

# TEWKESBURY BOROUGH COUNCIL

<b>Report to:</b>	Overview and Scrutiny Committee
<b>Date of Meeting:</b>	12 April 2016
<b>Subject:</b>	Review of Ubico
<b>Report of:</b>	Rachel Capon, Environmental Contracts Team Leader Joint Waste Team
<b>Corporate Lead:</b>	Rachel North, Deputy Chief Executive
<b>Lead Member:</b>	Councillor J R Mason, Lead Member for Clean and Green Environment
<b>Number of Appendices:</b>	None

## **Executive Summary:**

The report provides an update of key indicators and trends for the waste and recycling service following transfer of the recycling, refuse, street cleaning, grounds maintenance and ancillary services to Ubico on 1 April 2015. The period of review is July 2015 - December 2015.

## **Recommendation:**

**To CONSIDER a 12 month update following the transfer of the Council's waste services to Ubico in April 2015.**

## **Reasons for Recommendation:**

At a meeting of the Overview and Scrutiny Committee in June, 2015 it was agreed that the performance of the waste services contract be monitored by the Committee on a six monthly basis.

## **Resource Implications:**

None for this report

## **Legal Implications:**

None for this report

## **Risk Management Implications:**

There are no significant new risks or opportunities arising within the period under review.

## **Performance Management Follow-up:**

Regular performance meetings are included within the contract to ensure effective monitoring of the contract.

## **Environmental Implications:**

The reported increase in food waste is particularly welcome as this is at no additional cost to

the Borough but reduces disposal costs considerably to the benefit of Gloucestershire County Council's budget and council tax payers overall. Food waste is digested through an anaerobic digestion facility at Bishop's Cleeve, producing clean, green energy and avoiding landfill.

## **1.0 INTRODUCTION**

- 1.1** At a meeting of the Overview and Scrutiny Committee in June 2015 it was agreed that a review of the performance of the recently transferred waste services contract be monitored by the Committee on a half yearly basis.

## **2.0 BACKGROUND**

- 2.1** The transfer of the Council's waste service from the in house DSO to Ubico Limited took place on 1 April, 2015. The service includes waste and recycling, street cleaning, grounds maintenance and other services.
- 2.2** Ubico is a local authority owned company and has been set up as a separate legal entity wholly owned and controlled by the shareholders. The current shareholders are Cheltenham Borough Council, Cotswold District Council, West Oxfordshire District Council, Forest of Dean District Council, and Tewkesbury Borough Council. Stroud District Council will become a shareholder in July 2016.
- 2.3** Former DSO staff were transferred under TUPE rules and regulations.
- 2.4** The service uses a number of vehicles leased from CP Davidson and the lease was novated to Ubico Limited.
- 2.5** At the point of transfer there was no change to service delivery to residents; residual waste is collected every fortnight, alongside the garden waste collections, with recycling being collected every alternate week. Food waste is collected weekly. The Tewkesbury service is still managed locally by the same management team, reporting now to the Managing Director of Ubico

## **3.0 PERFORMANCE MANAGEMENT**

- 3.1** The contract incorporates various performance monitoring procedures which are running effectively.
- 3.2** A customer service liaison meeting between Ubico's Operational Support Officer and the Tewkesbury Customer Services Manager takes place fortnightly. This is to resolve day to day issues and make continual improvements to the Achieve System (Report it online) which is used to log service requests. This helps to improve customer service and communication with residents.
- 3.3** The Joint Waste Team carry out monthly contract meetings with Ubico on behalf of the Council to monitor performance indicators, service delivery issues, customer service interface, communications opportunities and health & safety.
- 3.4** The Joint Waste Team also carries out health and safety monitoring of Ubico crews on a monthly basis. Any issues identified are fed back to the Ubico supervisors and actions recorded to ensure a closed loop process is in place. Health and safety information is then reported quarterly to the Council's 'Keep Safe, Stay Healthy' meeting.
- 3.5** Grounds maintenance is monitored by the Licensing Team Leader within the Environmental Health service and meetings are taking place on a monthly basis.

**3.6** The Environmental Services Partnership Board meets on a quarterly basis. The purpose of the meeting is to review the previous quarter's performance, consider trends, strategic planning, receive service updates and an operational review of health and safety. Details of which are included within this report.

#### **4.0 PERFORMANCE INDICATORS**

##### **4.1 Health and Safety**

**4.1.1** The table below shows the health and safety statistics for Quarter 2 to 3.

<b>Indicator title</b>	<b>Jul 15</b>	<b>Aug 15</b>	<b>Sep 15</b>	<b>Q2</b>	<b>Oct 15</b>	<b>Nov 15</b>	<b>Dec 15</b>	<b>Q3</b>
Number of reported RIDDOR incidents within period	0	1	1	2	0	0	0	0
Number of reported lost time incidents within period	0	0	0	0	0	0	0	0
Number of reported non lost time incidents within period	0	0	0	0	0	0	0	0
Number of reported near misses within period	1	0	0	1	1	0	2	3
Number of crew inspections within period	20	19	21	60	20	20	20	60
Number of reported vehicle related accidents within period	2	1	1	4	3	3	0	6

##### **4.1.2 Quarter 2 Summary:**

- There were two reportable accidents under the Reporting of Incidents, Diseases and Dangerous Occurrences Regulations 2013 (RIDDOR) in Quarter 2 both involving relatively minor and unrelated slips and trips by members of the Waste and Recycling team while moving receptacles during collection operations.
- There was one reported "near miss" which related to a vehicle stuck on the verge.

##### **4.1.3 Quarter 3 Summary:**

- There were no work-related incidents
- There were two reported "near misses" which related to third party vehicles in close proximity to a stationary collection vehicle. In one case a loader had to avoid a car which mounted the pavement.

##### **4.1.4 General:**

- 60 crew inspections were carried out during each period. Ubico monitor the reports from crew checks to identify trends and ensure issues identified are

actioned.

- Ubico regularly communicate with crews on health and safety matters. Over this period topics included cab access and egress, hand hygiene, Giant Hogweed, manual handling, near miss reporting, the risks of coming to work under the influence of alcohol or drugs (prescribed and non-prescribed), employee responsibility under Section 7 of the Health & Safety at Work Act 1974, risk from used needles in bags, safe reversing, risk of slips and trips in cold weather and safety in the Depot.

#### **4.2 Percentage of Household Collections Completed on Schedule**

**4.2.1** The contract sets a target of 99%. The type of issues that can impact on this include adverse weather, vehicle breakdowns, shortage of crews due to sickness etc.

**4.2.2** The table below shows the percentage of collections completed on schedule each month and demonstrates that a very high level of performance is being achieved.

<b>Month</b>	<b>2015/16</b>
April	99.90%
May	99.95%
June	99.93%
July	99.95%
August	99.95%
September	99.94%
October	99.94%
November	99.93%
December	99.97%

#### **4.3 Service Requests**

**4.3.1** As shown in the table below, during the first three Quarters of operation by Ubico the number of service requests in most categories remained fairly constant. Variations and

trends are explained below:

<b>Service Request</b>	<b>Q1</b>	<b>Q2</b>	<b>Q3</b>	<b>Q4</b>
Missed collections	801	559	564	
No of green bins requested	334	365	331	
No of blue bins requested	290	293	306	
No of brown bins requested	56	51	45	
No of other bins requests	55	39	28	
No of kerbside caddies requests	387	2003	707	
No of kitchen caddies requests	258	1663	548	
Litter/ Street cleaning reports	53	120	97	
Flytipping reports	216	215	144	
Graffiti reports	4	15	1	
Dead animal reports	19	26	27	
Dog / litter bin overflowing	0	9	16	
Dog fouling reports	18	24	15	
Grounds maintenance reports	119	245	111	

#### **4.3.2 Missed Collections**

- Missed collections must be considered in relation to the 36,000 collections made each week; approaching half a million points of contact with

customers per quarter.

- On investigation the higher level of missed collection in Quarter 1 was due to the way the Achieve Reporting system was set up and Ubico not being able to see data. This meant that residents were reporting missed collection on more than one occasion. The situation improved markedly in Quarter 2 and Quarter 3.
- The number of bin requests across the period reflects the number of new households in the Borough.
- The sharp increase in the number of food receptacles in Quarter 2 and Quarter 3 was largely due to the waste intervention campaign in September where “No Food Waste” stickers were put on all refuse bins. Ubico responded extremely well to the challenge of delivering these quickly.
- Fly-tipping reports have decreased in Quarter 3 which may be seasonal and/or a reflection of the enforcement work being carried out by the Environmental Health team.
- There is ongoing work on the system to report grounds maintenance issues. This is to ensure that requests are being directed to the correct area e.g. the Highways Authority, Ubico or private land owners.

#### 4.4 Residual household waste per household (kg/month)

##### 4.4.1

Month		
	2014/15	2015/16
April	35	39
May	38	37
June	36	37
July	37	39
August	33	33
September	37	39
October	37	35
November	33	35
December	33	33
January	40	
February	33	
March	36	

- ##### 4.4.2
- A degree of variation from one month to another, and from the same month year to year, can be expected for a number of reasons; the number of collection days in any month can vary depending on when weekends fall and there are seasonal variations (as illustrated most markedly by the January 2015 figure). The average trend is slightly up

which is a national trend which may be linked to consumer confidence.

#### 4.5 Percentage Household waste reused, recycled and composted

- 4.5.1
- The Joint Waste Committee Food Waste Intervention Project has helped to increase participation in food waste recycling during Quarter 3.
  - This has had a positive impact on the recycling rate at a time when there has been a general downturn in “dry” recycling rates across the county and elsewhere. The reasons for this are complex and difficult to isolate but there are a number of neutral or positive factors that have a negative impact on the recycling rate. These include year to year variations in the length of the growing season for garden waste, light-weighting of packaging and the long term decline in newspaper readership and print based advertising.
  - There are other trends which run in the opposite direction, most noticeably the growth in internet shopping, which has increased volumes of cardboard.
  - The Joint Waste Committee Business Plan contains a number of interventions and communication initiatives to boost recycling but the general trend across Gloucestershire and the rest of England is also a flattening out of recycling performance.

Month		
	2014/15	2015/16
April	54.47%	51.26%
May	53.83%	51.84%
June	54.47%	52.44%
July	52.04%	51.27%
August	53.49%	49.97%
September	52.89%	53.47%
October	51.32%	53.35%
November	48.99%	50.10%
December	47.43%	48.66%
January	45.37%	
February	43.11%	
March	47.92%	

#### 4.6 Human Resources

4.6.1

Ref	Indicator title	Q1	Q2	Q3	Q4
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HR 1	Business Support average days lost per FTE	2.63	0.46		
HR 2	Operations average days lost per FTE – TBC	1.12	1.28		

- 4.6.2**
- The significant decrease in average days lost from Q1 to Q2 is largely due to targeted intervention and firmer management by Ubico.
  - Q3 data is not yet available due to a planned upgrade of the Ubico HR system.

#### **4.7 Financial Performance**

**4.7.1** The budget monitoring report to 31 December 2015 showed that a net underspend of £40k is forecast at year end. The £40k underspend in Environmental Services is due to planned savings and a reduction in maintenance work to vehicles and plant pending their replacement.

**4.7.2** It is anticipated that there will be a £15k overspend in waste and recycling which is due to growth/new properties/ and more garden waste customers, which will be offset by a £15k underspend in operations due to staff vacancies.

#### **4.8 Projects/ Other Works**

- 4.8.1**
- Ubico supported 28 community events from April to December 2015, including Tewkesbury in Bloom, the Mop Fair and the Christmas lights turn on event and the Place Based Working Pilot.
  - During September Ubico carried out the stickering of refuse bins for the JWT as part of the food waste campaign. This project has received good results with a 24% increase on tonnage of food waste captured. So far this level of increase has been sustained.
  - During October Ubico delivered the annual waste collection calendars across the Borough.
  - Ubico have been integral in the service review project and are working with the team on the vehicle procurement project in readiness for the expiry of the CPD contract in April 2017.

#### **5.0 OTHER OPTIONS CONSIDERED**

**5.1** None

#### **6.0 CONSULTATION**

**6.1** None

#### **7.0 RELEVANT COUNCIL POLICIES/STRATEGIES**

**7.1** Joint Waste Committee Business Plan 2015-18

#### **8.0 RELEVANT GOVERNMENT POLICIES**

**8.1** None



- 9.0 RESOURCE IMPLICATIONS (Human/Property)**
- 9.1 None
- 10.0 SUSTAINABILITY IMPLICATIONS (Social/Community Safety/Cultural/ Economic/ Environment)**
- 10.1 None
- 11.0 IMPACT UPON (Value For Money/Equalities/E-Government/Human Rights/Health And Safety)**
- 11.1 None
- 12.0 RELATED DECISIONS AND ANY OTHER RELEVANT FACTS**
- 12.1 None

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**Background Papers:** Future Management of Councils Operational Services – Council  
30 September 2014 (Restricted Documents)

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**Appendices:** None