a part of the council's overall waste disposal contract

Northumberland Wharf Waste Transfer Station Tonnage and Costs in 2020-21

Waste type	2020-21 tonnage	Cost
Residual waste	67,601	£5,667,405
Street sweepings	1,504	£120,982
Organic waste	1,370	£105,838
Total	70,475	£5,894,225
Transfer Station rental income		-£421,542

Re-use and Recycling Centre Tonnage and Management Cost 2020-21

	2020-21 tonnage
Recycling	381.90
Composting	74.44
Reuse	38.65
Landfill	8.08
Rubble	162.68
EfW	1031.68
Total tonnage	1697.43
Recycling rate	38.74%
Management Cost	£500,857
RRC rental income	-£73,487



Managing our recycling: Bywaters Materials Recycling Facility (MRF)



The council does not own a facility for sorting our co-mingled dry recycling so has to contract this service out. Our current contract is with Bywaters, the MRF is located in Twelvetrees Crescent, Bow.

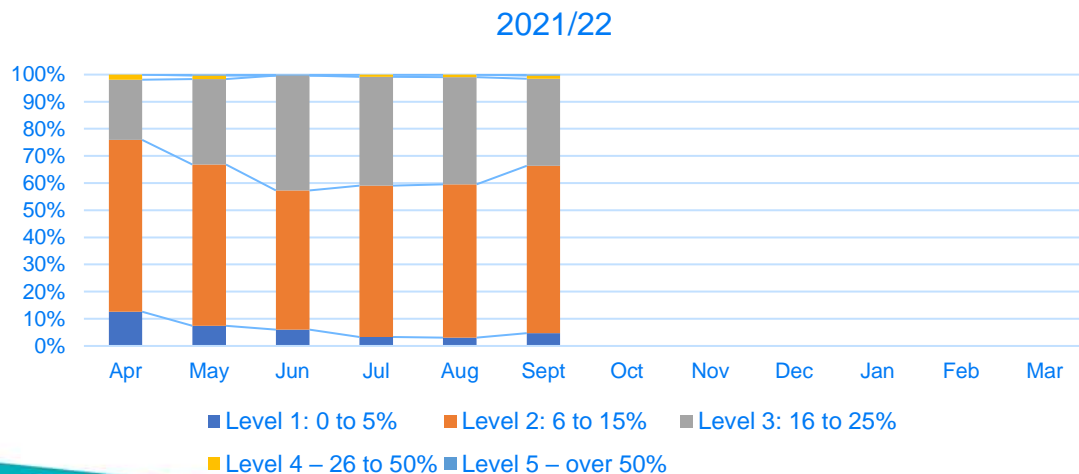
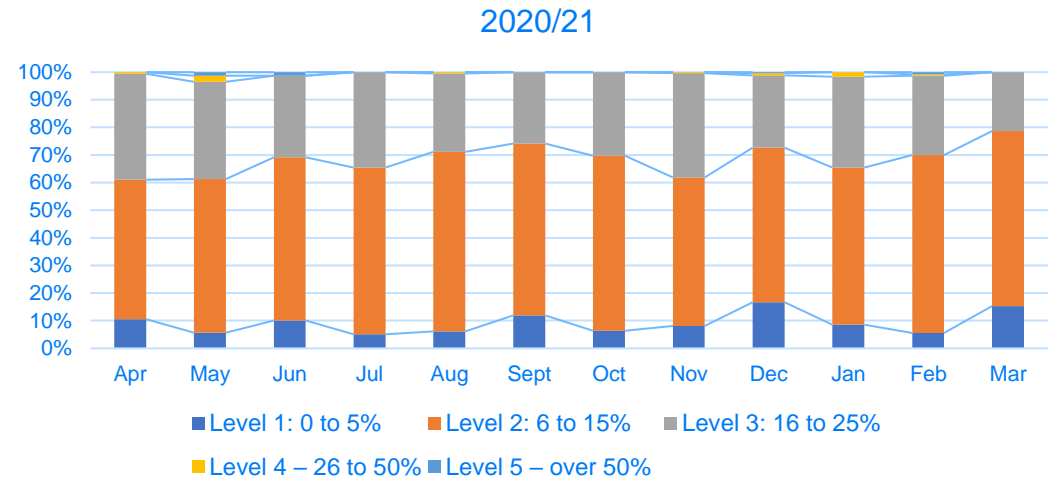
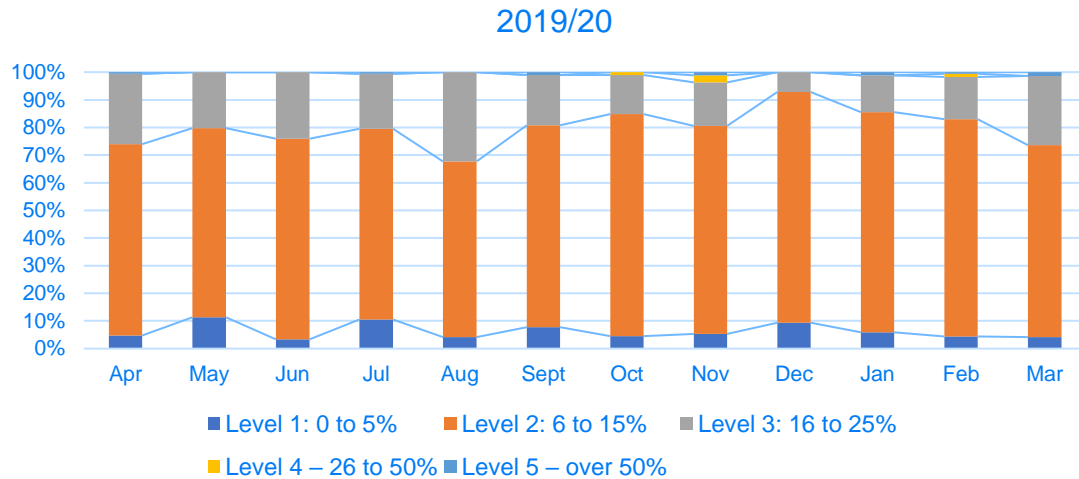
- The contract runs from 1st April 2020 to 31st March 2023
- 13,540 tonnes of co-mingled recycling were sent to Bywaters in 2020-21
- Only loads with acceptable levels of contamination can be processed through the MRF. Our loads are assessed when they tip at Bywaters to determine the level of contamination
- The MRF sorts the co-mingled recycling into different streams such as cardboard, paper, glass or plastics, through a twelve step segregation process
- At the end of the process segregated materials are baled and sold to different reprocessors, where they will be recycled into new products



Current challenge: recycling contamination



Monthly average contamination levels – Bywaters tips April 2019 to September 2021



- The proportion of tips in Level 3 is the lowest in 2019/20
- There was a noticeable reduction of the proportion of tips in Level 3 in March and April 2021
- The proportion of tips in Level 3 has increased again in May, June and July 2021. It decreased in September
- There are a few months in 2020/21 when the proportion of tips in Level 1 was higher than average, namely Sept, Dec and March
- The lowest proportion of tips in Level 1 is seen in August 2021 (3%)



Current challenge: Average contamination rate per day of the week and collection round April to September 2021



	Mon	Tue	Wed	Th	Fr	Sat	Sun	Average
RY - 01	14.1%	12.1%	12.3%	14.3%	15.3%	14.3%		13.7%
RY - 02	11.6%	11.8%	11.8%	14.8%	13.0%	11.9%		12.5%
RY - 03	15.9%	15.5%	17.0%	15.8%	13.2%	13.0%	14.3%	15.0%
RY - 04	18.9%	23.0%	15.9%	15.8%	16.7%	10.0%		16.7%
RY - 05	14.5%	16.0%	13.5%	11.6%	10.4%	11.8%		13.0%
RY - 06	9.4%	10.9%	11.9%	10.4%	11.7%	13.8%		11.4%
RY - 07	13.2%	13.1%	16.5%	14.2%	14.0%	11.3%	8.5%	13.0%
RY - 08	17.1%	15.5%	11.2%	11.8%	11.6%	11.2%		13.1%
RY - 09	13.6%	16.1%	12.8%	14.3%	11.3%			13.6%
URS-01					6.0%			6.0%
URS-02					4.3%	3.5%		3.9%
Average	14.2%	14.9%	13.7%	13.7%	11.6%	11.2%	11.4%	12.0%

- Monday, Tuesdays are the days of the week with higher average contamination levels
- Round 4 has the highest overall average contamination rate (16.7%) for this period.
- Round 4 on Tuesday (23.0%) and on Monday (18.9%) have the highest average contamination rate.

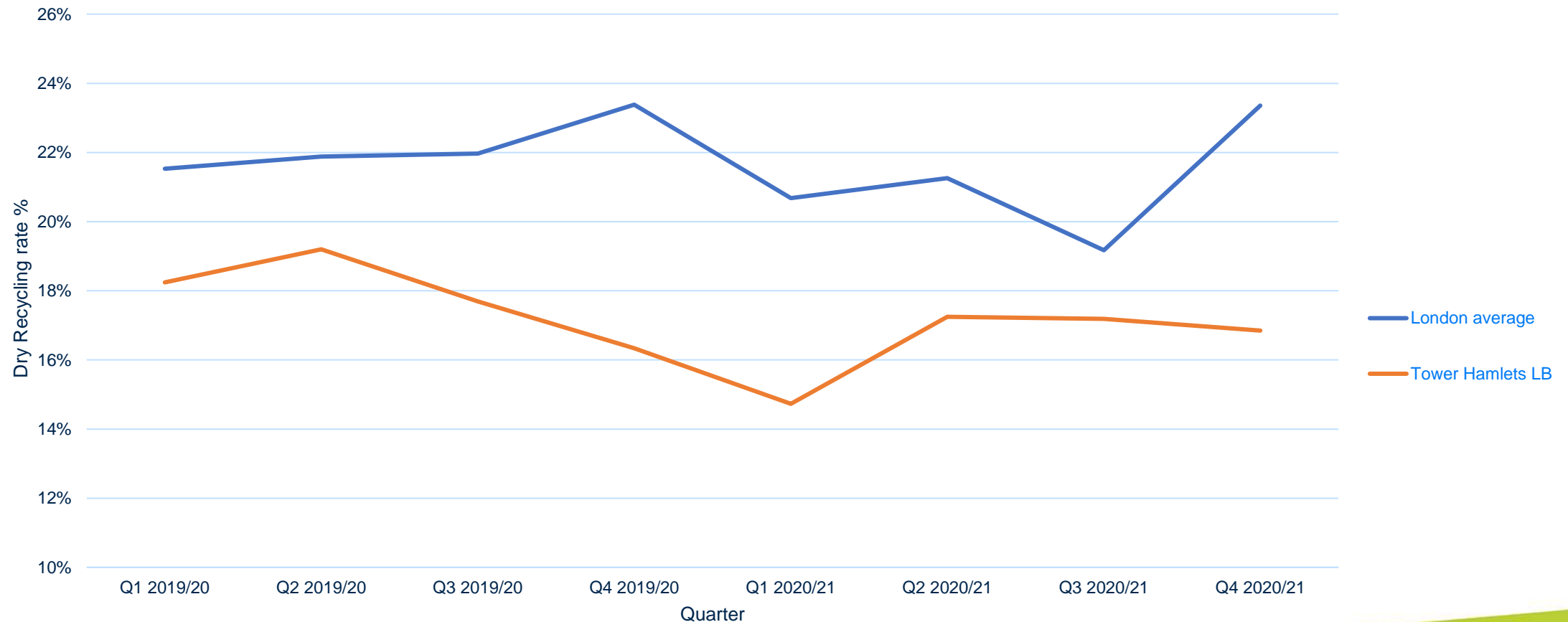
The contamination rates above are based on the visual inspection that is carried out on each load in order to determine the gate fee price. It doesn't relate to the proportion of material that is rejected through the MRF process (MRF rejects).



Current context and challenges: dry recycling in London and Tower Hamlets



Percentage of household waste sent for dry recycling- average for London per quarter 2019/20 and 2020/21



Behaviour change: Recycling challenges and solutions

Delivering on our Waste Management Strategy



Our vision and aims – six key priorities

We want everyone in Tower Hamlets to play their part in improving and protecting our environment. We need everyone to take action to reduce the impact of waste, and help make the Borough a clean and green place they are proud of and love to live in, work, study and visit.

Collaboration at the heart of change

By working with residents, housing associations, private landlords and businesses, we create the right infrastructure to have profound impacts on reducing waste.



Supporting people to love their neighbourhood

We want to support people to take responsibility for their waste and their neighbourhood.



Supporting people to reduce, reuse and recycle

Encouraging more people to follow the three 'R's in their daily lives.



Making waste a resource

Materials can be used over and over again in a circular economy. Our first thought for waste should be about what it can be turned into.



Reducing carbon and improving air quality

We want to reduce carbon emissions from waste activities and help to improve air quality.



Building our green economy

Our green economy can provide new opportunities for jobs, training and business in Tower Hamlets.



Behaviour change: Flats recycling update



Flats Recycling Package roll-out

- Following completion of the pilot project on 25 THH estates covering 7766 households, an application for £2.13 million in capital funding for a wider roll-out across the borough was made.
- Capital Investment Levy (CIL) was recommended as the source of funding. Approval for the addition of the project is being sought from Cabinet in November 2021.
- The proposed project is scheduled to start in January 2022 and continue for 3 years. The target will be 722 blocks per year.
- A team of 4 Officers and a Project Manager will work on the project full-time.



Behaviour change: Recycling communications and behaviour change



During the covid pandemic many behaviour change activities had to be put on hold but have now recommenced:

- 3 upcoming waste minimisation workshops: Christmas decoration upcycling, Food waste reduction and Sewing skills
- Recycling information stalls at events and Idea Stores since September: 148 residents have been engaged with
- Schools Recycling Improvement and Engagement started in September. We've engaged with 13 schools. Our target is to engage with at least 50 schools before April 2022
- Recycling Champions scheme began in October: target is to sign up and engage with at least 25 champions before April 2022
- Compost bins and wormeries: 344 were sold from April to October
- Young Mayor and Youth Council engagement
- Social media plan with Corporate Communications team
- Christmas recycling communications
- Review and update of recycling and waste webpages is in-progress
- Development of a recycling video



Behaviour change and service redesign: Flats food waste collection service

- Small scale pilot on two estates-
Dinmont/Besford and Bow Quarter
- Communal bin collections



No
plastic
bags
please!



- New communication materials developed
- Kitchen caddy and a starter pack of food waste liners delivered to both estates



Behaviour change: Tackling contamination

Using the information from analysis of the level of contamination in the loads of dry materials delivered to the MRF a pilot contamination project is being set up.

- 20 sites to be selected for improvements and communication with the aim to reduce contamination on Round 4 Tuesday with highest average contamination level by load.
- Work with Corporate Communications team on communications campaign.
- Each site will be assessed individually, and interventions will be tailored to the specific requirements of the location.
- Managing agents and their caretakers will be engaged.
- MRF contamination reports and visual contamination inspections will be used to monitor and evaluate the impact of the interventions and campaign.



Priorities going ahead: Future drivers for change



The Environment Bill aims to establish a new framework for environmental governance and to meet the ambitions of the Government's 25-year environment plan.

A strategy to preserve material resources by minimising waste, promoting resource efficiency and moving towards a circular economy.

At the same time, there's a need to minimise the damage caused to our natural environment by reducing and managing waste safely and carefully, and by tackling waste crime.



A Green Future: Our 25 Year Plan to
Improve the Environment



Implementation of reforms anticipated from 2023/24 onwards:

- Extended producer responsibility for packaging waste – regulations to achieve full net cost recovery, from packaging producers, for managing packaging waste;
- Deposit return scheme for beverage containers; and
- Consistent collections requirements – regulations to ensure a core set of recyclable materials is collected from every household, the requirement to provide separate food waste collections from all domestic properties and businesses and free garden waste collections.

