

WELWYN HATFIELD BOROUGH COUNCIL
OVERVIEW AND SCRUTINY COMMITTEE – 14/03/2023
REPORT OF STREETSCENE CONTRACT TASK AND FINISH PANEL

1 Executive Summary

- 1.1 This report outlines the recommendations arising from the Streetscene Contract Task and Finish Panel (T&F).
- 1.2 The Council's Streetscene contract comprises waste and recycling collection, street cleansing and other ancillary services such as bulky waste collection and new bin deliveries. The contract is delivered by Urbaser and commenced at the end of March 2020. The contract ends in 2029 and there is the option to extend this for up to a further 9 years.

2 Recommendation(s)

- 2.1 The Overview and Scrutiny Committee are requested to acknowledge and approve the recommendations set out in in this report. The recommendations are as follows:

1. That detailed data is provided on vehicle collisions quarterly via the Members Information Hub.

Action: Officers to ensure data is collated from Urbaser and distributed via the members Information Hub quarterly. First distribution will be for Q4 2022.

2. That social media be used to educate residents about fly tipping and its impacts and of enforcement undertaken to help deter fly tipping.

Action: Officers to ensure that any successes with enforcement of fly tipping are communicated (where appropriate) via social media. Officers to plan proactive communication on the impacts of fly tipping using available Hertfordshire Waste Partnership's SCRAP materials.

3. That the report advises OSC of the continued pressures for efficiencies for Urbaser and to report the spillage numbers via the Members Information Hub.

Action: Officers to ensure data is collated from Urbaser and distributed via the members Information Hub quarterly. First distribution will be for Q4 2022.

4. To look at the viability of mobile cameras in fly tipping and litter hotspot areas.

Action: Officers to review current CCTV contract and to review the viability of mobile CCTV cameras in hot spot areas.

5. To promote Hertfordshire County Council (HCC) services regarding grit availability and grit bins and share Officer- gathered data from the December snow period with HCC, to highlight the roads that are of particular concern in the borough.

Action: Officers to agree with the Communications Team messaging relating to HCC responsibilities and opportunities for residents to obtain gritting bins. Officers to share with HCC colleague's roads where officers have received complaints about non-gritting.

6. To review the recycling bank service including current schedules for collections, methodology of collection and viability for future provision.

Action: Officers to review the service and propose any changes as appropriate. This has been included as a key project in the draft Business Plan 2023/24.

3.0 Explanation

- 3.1 At the beginning of the municipal year Members of the Overview and Scrutiny Committee (OSC) used a scoring matrix to decide on the topics they wished to scrutinise in the coming year. The Streetscene contract came out as a High Priority topic following this exercise.
- 3.2 A scoping document for the Streetscene contract was agreed at the OSC meeting on 27 September 2022 and it was agreed that a Task and Finish Panel be set up to look at this.
- 3.3 Membership of the Task and Finish Panel was later agreed as Councillors F. Marsh (Chair), C. Juggins, C. Stanbury, S. Tunstall, and K. Thorpe.
- 3.4 The first meeting of the Panel was held on 10 November 2022. At this meeting the Panel agreed the scope of the report. The full scoping document is included in Appendix 1.
- 3.5 The overall aim of the scrutiny was: "Working with our contractor to deliver Streetscene services in line with agreed performance targets."
- 3.6 The objectives were agreed as:
 - Investigate key performance data relating to missed bins and cleansing requests.
 - Explore how case types are raised and shared with Contractor to ensure completion in agreed timeframe.
 - Explore the approach to contract management and overall governance of contract management.
- 3.7 Identified areas to be looked at included:
 - Missed bin statistics.

- Cleansing targets.
- The council's specification for works and what measures are in place to monitor contractor performance and evaluate whether jobs have been completed to the required standard.

3.8 A range of methods were used to gather evidence including:

- Desk top research:
- Performance targets and the council's performance against these targets
- Planned cleansing schedules and performance against these schedules
- Presentations to Members from key officers and contractors, with opportunities for Members to ask questions during the presentations

3.8 Meetings of the Panel

3.8.1 At the inaugural meeting, 10 November 2022, Officers shared a presentation covering the following topics:

- Urbaser Contract Overview
- Contract Management Guide
- Team Structure
- Partnership Development Working Group (PDWG)
- Key Performance Data
- An overview of the main systems used

Discussions took place on a range of subjects including:

- Missed bin numbers and performance against KPI's
- Missed bin reporting for communal properties
- Access issues for refuse collection vehicles
- Use of CCTV and surveillance to prevent fly tipping
- Contractor staff morale
- Complaint numbers
- Recycling banks
- Waste cage days
- Use of social media to educate residents
- Recycling in flats
- Leaf clearance
- Gritting of pavements

It was agreed that Urbaser would attend the next meeting and that members would submit questions prior to the next meeting.

3.8.2 A second meeting took place on 28 November 2022. Urbaser delivered a presentation to members covering the company, contract and performance. All pre-submitted questions were answered by email. Additional discussions took place on the following subjects:

- Vehicle numbers on the contract
- Contract inflation
- Spillages by collection crews

- Integration of Council systems to Urbaser waste systems
- Commercial waste collection
- Vehicle accidents and collisions processes

3.8.3 The third meeting took place on 12 December 2022. Members had the opportunity to ask any further questions and to provide suggestions for recommendations.

3.8.4 Following disruption to waste collections during the snow and cold period in December 2022 it was agreed that there would be a further meeting. In addition, further questions were submitted on the recycling bank collection service.

Urbaser attended the fourth meeting on 7 February 2023 and delivered a presentation on the issues and lessons learned from the snow disruption to the waste collection service in December 2022. Members had the opportunity to ask questions and provide feedback. It was acknowledged that the combination of a heavy snowfall and freezing conditions causing ice beneath the snow was unprecedented and was assessed as unsafe for waste collections for 3 days. There were concerns about the risk of collision by large refuse vehicles into people and vehicles on roads that were not gritted/icy. When collections resumed, resources were diverted from suspended food and waste collections to assist with the catch up. However, issues with the recording of roads that could not be collected (as they were assessed as unsafe), meant that there was not an accurate picture of what collections were still outstanding. This resulted in not all waste collections having been caught up with by Friday 23 December 2022 as planned. The crews are being retrained in the use of the in-cab recording of waste collections. Members had the opportunity to ask questions and provide feedback. Members had the opportunity to ask questions and provide feedback. There were questions raised on gritting of side roads and some town centre locations. Officers advised that this was the responsibility of Hertfordshire County Council.

Implications

4. Legal Implications

4.1 There are no legal implications arising from this report

5. Financial Implication(s)

5.1 There are no financial implications arising from this report. Some recommendations could have a financial impact should changes to services be agreed at a future date.

6. Risk Management Implications

6.1 There are no risk management implications arising from this report

7. Communication

7.1 There are no communication and engagement implications arising from this report

8. Security & Terrorism Implication(s)

8.1 There are no security and terrorism implications arising from this report

9. Procurement Implication(s)

9.1 There are no procurement implications arising from this report

10. Climate Change Implication(s)

10.1 There are no climate change implications arising from this report

11. Human Resources Implication(s)

11.1 There are no human resources implications arising from this report

12. Health and Wellbeing Implication(s)

12.1 There are no health and wellbeing implications arising from this report

13. Link to Corporate Priorities

13.1 The subject of this report is linked to all of the Council's 5 Priorities.

14. Equalities and Diversity

14.1 An EqIA was not completed because this report does not propose changes to existing service-related policies or the development of new service-related policies.

Appendix A

Scrutiny Review Title	Streetscene Contract (Urbaser)
Scoring Matrix Result	20 – HIGH PRIORITY
T&F Panel Members	Cllr Frank Marsh (Chair) Cllr Craig Stanbury Cllr Caron Juggins Cllr Stan Tunstall Cllr Kieran Thorpe
Portfolio Holder (s)	Cllr Samuel Kasumu
Officers	Sue McDaid Paul Harris Kirsten Roberts
Key Stakeholders	Urbaser
Background Issue to review - the rationale for scrutinising this issue	
<p>The Council's Streetscene contract comprises waste and recycling collection, street cleansing and other ancillary services such as bulky waste collection and new bin deliveries. The contract is delivered by Urbaser and commenced at the end of March 2020. The contract ends in 2029 and there is the option to extend this for up to a further 9 years.</p> <p>Identified areas to be looked at include:</p> <ul style="list-style-type: none"> • Missed bin statistics; • Cleansing targets; • The council's specification for works and what measures are in place to monitor contractor performance and evaluate whether jobs have been completed to the required standard. 	
Scrutiny Aims and Objectives	
<p>The task and finish group have defined the overall aim of the scrutiny as: <i>Working with our contractor to deliver Streetscene services in line with agreed performance targets.</i></p> <p>Objectives:</p> <ul style="list-style-type: none"> • investigate key performance data relating to missed bins and cleansing requests. • explore how case types are raised and shared with Contractor to ensure completion in agreed timeframe. • explore approach to contract management and overall governance of contract management. 	
Review of Implications/Impacts/Risks	
<p>If the council does not operate an effective streetscene service the following impacts and risks have been identified:</p> <ul style="list-style-type: none"> • The council's corporate objective of providing essential/statutory services will not be achieved. • There will be a negative impact on the local environment. • The council may not meet the expected recycling rate. • There will be reputational damage to the council 	
Methodology for Gathering Evidence	
<p>A range of methods will be use to gather evidence include:</p> <ol style="list-style-type: none"> 1. Desk top research: <ul style="list-style-type: none"> • Performance targets and the council's performance against these targets • Planned cleansing schedules and performance against these schedules 2. Presentations to Members from key officers and contractors, with opportunities for Members to ask questions during the presentations 	