

# Kettering Borough Council Our Journey of Improvement



APSE – Performance Networks Seminar  
London July 2017

Kettering Borough Council Service Overview – Performance Monitoring

**Kettering**  
*Borough Council*

# Northamptonshire



# Kettering's Waste Facts

- ◆ In-House Service – Collection Authority
- ◆ Servicing 44,000 properties
- ◆ 44 staff
- ◆ Operating 5 days over a 4 day 9.25 hrs per day – 37 hrs
- ◆ RCV's, Split bodied 70/30, 18, 26 and 32 tonne vehicles
- ◆ Operating 7 domestic and 1 commercial round
- ◆ Each crew member walks 14 miles on an average day
- ◆ Each crew empties between 1500 and 2000 bins per day
- ◆ Emptying a total of 4,472,520 bins per year
- ◆ Returning to 1,467 bins reported missed bins
- ◆ Covering 4 towns and 28 villages of varying scale.
- ◆ Travelling 127,331 miles per year
- ◆ Using 180,419 litres of diesel

# What We Do

- ◆ Domestic Collections – Refuse and Recycling
- ◆ 800 Commercial Customers – operate 3 days
- ◆ 616 residents receive Assisted Collections
- ◆ Schedule 2 Waste – 143 customers charged
- ◆ 1409 Bulk Collections – offering 6 items twice a year
- ◆ Clinical Waste - Chargeable collections!
- ◆ Christmas Tree Collections – 1824 - 2015/16
- ◆ Bring Bank Operating at 11 Sites KBC / 32 borough
- ◆ Emptying of Dog Waste and Litter Bins
- ◆ Bin repairs, replacements, new and additional bin deliveries within 5 working days.

# Borough Recycling

- ◆ Pre 2002 – recycling rate 2% via Bring Banks (32 sites)
- ◆ Alternative Weekly Collections introduced 2004
- ◆ New co-mingled scheme introduced 2013 with (11 bring bank sites)
- ◆ 2006 - 45%
- ◆ 2013/14 - 46.04%      10 months of new scheme
- ◆ 2014/15 - 48.33%      Co-mingled scheme
- ◆ 2015/16 - 49.85%
  
- ◆ Nominated for APSE ‘Best Performer Refuse’ 5 years running - “Winner 2015”

# Weight v Weight Glass

Glass – Can you spot the Difference



# The Difference Glass

- ◆ One bottles weighs 496g the other 365g
- ◆ Difference - 131 grams of material
- ◆ More volume needed to be collected
- ◆ 3:2 ratio - 724 bottles more for 1 tonne
- ◆ More Volume for Same Weight



# Overview

- ◆ 2004 – Changed to Alternatively Weekly - introduced kerbside box recycling – 35,000 t General Waste
- ◆ Overall increased container capacity from 240 litre weekly to over 300 litres - (240 black/240 Grey/55L red/ 70L blue)
- ◆ 2013 – Kerbside recycling to Co Mingled - Increased Recycling Capacity of containers to 720 litres
- ◆ Dry recycling 240 litre bins – as many as needed free of charge – increasing capacity further
- ◆ 2015 – Multiple green waste bins free of charge
- ◆ 2016 – Reduced General Waste Bin Size – (240L to 180L new and replacements
- ◆ 2016 – Combined Tonnage 38,000t
- ◆ Increase recycling year on year whilst many report reduction



# Health and Safety

- ◆ Safety Training – High Focus
- ◆ Reversing DVD
- ◆ Reversing Practices
- ◆ Tool Box Talks
- ◆ Constant and Continued field Monitoring
- ◆ Refresher training and field assessments
- ◆ Train the Trainer - staff development
- ◆ Full training programme
- ◆ Drivers hand book and working procedures
- ◆ Risk Assessments – working with the team
- ◆ Regular team meetings – performance reviews all levels
- ◆ PPE – Armani or Boss?

# Strong Focus on Education

- ◆ National Campaigns
- ◆ Master Composters
- ◆ School Curriculum workshops
- ◆ School Assemblies
- ◆ WI's, Parish Councils, Fun days and Road shows
- ◆ Scouts, Brownies, Beavers etc.
- ◆ Coffee mornings and society groups
- ◆ Field Trips to the depot
- ◆ Dedicated education team and bus

# Waste Ted Education Team Member



# The Main Ingredient to achieving success?

## ◆ The Team

- ◆ Include them in final decision making
- ◆ Keep them in the loop
- ◆ Make them feel valued
- ◆ Keeps morale up
- ◆ Invest in you staff – time and appreciation – (not always monetary)

# Why

# The Team

- ◆ **Our Staff:**

- ◆ Are the face of the Council
- ◆ And they make the service work

- ◆ **Our Staff – contribute to:**

- ◆ Service Standards
- ◆ Managing and Meeting Budgets
- ◆ Reducing Cost's
- ◆ Efficiencies
- ◆ Performance levels
- ◆ Personal Development – Promote within

Work with and appreciate your team and they will work with you.



# Staff are key to High Performance & Excellent Service Delivery





# Dragon Boat Race Moral Boosting Activities





# Kettering's “Ted’s Wasted Wombles”



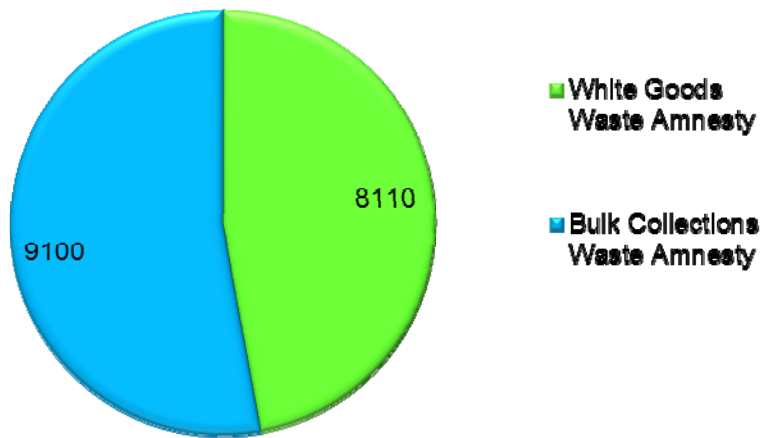
# Projects

## Making the Difference

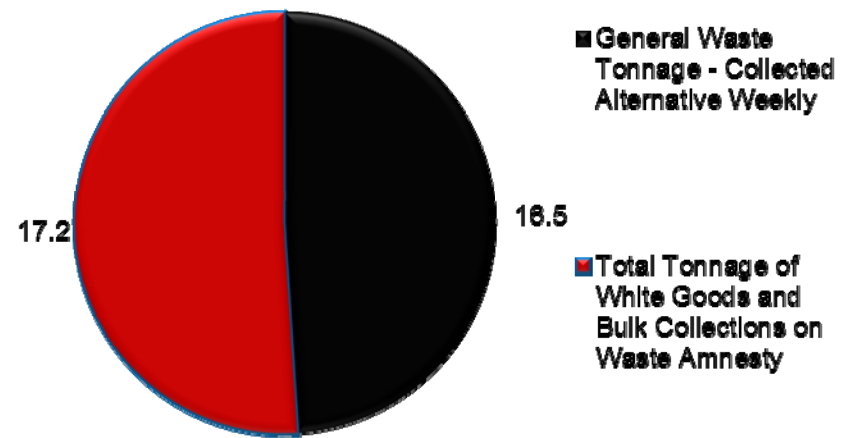
- ◆ Projects to provide a thorough cleanse of the area
- ◆ Delivered in a short time scale
- ◆ Noticeable difference and impact within the community.
- ◆ Engaging the Community – door knocking and surveys
- ◆ Delivered within Areas of high deprivation
- ◆ High Crime Hotspots – Criminal Activities
- ◆ Tackling – Environmental Issues
- ◆ Fly-tipping, Dog Fouling, Litter, Graffiti, Weeds, Road/Street Sweeping, Refuse and Recycling, Bins on Streets, Contamination and Side Waste.
- ◆ Waste Amnesty

# Project Elizabeth Waste Amnesty Day

**Project Elizabeth  
Waste Amnesty White  
Goods and General Bulk  
Collections**



**Project Area -  
Comparison with General  
Waste Collection with Waste  
Amnesty Day Collection**



# Waste Amnesty Project Elizabeth





# Waste Amnesty Project Elizabeth



# Community Pride

**Before**



**After**



# Contamination

## Constant Monitoring and Reviewing

- ◆ Quality – we can all have it
- ◆ Monitor
- ◆ Educate
- ◆ Review your schemes
- ◆ Review your contracts!
- ◆ Run regular waste composition analysis
- ◆ Comes at a price but worth it.
- ◆ Do you know your real rejection/contamination rate?
- ◆ What are you doing about it?
- ◆ Demographics! Social Issues etc.



# Quantity V Quality



# DIY Waste Composition

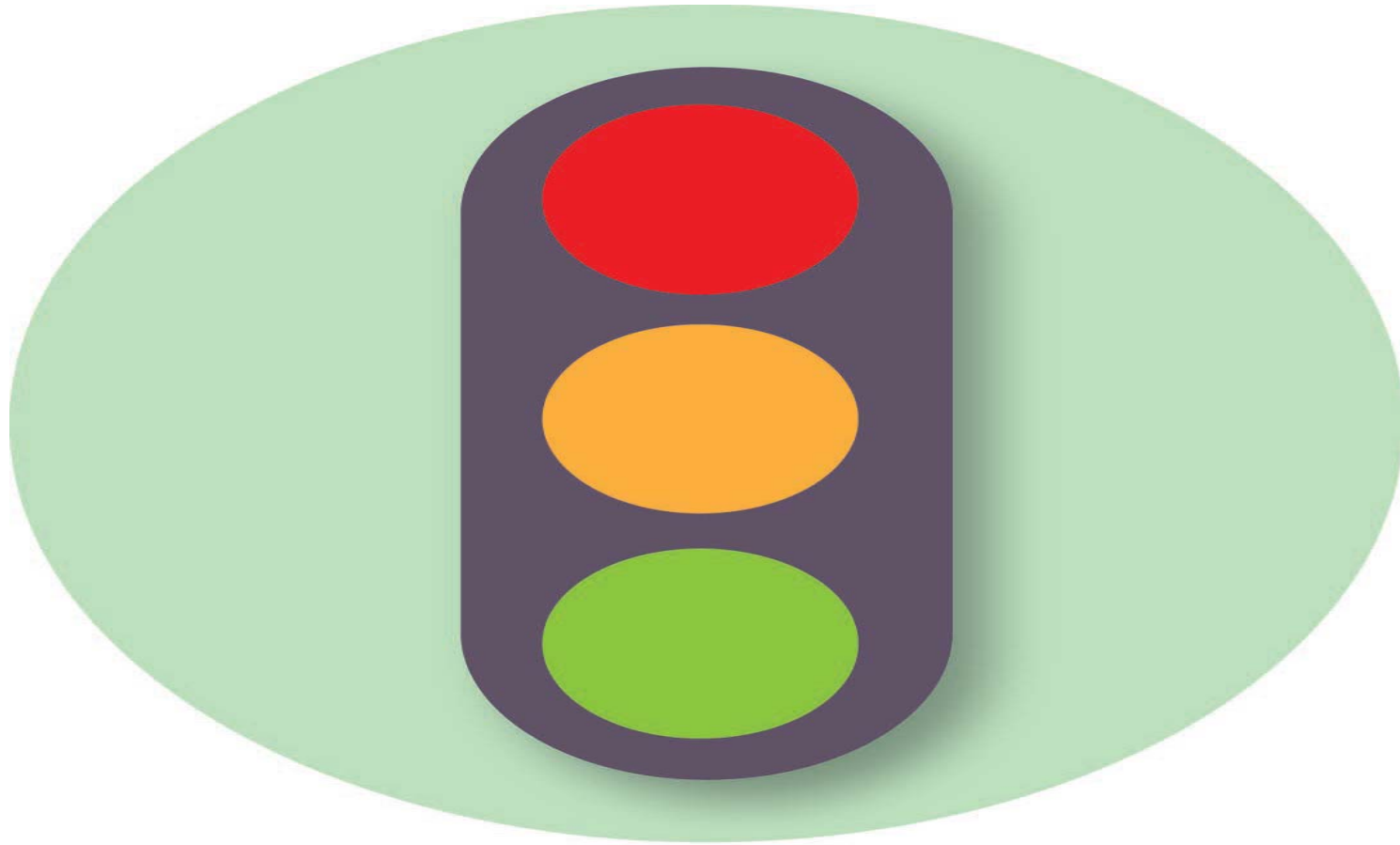


# Importance of Performance Data

## APSE







- ◆ Data needs to be accurate
- ◆ Data verification – factual not thin air
- ◆ Compare with others – Benchmarking
- ◆ Monitor what we do and how well we do or not do it
- ◆ Sharing Expertise and Experiences – priceless
- ◆ Ability to learn from others – Best Practices
- ◆ Use case studies to improve your service
- ◆ Not afraid to re-think and change what we do or how we do it
- ◆ Benefits – improve the service and residents overall perception
- ◆ Improvements don't always cost the earth





# **Your Performance at a Glance Dashboard Reports**



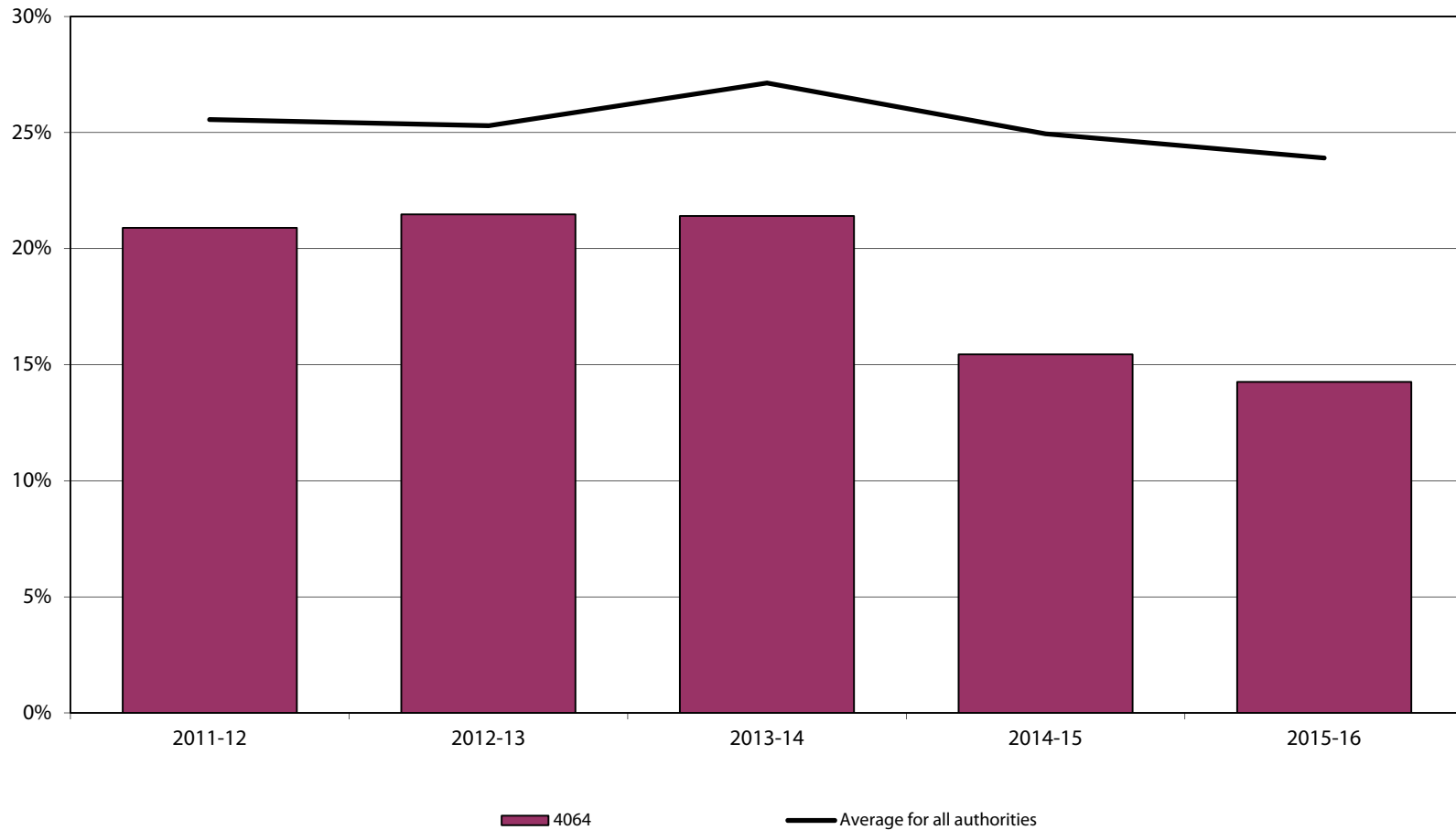


# Dashboard Reports

	Performance for 2015/16 is better than the family group average
	Performance for 2015/16 is within 25% of the family group average
	Performance for 2015/16 is not as good as the family group average range above
	Performance for 2015/16 has improved from the 2014/15 result
	Performance for 2015/16 is within 5% of the 2014/15 result
	Performance for 2015/16 has deteriorated from the 2014/15 result

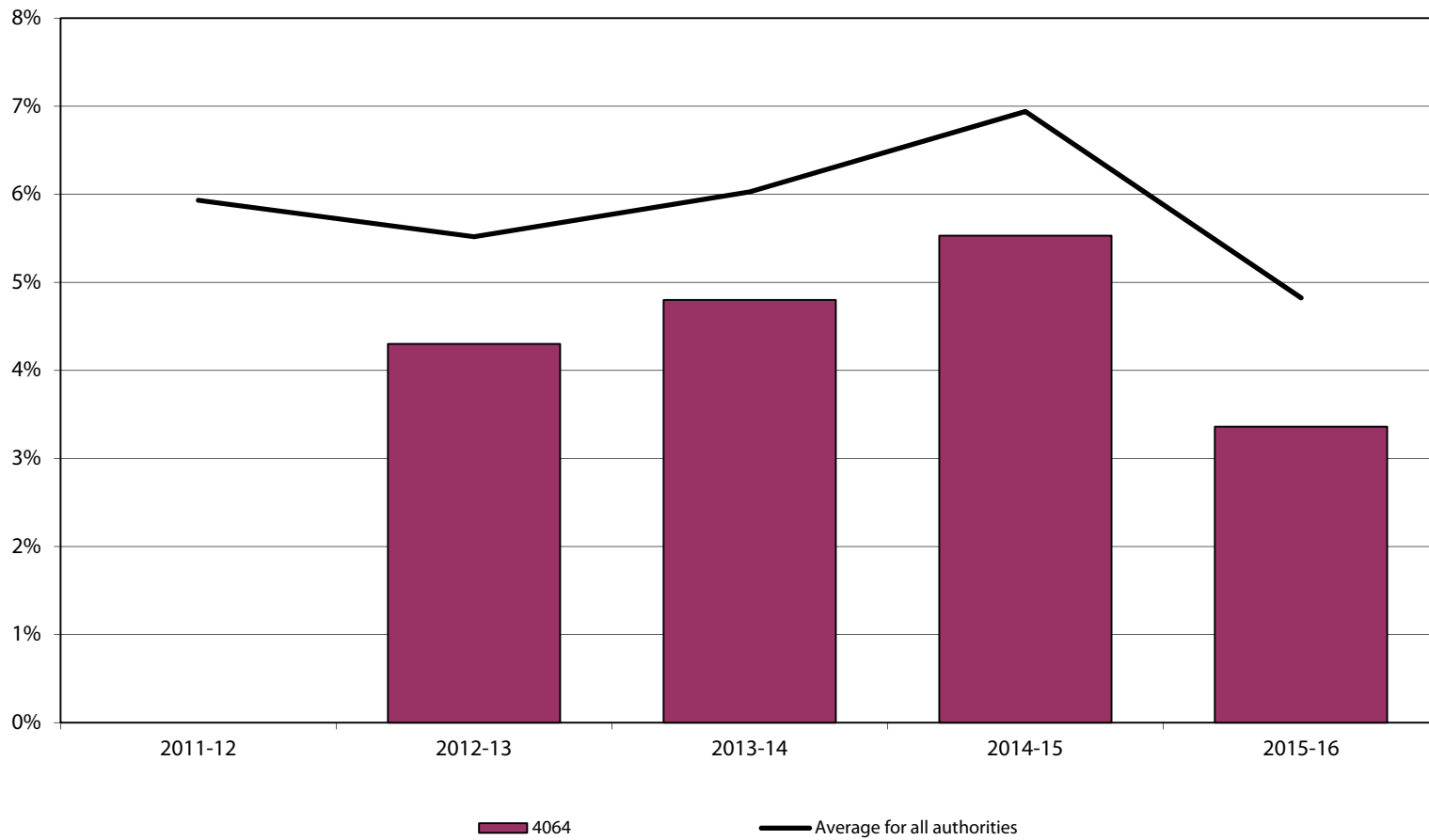
<b>PI 35a</b> Litres of fuel used annually in refuse collection vehicles per 1,000 head of population		
<b>PI 20a / PI 20b</b> Staff absence (all employees)		

# Transport Costs PI 10b - KBC



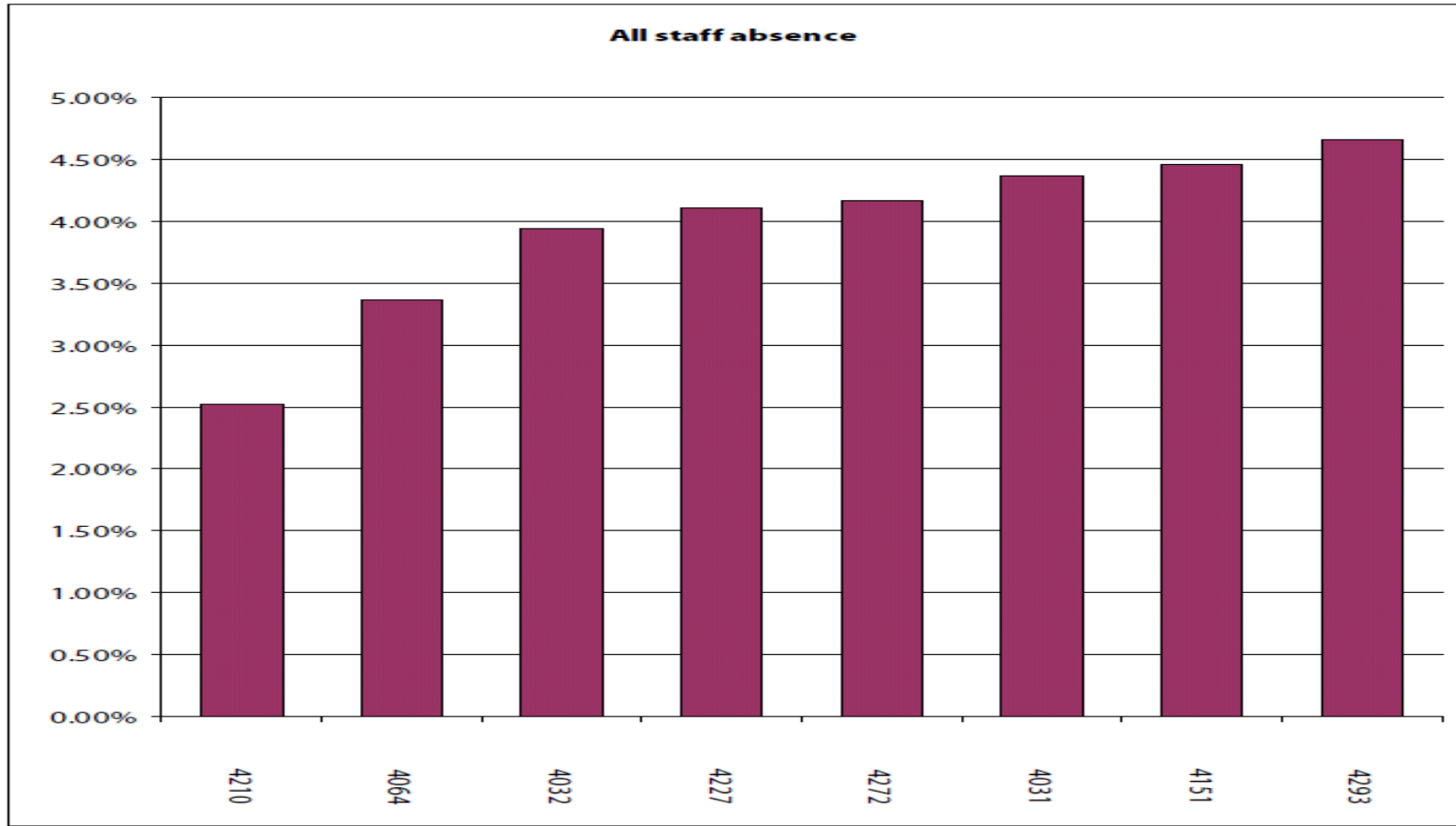
# Staff Absence

## ◆ PI 20a - KBC





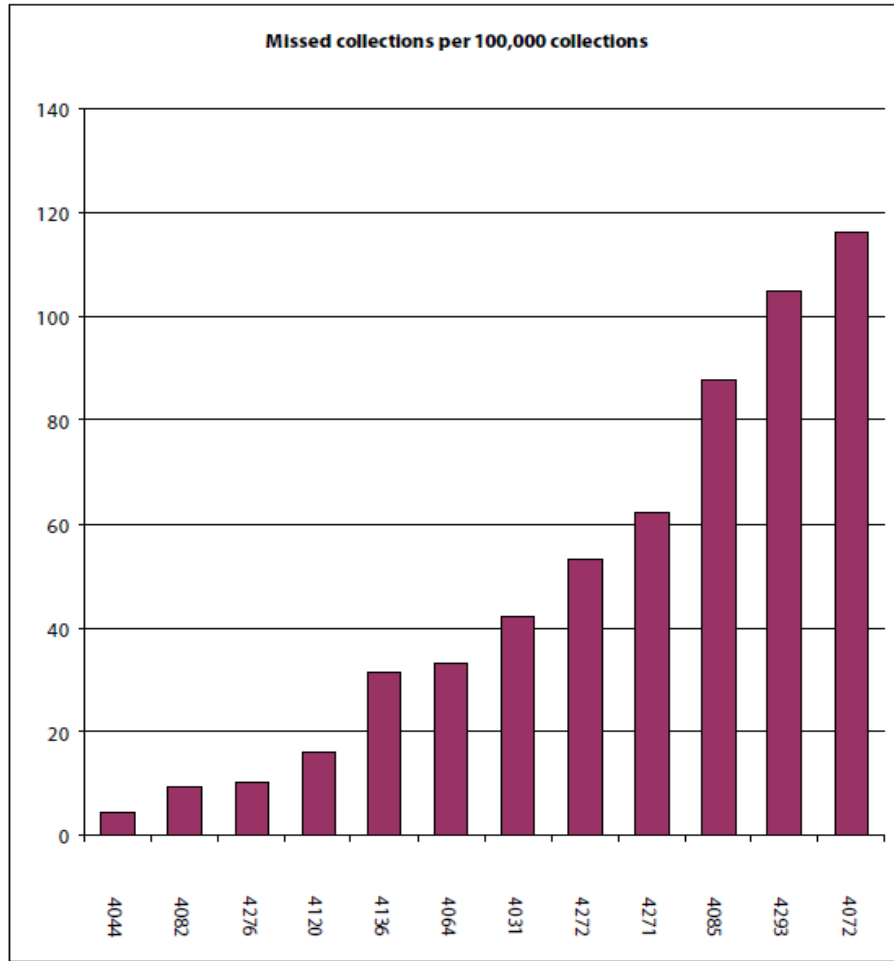
# Staff Absence group comparison



# Analysis and Review

- ◆ What is the Data Showing
- ◆ Overview – Sickness in relation to missed bins – Authorities with High Sickness are reporting more missed bins – Why?
- ◆ Staff are not familiar of the collection rounds?
- ◆ Agency staff – do they come and go - who may not care?
- ◆ High Sickness this a result of low moral?
- ◆ Authorities supplying data comparison – top and bottom – low sickness/less missed bins, high sickness/high number of missed bins

# Missed bins / Sickness Comparison



# Analysing Data

- ◆ Analyse the data
- ◆ What is the data showing
- ◆ Track your performance
- ◆ Use it, don't just file it
- ◆ Improvements/changes-improve on what you do
- ◆ Confidence in your data will make you push your boundaries
- ◆ Consistency and benchmarking are fundamental to success in this service area.
- ◆ If you know you are sure!
- ◆ Use to promote and celebrate

# The Big Debate – Green Waste

- ◆ To Charge or Not to Charge?
- ◆ Extremely Political
- ◆ Could be interpreted as further tax on residents
- ◆ Budget Control – requirement to keep service costs under control
- ◆ Selective service within some authorities e.g. Inner City/Rural
- ◆ Recycling Credits?
- ◆ Revenue or Expenditure?



# Thank You – Questions



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**Kettering**  
*Borough Council*