

# Using behavioural insights to reduce waste in Havering



# THE ISSUE

- LB Havering currently spends around £16million per year to dispose of waste; this can potentially increase yearly.
- Project aim: to reduce total waste collected from households in high waste producing areas with the hope of reducing the disposal costs

# **A PILOT TO MINIMISE RESIDUAL WASTE**

# THE CURRENT PICTURE IN HAVERING



*Source: Yellow Advertiser*

# RESIDENT-LED WASTE MINIMISATION PILOT

Restrict the number of refuse bags that can be presented on collection day (two bags allowed for refuse, unlimited bags for recycling)

- **Engage** households in lead-up to and throughout intervention
- **Nudge** households through the provision of enough bags for the duration of the intervention (12 weeks = 24 bags)
- **Provide feedback** to households that present more than two bags on collection day.

# PROJECT PLAN

- **Phase 1 (July to Sept 2019):** Workshops and diary task with local residents.
- **Phase Two (Oct to Dec 2019):** Design of communications and engagement approaches to be used in the intervention pilot. Pre-monitoring on target and control rounds.
- **Phase 3 (Feb, Mar, April 2020):** Intervention – two bags trial, monitoring throughout.
- **Phase 4 (June-August 2020):** Post monitoring

# THERE'S A PANDEMIC!



# TARGET ROUNDS

- SERCO rounds tonnage data
- List rounds in order of tonnes of waste per household, highest to lowest.
- Select two rounds in top third:
  - Basic communications to both rounds
  - Enhanced communications to one round
- Find two control rounds that match the same demographics as the trial rounds.
- Get buy-in!



# **HOW TO DETERMINE THE INTERVENTIONS/ COMMUNICATIONS**

# CO-DESIGN WORKSHOPS

- 16 residents (eight per intervention target round)
- Recruited to represent high waste households and demographic profile of Havering
- £125 cash incentive
- Recruited through door-knocking evening and weekends
- Screening questionnaire used to determine suitable participants – ensuring a range of ages, socio-demographics and lifestyle behaviours.

# CO-DESIGN WORKSHOPS

- **Workshop 1:** understanding the issues, priming participants – deliberative approach.
- **Diary task:** Reflecting on sources of waste, key decision moments, opportunities and advice for others.
- **Workshop 2:** co-designing communications and engagement approaches.

# **FEEDBACK FROM FOCUS GROUPS**

# ATTITUDES & BARRIERS

- An awareness of waste being an issue (TV) but is not something they think about more deeply.
- Motivations are environmental, future generation and costs.
- Lack of understanding of waste reduction as a concept and the techniques that can be applied.
- Strong perception that waste reduction is the responsibility of the supermarkets (packaging) and Council (recycling).
- Food waste was the only waste seen as potentially 'avoidable' and not purchasing choices.
- Positive feelings towards the trial, seen as a challenge and encouraging, not as a restriction.

# COMMUNICATIONS FOR TRIAL

- Values based – protecting the environment for future generations, highlighting the negative impact of waste
- Tone – serious, positive, supportive, localised, collective goal
- Feedback on trial (throughout) – immediate, personalised, from the Waste Team or Councillor, supportive, consideration of property size, inc. stats, and posted on collection day.
- Avoid online communications.

# INTERVENTIONS

- **Suggestions from residents** – local workshops, encouraging re-use initiatives (swap stalls, charity promotions, upcycling), school education, feedback letters, tips from other residents, social media groups, information through the door, bring bank improvements, internal bins, reusable carrier bags for glass, orange sack print.

**DECISIONS**



# Interventions - ALL

- Welcome Packs:
  - Bright boxes (Graze style) through the letterbox
  - Welcome letter from Waste & Recycling Team
  - Guide to minimising waste booklet with invitations to meetings/workshops
  - 24 white Havering sacks (2 per week)
  - Spaghetti Measurer
  - Food bag clip

# Interventions - ALL

- Community/Residents meetings
- Feedback postcard delivered to households presenting more than 2 sacks on week 4 and week 8 of the trial

# Interventions – Additional

- Waste prevention workshop
- Love Food Hate Waste cookery workshop
- Give & Take event
- Feedback letters showing how they are doing compared to other areas every month throughout the trial

**THE TRIAL**  
**FEBRUARY**  
**2020**

# Trial Activities

- Pre monitoring on trial and control rounds was completed in Oct 2019.
- Welcome packs delivered Jan 2020.
- Residents meetings completed Jan 2020.
- Workshops booked and one completed – waste prevention Feb. Others cancelled.
- FAQ's distributed internally and to Ward Councillors.
- Weekly monitoring of trial rounds – sack monitoring
- Tonnage monitoring for each round

# Issues, Barriers & Lessons



- Political – delayed start due to elections (unforeseen)
- Time taken to get approval for communications materials - sensitive
- Fear of public outcry regarding service changes and ‘restrictions’ – gentle approach
- Storage and delivery of materials – over 2,000!
- Welcome box sizes and distribution problems
- Resident meeting attendance numbers – location issues
- Residents using the sacks before the trial start
- Recruitment into workshops – added interventions
- A pandemic! - Waste behaviours changed, around 10% increase in waste across the borough. Priorities changed.

# What did it look like?

## Trial Zone 1





# What did it look like?

## Trial Zone 2





# Results

- Based on 4 weeks only
- No monthly feedback letters, just one letter announcing the end of the trial which included feedback and the results for each trial zone.
- All data gathered was analysed and a report and case study was produced
- 39% increase in the number of H/H producing 2 sacks or less as an average across both trial areas compared to the baseline. Showing great participation, effort and engagement. Higher in zone 1 than zone 2
- Trial zone 1 - the average weekly tonnage reduced by 6% even though the control area increased by 6%
- Trial zone 2 had a slight increase in tonnage of 4%, and the control round increased the same, indicating potential external influences affecting waste.
- No increase in recycling as a result – so waste was reduced not moved into another stream

# SUCCESS!



The trial was considered a success mainly due to the participation and sack number reduction but also the tonnage reduction in zone 1

Residents were engaged

Initial communication materials effective

Insights makes the difference!



# Potential Saving ....

Potential saving of £508 in disposal costs over 4 weeks for zone 1, if this continued for 1 year it would equate to a saving of £6,607

That's just 1000 households – imagine if it reduced like this across the whole borough of 105,000 households!



# What's Next?

- Extend the trial to another two high waste producing rounds with similar socio-demographics to the original trial.
- Scale back to make it more affordable – no sacks provided, no boxes.
- No workshops offered
- Use the same communication materials
- One round to receive the postcard intervention and sack monitoring, the other round just the 'Welcome pack' to see the level of engagement required to make a difference
- 2 month trial – October & November 2021
- Monitoring currently taking place. Postcards delivered to residents producing more than two sacks as an average in one round.
- Once completed, data will be analysed to see if the trial was effective in its new form, and how much intervention is required.
- A decision will be made whether to test the trial on another target group with research included for communications development.

# Communication Materials

Booklet

## TWO BAG CHALLENGE

YOUR GUIDE TO REDUCING WASTE



Postcard

HELLO \_\_\_\_\_

We have noticed you might be finding it difficult to reduce your waste to two bags per week.

Here are our top tips which could help you this week and for the remainder of the Two Bag Challenge.

- Buy less food, more often. Try planning your meals before you shop.
- Shop loose where you can. Look out for packaging-free fruit, vegetables, and whole foods in local stores.
- Give home composting a go. You'll be surprised by how much of your food waste can be turned into compost.

For further tips and tricks visit [www.havering.gov.uk/reducingwaste](http://www.havering.gov.uk/reducingwaste)

**Good luck and thank you for being a part of the challenge!**  
from the Waste & Recycling Team at Havering Council and Keep Britain Tidy

Feedback letter

## TWO BAG CHALLENGE

### Overall results

During the challenge, the number of households in your area producing more than two bags decreased by 39%

This means three quarters of households participating in the challenge produced two bags of waste or less, per week

There are over 107,000 households in Havering. Imagine the positive impact we could have if everyone else in Havering did this too!

This is a great step in reducing waste, and in turn helping to protect the environment for future generations.

For more information about reducing your household waste, please head to [havering.gov.uk/wastereduction](http://havering.gov.uk/wastereduction).





**THANK YOU**  
**Questions?**



# Maidstone Borough Council

## Our Experience with Littering from Vehicles Enforcement Camera





# About Maidstone

- County Town of Kent
- Population of 148,000
- 74,000 Properties
- Located between London and Dover
- Street Cleansing (34 FTE) and Waste Crime (3 FTE) Team both in-house services
- Street Cleansing £1.6 million per year





# Not a Unique Problem

- On average we receive 1000 requests per year to undertake a litter pick
- 30 miles of high speed road without hard shoulders or wide verges needing road closures and night work to litter pick
- High number of litter hotspot beside high speed highway especially in/around 'first stop junctions' and rural roads
- Almost impossible to enforce against effectively across the borough and to make a real change of behaviour

# Background

- Back in 2010 Maidstone was one of the first Councils to deploy private littering enforcement
- Churchill Solution made contact with Maidstone in 2017
- LitterCam made contact in 2018
- Maidstone decided to undertake a pilot with LitterCam in 2020

# How It Should Work!

- Installation of a high definition camera at a littering hot spot
- Ensure the required permission from Highway Authority to use lighting column
- Ensure the required signage is installed to adhere to the GDPR legislation
- Once camera is installed the service provider will need to create a number of digital CAD maps
- A large number of tests and software training is required to take into account the environment and changeable nature elements
- Once the required tests and software are undertaken the systems should be working with evidence provided to the enforcement team to issues littering fine.



# Key Timeline

- **December 2020** - Entered into an agreement for a LitterCam pilot;
- **February 2021** – LitterCam release press statement to Sunday Times;
- **July 2021** – The Camera was installed and 6 week testing period started;
- **August 2021** – Retesting and software retraining required due to a high levels of non detection and false positives;
- **September 2021** – Additional ‘software’ training required as the required results are not being achieved;
- **October 2021** – Software retraining continues and LitterCam advise that small litter detection is unlikely;
- **November 2021**- Pilot extended due to lack of working detection

# What does it Costs

- £6,000 for the purchase of the high definition camera;
- The use of LitterCam servers, review dashboard and additional development is free of charge;
- £300 the cost of the install of the camera (hire of platform lift);
- Roughly 175 hours of officer time including communication officers

# Is this the Solution?

In theory yes!

But there is no positive results yet and therefore we cannot state if the LitterCam product is a success or not.

The amount of retaining of software was not factored in and unsure if this is required per new location or just because we were the first to use it.

Difficult to separate the methodology of using camera and AI technology from LitterCam but with greater interest there is a likelihood of bigger commercial opportunity and therefore more greater competition

# Impact on Council's Reputation

## Positive

- Lots of national and international media promoting Maidstone as proactive
- Raised Maidstone Borough Council profile
- Local behaviour change
- Improved working partnership with DVLA
- Very cheap

## Negative

- Extra unplanned demands on the Council's officers
- Currently negative press as the system isn't working
- No actual positive results

# What Does the Future Holds?

- Hopefully the supply of enforceable images of littering from vehicles
- Issuing of littering from vehicles FPN's
- Additional promotion of the enforcement action but Maidstone BC leading
- Review of agreement with LitterCam after 12 months of active use
- Further members involvement



Any Questions?





# Transforming and digitising the refuse and recycling service

James Atthews





# Background to Project

## Service Issues:

- Staff succession
- Knowledge based service
- Streamlining of data
- Paper based systems
- Accelerated growth rate of number of households
- Dwelling stock complications

## Service Aims:

- To enable an effective rounds review to be developed and implemented with solid and robust property level data.
- To transfer knowledge of properties into a single electronic source, from multiple sources.



**SCARBOROUGH**  
BOROUGH COUNCIL

# Project Objectives

- **Data transfer from staff knowledge to business intelligence**
- **End to end mobile electronic solution through integration with Webaspx and Firmstep**
- **Optimisation and navigation of refuse collection rounds, through the integration with Webaspx's core software**
- **Improved management of health and safety procedures by allowing recording against streets and properties**

# Approach

- **Cross service project team established**
- **Project plan developed**
- **Project risks identified and mitigated**
- **Corporate resources specified and allocated**
- **Communication plan created**
- **Training and installation**
- **Phased implementation**
- **Review and monitoring**

# Stakeholder engagement and communication

## **Project Sponsors**

Environmental Services Manager  
Finance Manager

## **Project Lead**

Myself

## **Project Support Team**

1 Business Improvement Analyst  
5 Environmental Services Support Staff  
3 ICT Staff  
2 Customer Services Staff

## **Customers**

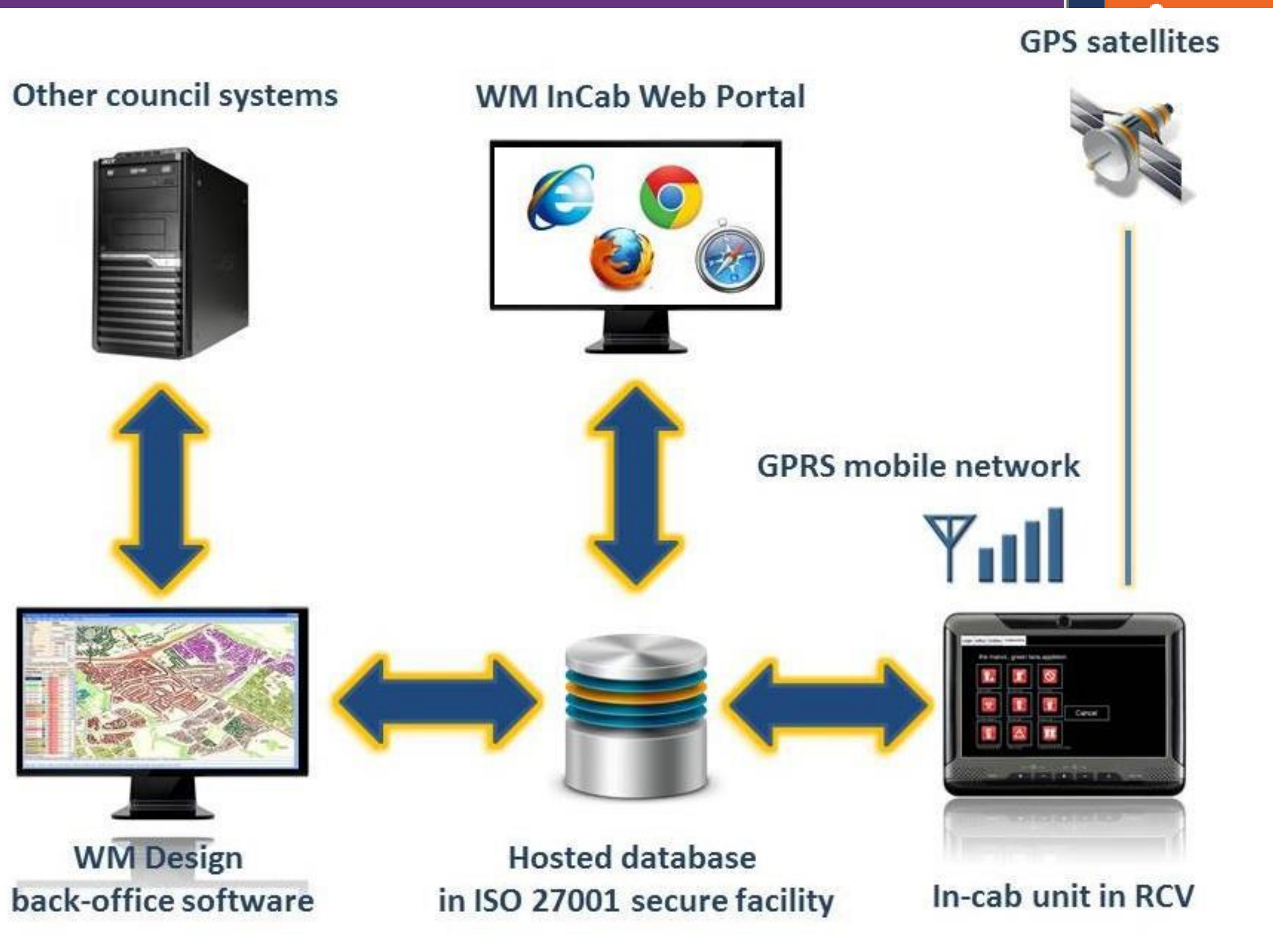
Refuse Collection Crews & Drivers  
Customer First  
Information, Communications and Technology  
Residents  
Businesses  
LGA  
Councillors

## **Suppliers**

Webaspx  
Firmstep



# How it works:



Overhead Cables 5893017 Meters Away  
Overhead Power Lines



Overhead Cables 5893173 Meters Away  
Overhead Power Lines



Overhead Cables 5893271 Meters Away  
Overhead Power Lines



Overhead Cables 5893300 Meters Away  
Overhead Power Lines



Overhead Cables 5893311 Meters Away  
Overhead Power Lines



Overhead Cables 5893324 Meters Away  
Overhead Power Lines



Log New  
Hazard









# Successes

- Delivery of InCab and round review
- Savings delivered
- Reduction in manual entry and re-keying of data
- Stopping of printing, scanning, creation of paperwork, manual filing
- Reduction in mileage, travel and non productive time
- Promotion of channel shift and self service
- Service information available to Customer First
- Reduction in calls to Customer First
- Reduction in missed bins
- Reduction in returns for issue bins/ residents
- Creation of consistent guidelines for service
- Paperless vehicles
- No GDPR issues – property only
- Optimised rounds – approx. 5,000 properties added, with no additional vehicle and crew required. 1 less garden waste crew (3 from 4) working to capacity with some change in collection days

# Challenges

- Creation of guidelines
- Communications

# Questions

[james.atthews@scarborough.gov.uk](mailto:james.atthews@scarborough.gov.uk)

01723 383117



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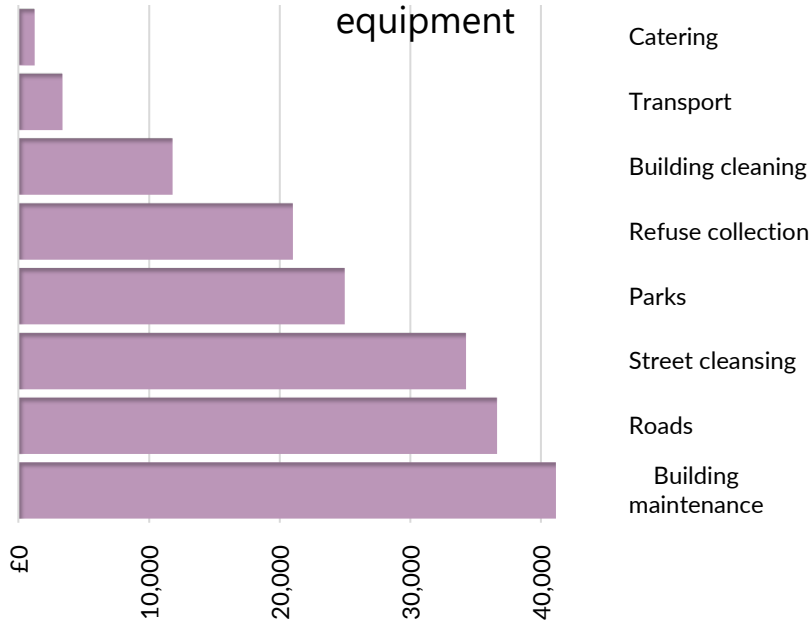
# **Assessing the impact of Covid-19 on your service through data collection**

Debbie Johns, Head of Performance Networks



# Spend

Additional spend on Covid-19 related equipment



|  |         |
|--|---------|
| Catering   |         |
| Transport  |         |
| Cost of additional specification for building cleaning | £41,105 |
| Refuse additional cost of agency/overtime to cover     | £37,728 |
| Additional vehicles hired in by the Transport section  | 8.50    |

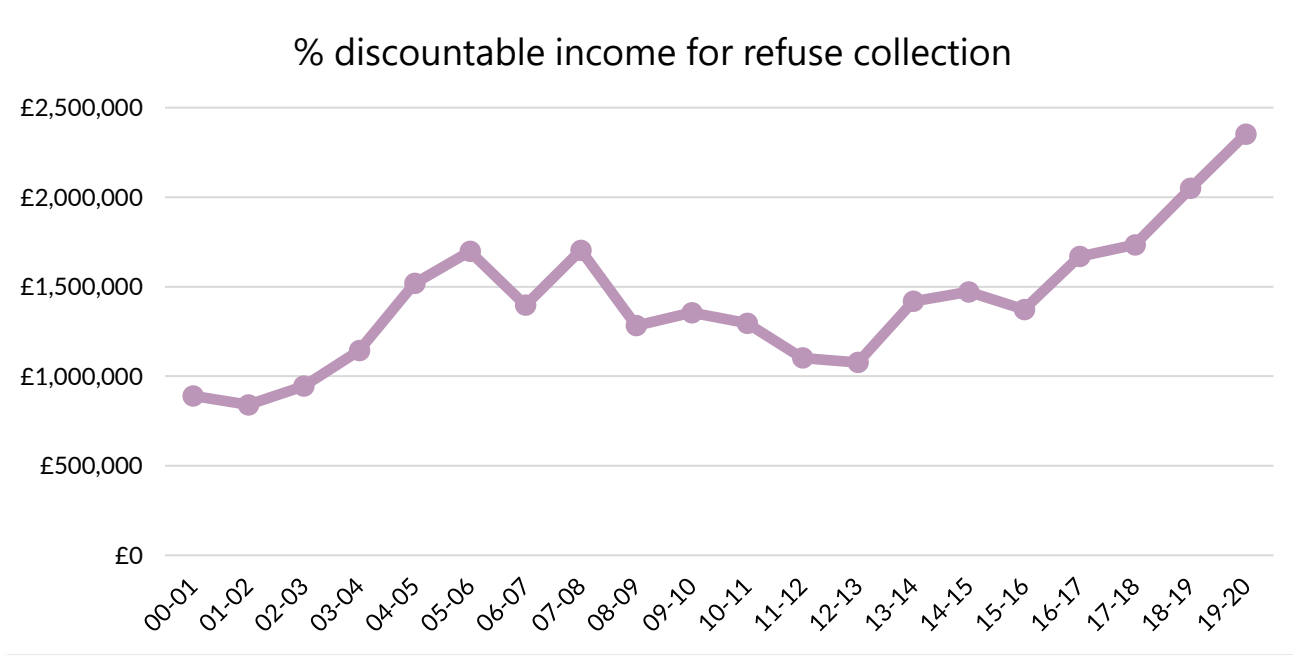


# Income

|  | Average revenue<br>income collected for the<br>first quarter | 25% of average annual budget<br>estimate for 2020/21 | Difference  |
|--|--|--|-------------|
| Leisure Management   | £36,083  | £1,556,874   | -£1,520,792 |
| Parks and Open Spaces  | £354,811   | £473,901   | -£119,090   |
| Refuse Collection  | £248,635   | £341,053   | -£92,417    |
| Building maintenance anticipate loss (%) of income for the first quarter |  |  | 44%         |
| Income loss compared to budget estimate from private MOTs                |  |  | 64%         |
| Income loss compared to budget estimate from taxi testing                |  |  | 65%         |



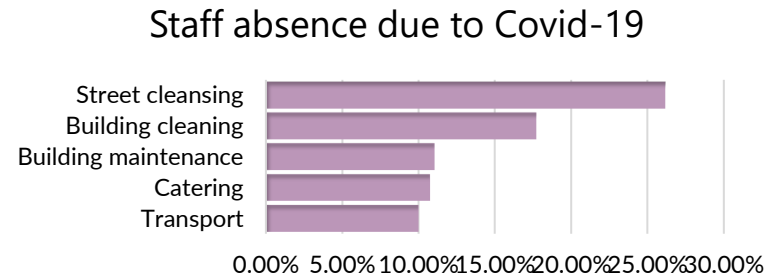
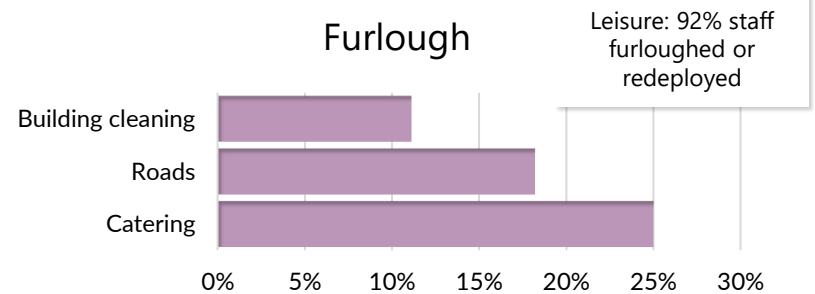
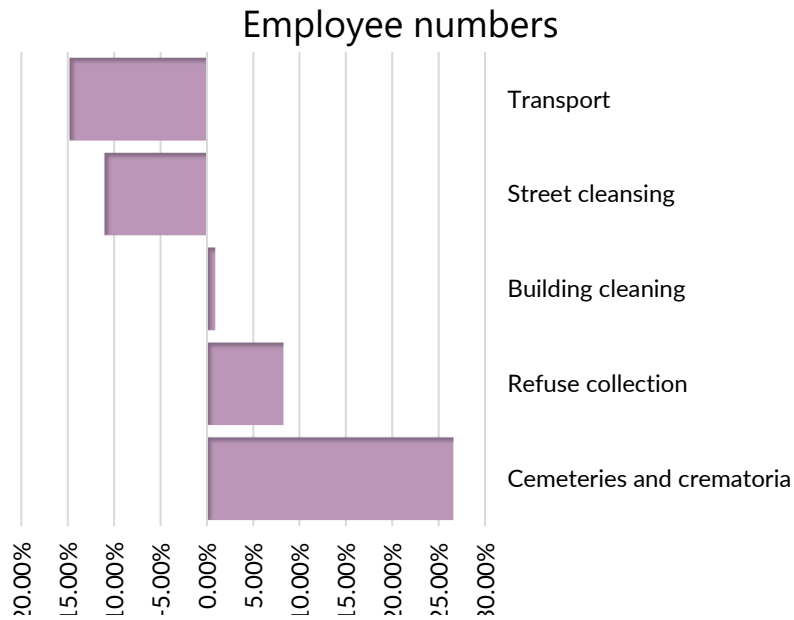
# Refuse Collection





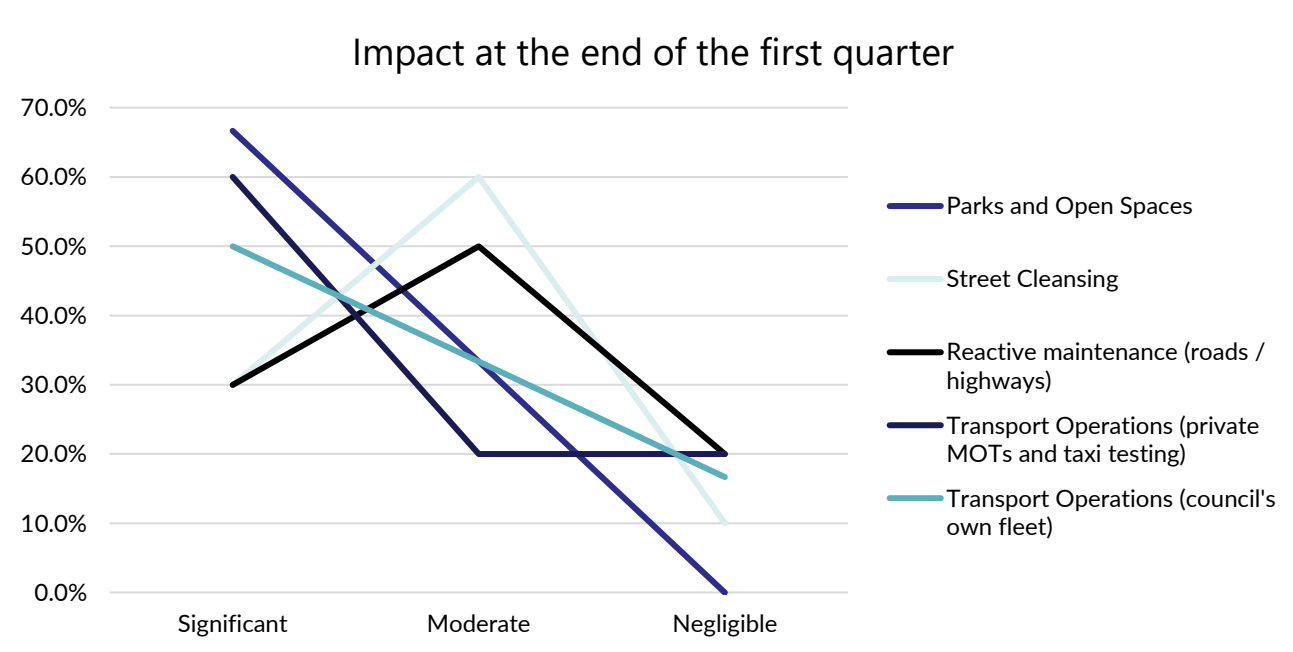


# Impact on employees





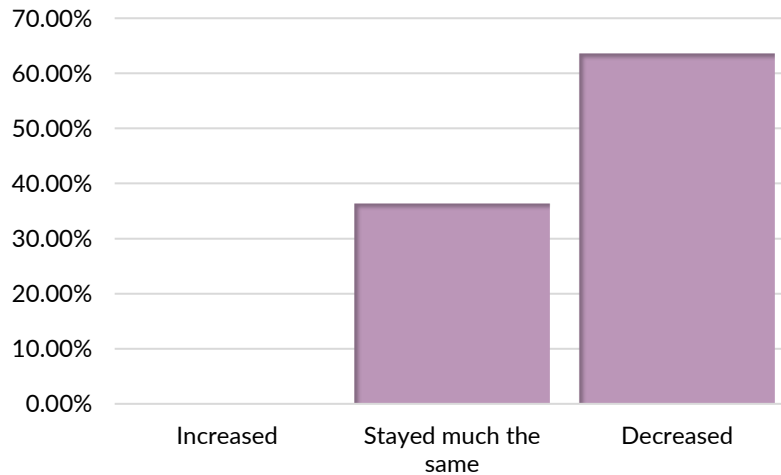
# Service Standards



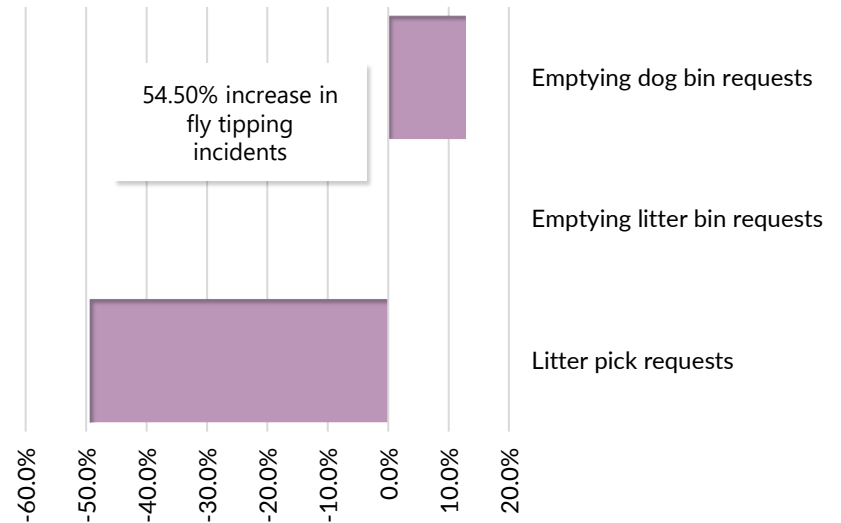


# Service Requests

Roads: change in the number of requests for service/public enquiries



Street cleansing: service requests compared with the same period last year





# Streetscene

Estimated requirements in the second quarter to bring the maintenance standards back up to normal levels by the end of the second quarter

## Employee Numbers

| <u>Service area</u>   | Average number in post (March 1) | Estimated required (July - Sept) | Increase |
|-----------------------|----------------------------------|----------------------------------|----------|
| Parks and Open Spaces | 95.0                             | 113.4                            | 19.41%   |
| Street Cleansing      | 39.5                             | 42.0                             | 6.33%    |

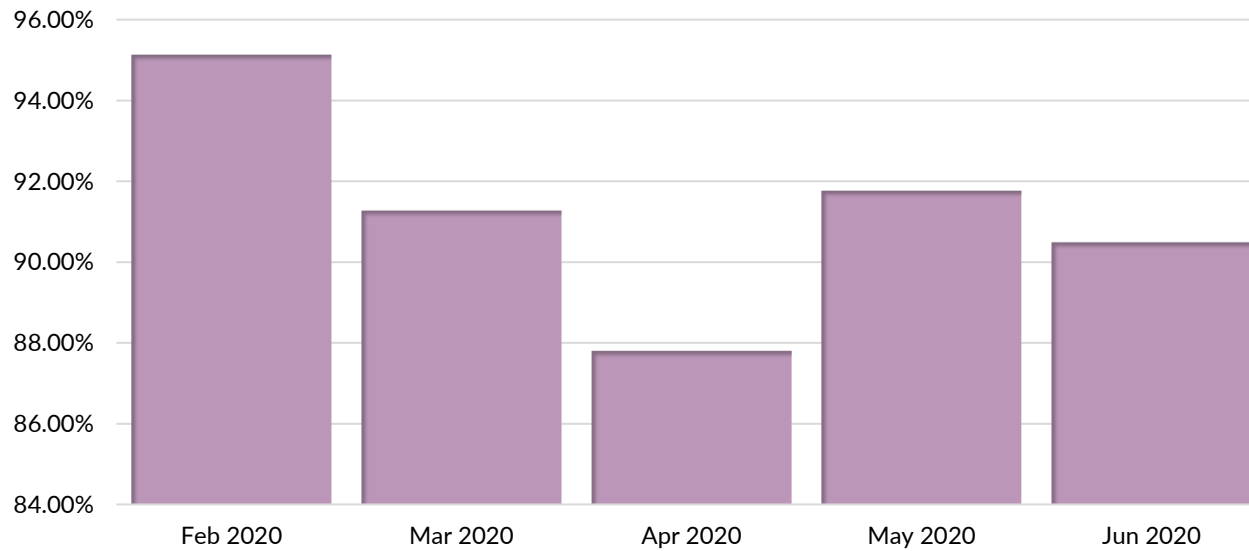
## Staff Costs

| <u>Service area</u>   | Average cost of staff (April - June) | Estimated required (July - Sept) | Increase |
|-----------------------|--------------------------------------|----------------------------------|----------|
| Parks and Open Spaces | £584,238                             | £666,529                         | 14.09%   |
| Street Cleansing      | £303,362                             | £317,046                         | 4.51%    |



# Streetscene

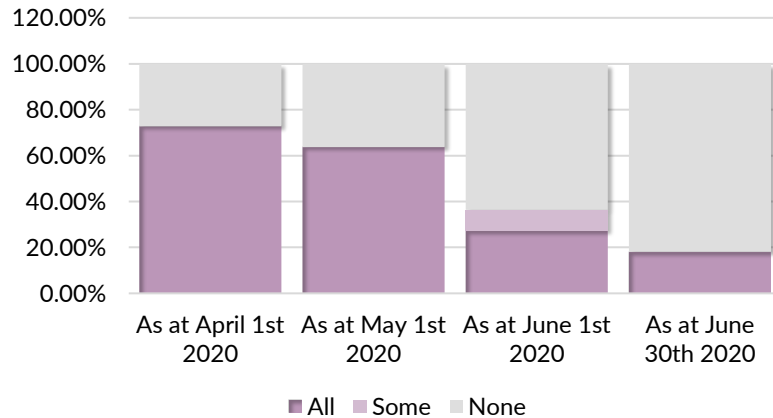
% quality inspection surveys above Grade B



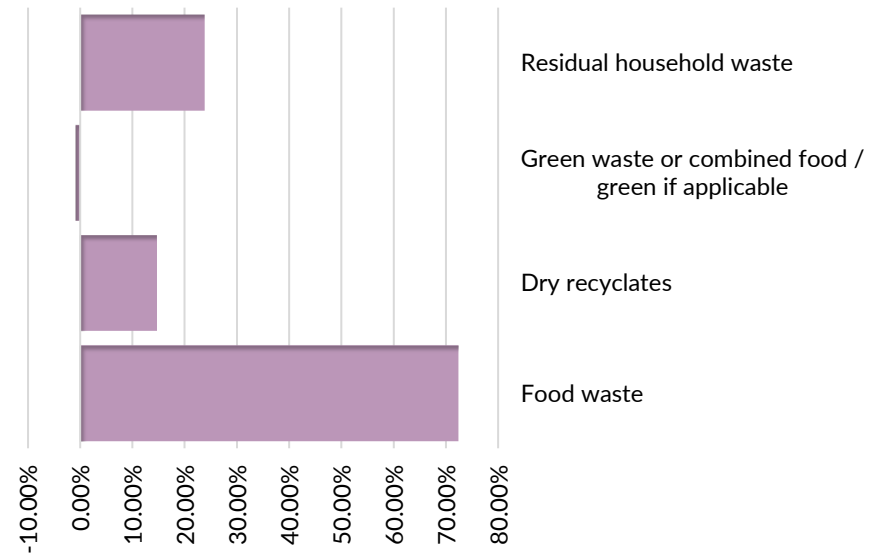


# Refuse

### Percentage of Household Waste Recycling Centres which were closed to the public



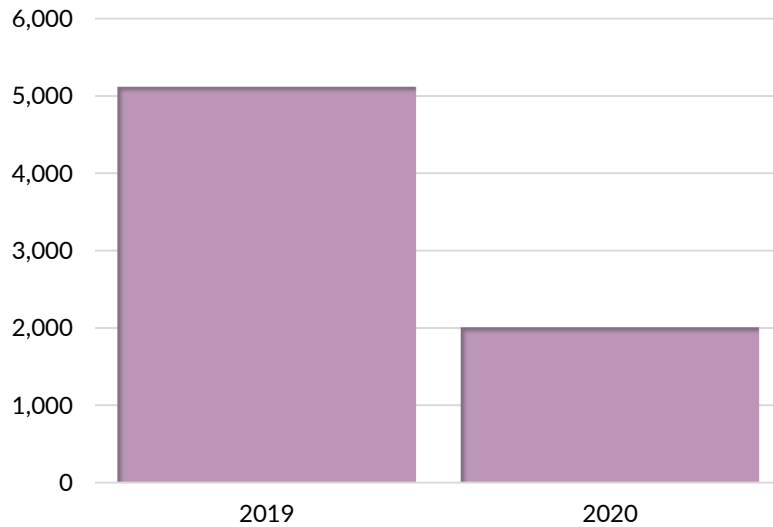
### Tonnage of waste collected/sent for recycling or disposal – compared with the same period last year



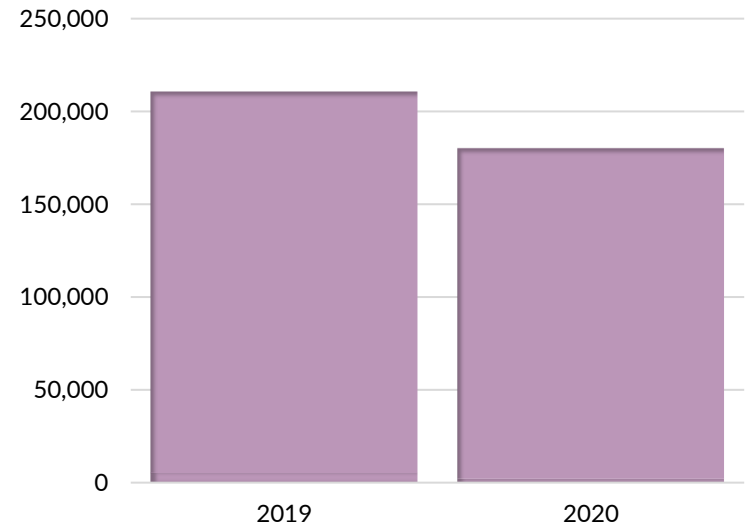


# Fuel Consumption

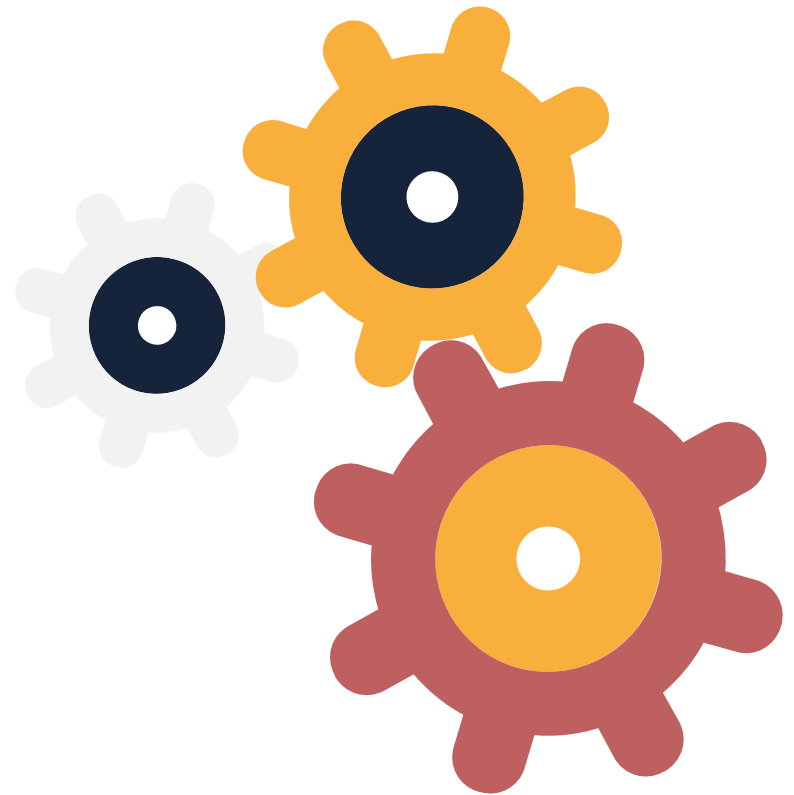
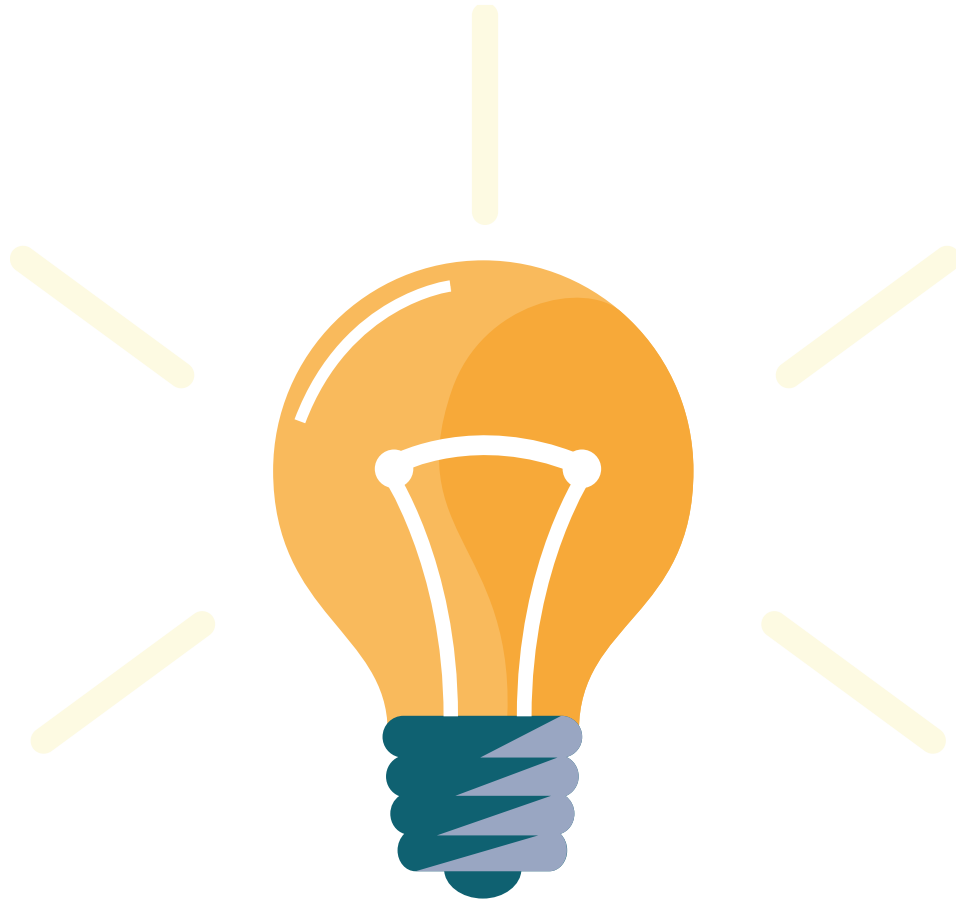
Fuel consumption - petrol (litres)



Fuel consumption - diesel (litres)



# Working groups 2021





# Main changes: 2020-21

## Refuse

- Data will now be collected around primary collection frequencies for a range of waste streams
- Any additional RCV vehicles due to covid will be collected
- Suspension of services will be collected.
- Additional staff absence data will be collected to reflect changes made due to the pandemic.
- The questions on days absence per FTE which were Scotland-only in previous data collection templates have been suppressed for this year due to differences in the way that Scottish councils are collecting Covid-related absence.

## Street cleansing

- Questions have been added around staff absence related to COVID
- Suspension of services that were directly affected by the pandemic

## Back to Blackpool

The UK's largest local government benchmarking conference



**2 – 3 December 2021**

Village Hotel Blackpool, East Park Drive, Blackpool FY3 8LL

### **Evaluating the Waste and Resources strategy**

**Speaker: Barbara Leach, Principal Social Researcher (Resources and Waste), DEFRA**

### **Improving recycling and reducing contamination**

- **Extent to which government strategy proposals will deliver against targets.**
- **How local authorities will seek to achieve the targets.**
- **Delivering the requirements of the Waste and Resources strategy.**

**Speaker: Doug Sharp, Assistant Head of Service - Waste & Open Spaces, Hull City Council**

### **Lessons learned from the pandemic: Challenges faced and solutions developed**

**Speaker: Dela Moreland, Waste Collection and Recycling Manager, North Northamptonshire Council**

### **Update on Environment Bill**

**Speaker: Abi Ademiluyi, APSE Principal Advisor**

### **APSE Performance networks data analysis: The impact of Covid on the service**

**Speaker: Peter Kirkbride, APSE Associate**

### **Discussion session including: -**

- **Effect of ultra-low emissions/ decarbonising the vehicles**
- **Driver shortages**
- **Future Developments**
- **Issues to be addressed at future meetings**

**Speaker: Group discussion**

### **Litter Bin Strategy**

- South Lanarkshire approach
- The right bin in the right place
- Technological solutions

**Speaker: Emma Berry, South Lanarkshire Council**

### **Land Audit Management System – an update**

- A brief introduction to LAMS
- The Randomiser
- The integration of LAMS into council back-office systems (API)

**Speaker: Ian Jones, Associate, APSE Solutions**

### **Electric Fleet**

- The ‘electric’ journey
- What’s available?
- The importance of infrastructure
- Climate Environment Emergency (CEE) transitioning to electric vehicles

**Speaker: Paul Naylor, Eastleigh Borough Council**

### **Street Cleansing Issues – group discussion**

- Dealing with weeds
- Tackling fly-tipping
- Is enforcement producing the right results?
- Other current issues

**Facilitator: Dave Henrys, Associate, APSE Solutions**

# About the process

- Analysis of findings at Blackpool
- One-to-one online training (free of charge)
- Deadline 31 January 2022 for second batch
- Prioritising data collection
- Encouraging members who didn't submit last year to do so, so they have a baseline
- Assess the impact of Covid-19
- Data more important than ever – evidence
- PI standings reports will show 19-20 against 20-21

## Already registered?

N

Complete the form with contact details and which service areas you need to access.

APSE will then email the service contact for authorisation to add you as a report or data contact.

Once authorisation is received, your account will be set up.

You will receive an email from **webportal@apse.org.uk** with instructions to set your account up

Y

If you have been registered but have not accessed the portal before, you may need to reset your password.

**Login to the portal**  
**pn.apse.org.uk** and click on forgot your password. You will immediately be sent a reset link. If this does not arrive check your firewall settings as it may have been sent to your junk email folder.

**Hurray! You can log on to the portal and access data templates and view your reports\***

\*if you have the correct level of access.

Report contact – can access the data templates AND view the reports

Data contact – can only access the data templates, they cannot view the reports

**I don't know if I'm registered?**

That's fine! Just check with the APSE staff at the registration desk today and they can tell you. Alternatively, you can email **webportal@apse.org.uk** and we can tell you.

# How to... access the performance networks web portal

From January 1 2020 the old PN web portal will no longer be accessible so you need to make sure you are registered on the brand new portal

## Family group comparison

### Refuse Collection PI standings 2018/19

Name of authority

PIN

Family group

Sample Authority

4999

R1

### Performance indicator

#### Key performance indicators

| Performance indicator  | Number in group | Highest in group | Average for group | Lowest in group | Your output/score | Standing in group | Top quartile mark | Quartile achieved | Ten percentile mark | High / Low / Neutral |
|--|-----------------|------------------|-------------------|-----------------|-------------------|-------------------|-------------------|-------------------|---------------------|----------------------|
| PI 01c - Cost of refuse collection service per household (excluding landfill tax & waste disposal)         | 7               | £91.00           | £64.02            | £31.98          | <b>£89.76</b>     | <b>6</b>          | -                 | -                 | £34.44              | L                    |
| PI 02c - Cost of refuse collection service per household (excluding landfill tax & waste disposal and CEC) | 13              | £112.32          | £67.53            | £23.51          | <b>£81.82</b>     | <b>9</b>          | £38.04            | <b>3</b>          | £33.61              | L                    |
| PI 03a - Net cost of recycling per household   | 7               | £57.30           | £36.11            | £14.51          | <b>£50.25</b>     | <b>5</b>          | -                 | -                 | £14.96              | L                    |
| PI 03b - Tonnes of domestic waste sent/collected for recycling per household (Scotland only)               | 6               | 0.65             | 0.50              | 0.25            | <b>0.65</b>       | <b>1</b>          | -                 | -                 | 0.63                | H                    |
| PI 03g - Tonnes of domestic waste sent/collected for recycling per 1000 head of population (Scotland only) | 6               | 290.39           | 231.60            | 126.32          | <b>267.04</b>     | <b>2</b>          | -                 | -                 | 278.71              | H                    |
| PI 03d - Cost of recycling per household covered by kerbside recycling collections (including CEC)         | 7               | £57.30           | £36.15            | £14.51          | <b>£50.25</b>     | <b>5</b>          | -                 | -                 | £14.96              | L                    |
| PI 03e - Tonnes of domestic waste recycled per household   | 13              | 0.75             | 0.48              | 0.28            | <b>0.75</b>       | <b>1</b>          | 0.60              | <b>1</b>          | 0.61                | H                    |
| PI 03f - Kg of domestic waste recycled per head of population  | 13              | 310.34           | 224.91            | 136.37          | <b>308.43</b>     | <b>2</b>          | 285.10            | <b>1</b>          | 304.52              | H                    |
| PI 03h - Tonnes of domestic waste recycled per 1000 head of population (Scotland only)                     | 6               | 310.34           | 287.71            | 260.48          | <b>308.43</b>     | <b>2</b>          | -                 | -                 | 309.39              | H                    |
| PI 03i - Net cost of recycling per household (excluding CEC)   | 13              | £74.60           | £36.37            | £5.69           | <b>£46.77</b>     | <b>8</b>          | £18.08            | <b>3</b>          | £10.20              | L                    |
| PI 11 - Percentage of households covered by kerbside recycling collections                                 | 12              | 100.00%          | 99.23%            | 95.19%          | <b>100.00%</b>    | <b>1</b>          | 100.00%           | <b>1</b>          | 100.00%             | H                    |
| PI 12a - Percentage of total domestic waste collected which is sent for recycling (Scotland only)          | 6               | 54.55%           | 44.79%            | 23.08%          | <b>53.76%</b>     | <b>2</b>          | -                 | -                 | 54.16%              | H                    |
| PI 12b - Percentage of household waste collected which is actually composted                               | 13              | 27.01%           | 20.45%            | 4.05%           | <b>25.15%</b>     | <b>3</b>          | 24.22%            | <b>1</b>          | 25.22%              | H                    |
| PI 12c - Percentage recovery of energy from household waste collected (excluding Scotland; Unitary only)   | -               | -                | -                 | -               | -                 | -                 | -                 | -                 | -                   | H                    |
| PI 12g - Percentage recovery of energy from total waste collected (Wales only)                             | -               | -                | -                 | -               | -                 | -                 | -                 | -                 | -                   | H                    |
| PI 12f - Percentage of total waste collected which is actually recycled (Unitary only)                     | 6               | 65.54%           | 58.29%            | 51.44%          | <b>65.54%</b>     | <b>1</b>          | -                 | -                 | 63.63%              | H                    |
| PI 17 - Customer satisfaction surveys  | -               | -                | -                 | -               | -                 | -                 | -                 | -                 | -                   | H                    |

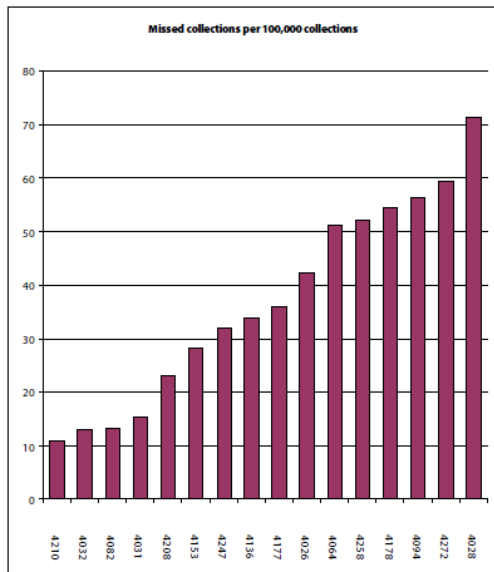
#### Notes:

- The authority will only be ranked in family group if it has shown an output / score within the set parameters for the performance indicator.
- Quartile / percentile marks are only shown for those performance indicators for which there is a desirable achievement.
- Quartile marks are only shown for those performance indicators for which there are a minimum of 8 outputs / scores within the set parameters.

**PI 22b Missed collections per 100,000 collections (April to September)**

Family group R1

Missed bins per 100,000 collections  
 Average 36.99  
 Lowest 10.95  
 Highest 71.16



Source data

[MISSA]

Acceptable parameters: >1 and <200

**Refuse collection performance at a glance**

**Sample Authority**

**4999**

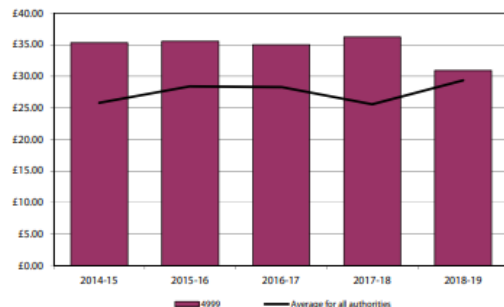
These pages show your authority's performance for each performance indicator against the 2018/19 average performance of your family group. Whether your result has improved or not from 2017/18 is also shown. Icons are used to display this information and the idea of this report is that authorities can see 'at a glance' where improvements may need to be made. Where the box is blank, this indicates that there is no authority score available for this performance indicator or that there were less than three participants in this PI, meaning we are unable to produce a meaningful average score. The key to the icons are displayed below each table.

| Performance indicators   | Performance in 2018/19 | Improved since 2017/18?^ |
|--|------------------------|--------------------------|
| <b>Key performance indicators</b>  |                        |                          |
| PI 01c Cost of refuse collection service per household (excluding landfill tax & waste disposal)         | ▲                      | ■                        |
| PI 02c Cost of refuse collection service per household (excluding landfill tax & waste disposal and CEC) | ◆                      | ■                        |
| PI 03a Net cost of recycling per household   | ◆                      | ■                        |
| PI 03b Tonnes of domestic waste sent/collected for recycling per household (Scotland only)               |                        | ▼                        |
| PI 03g Tonnes of domestic waste sent/collected for recycling per 1000 head of population (Scotland only) |                        | ▼                        |
| PI 03d Cost of recycling per household covered by kerbside recycling collections (including CEC)         | ◆                      | ■                        |
| PI 03e Tonnes of domestic waste recycled per household   | ●                      | ▼                        |
| PI 03f Kg of domestic waste recycled per head of population  | ●                      | ▼                        |
| PI 03h Tonnes of domestic waste recycled per 1000 head of population (Scotland only)                     |                        | ▼                        |
| PI 03i Net cost of recycling per household (excluding CEC)   | ◆                      | ■                        |
| PI 11 Percentage of households covered by kerbside recycling collections                                 | ●                      | ■                        |
| PI 12a Percentage of total domestic waste collected which is sent for recycling (Scotland only)          |                        | ■                        |
| PI 12b Percentage of household waste collected which is actually composted                               | ●                      | ▲                        |
| PI 12c Percentage recovery of energy from household waste collected (excluding Scotland; Unitary only)   |                        |                          |
| PI 12g Percentage recovery of energy from total waste collected (Wales only)                             |                        |                          |



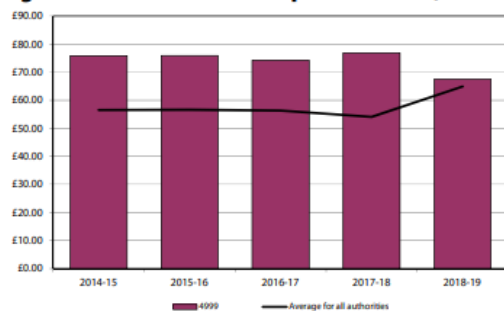
Refuse collection

**PI 02d Cost of refuse collection service per head of population (excluding landfill tax and waste disposal and CEC)**



This performance indicator measures the cost of the refuse collection service per population. The cost includes staff costs, vehicle costs, plant costs and other direct expenditure minus discountable/non-contract income. This performance indicator does not include central recharges (CEC), landfill tax or waste disposal costs.

**PI 02c Cost of refuse collection service per household (excluding landfill tax and waste disposal and CEC)**



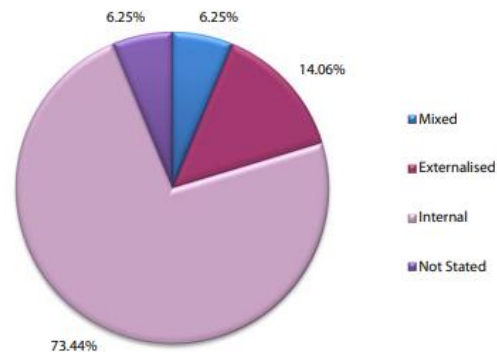
This performance indicator measures the cost of the refuse collection service per household. The cost includes staff costs, vehicle costs, plant costs and other direct expenditure minus discountable/non-contract income. This performance indicator does not include central recharges (CEC), landfill tax or waste disposal costs.

NB// Some data included in this chart is extracted from Waste Data Flow

**Collections and operation**

|   | 2016/17 average | 2017/18 average | 2018/19 average |
|---|-----------------|-----------------|-----------------|
| Total number of households                          | 85,636          | 86,958          | 90,339          |
| Total annual collections                            | 6,528,690       | 6,336,633       | 6,894,172       |
| Annual tonnage of domestic waste                    | 80,790          | 80,881          | 80,559          |
| Number of domestic collections per annum            | 2,593,523       | 2,431,587       | 2,570,476       |
| Number of other charge exempt collections per annum | 5,315           | 8,207           | 12,103          |
| Domestic collections per household                  | 30              | 29              | 28              |
| Number of 'bulky household item' collections        | 10,377          | 9,698           | 10,082          |
| Collections per mile                                | 19              | 19              | 20              |
| Number of assisted pull out households              | 2,616           | 2,485           | 2,902           |
| Percentage of assisted pull out households          | 3.1%            | 3.0%            | 3.3%            |

**Type of management**



## **Case study report 2019**

Best and most improved performer  
award finalists and winners





## Land Audit Management System (LAMS)

- In 2015 APSE introduced LAMS: a consistent quality audit approach, measuring the level of service delivery for grounds parks and streets.
- Collects data source for comparative Performance Indicators at national level (real time & annual).
- Contributes to annual performance awards.
- Available to all PN members for relevant services.

# What LAMS monitors

|                        | Grounds maintenance | Street cleansing | Cemetery and crematorium services |
|------------------------|---------------------|------------------|-----------------------------------|
| Grounds maintenance    | ✓                   |                  | ✓                                 |
| Grass cutting          | ✓                   |                  | ✓                                 |
| Shrub bed maintenance  | ✓                   |                  | ✓                                 |
| Flower bed maintenance | ✓                   |                  | ✓                                 |
| Surface weeds          | ✓                   | ✓                | ✓                                 |
| Litter                 | ✓                   | ✓                | ✓                                 |
| Detritus               |                     | ✓                |                                   |
| Fly tipping            | ✓                   | ✓                | ✓                                 |
| Fly posting            | ✓                   | ✓                |                                   |
| Dog fouling            | ✓                   | ✓                | ✓                                 |
| Bins over flowing      | ✓                   | ✓                | ✓                                 |
| Bin structure          | ✓                   | ✓                | ✓                                 |
| Bin cleanliness        | ✓                   | ✓                | ✓                                 |
| Vandalism/ damage      |                     |                  | ✓                                 |
| Graffiti               |                     | ✓                |                                   |
| Staining/ gum          |                     | ✓                |                                   |

# The reports

## Whole service comparison

### LAMS grounds maintenance PI standings

#### Performance indicator

| Performance indicator  | Number in service | Highest in service | Average for service | Lowest in service | Your output/score | Standing in service | Top quartile mark | Quartile achieved |
|--|-------------------|--------------------|---------------------|-------------------|-------------------|---------------------|-------------------|-------------------|
| PI L02 - Percentage of sites classed as acceptable (grounds maintenance)             | 28                | 100.00%            | 95.49%              | 87.41%            | <b>100.00%</b>    | <b>1</b>            | 99.18%            | <b>1</b>          |
| PI L10 - Percentage of sites classed as acceptable (grass cutting)                   | 26                | 100.00%            | 96.10%              | 87.07%            | <b>100.00%</b>    | <b>1</b>            | 99.55%            | <b>1</b>          |
| PI L11 - Percentage of sites classed as acceptable (shrub bed maintenance)           | 23                | 100.00%            | 88.86%              | 61.54%            | <b>96.97%</b>     | <b>8</b>            | 97.65%            | <b>2</b>          |
| PI L12 - Percentage of sites classed as acceptable (flower bed maintenance)          | 18                | 100.00%            | 95.01%              | 84.78%            |                   |                     | 100.00%           |                   |
| PI L03 - Percentage of sites classed as acceptable (litter)                          | 28                | 100.00%            | 95.85%              | 81.82%            | <b>100.00%</b>    | <b>1</b>            | 98.85%            | <b>1</b>          |
| PI L04 - Percentage of sites classed as grade A (fly tipping)                        | 28                | 100.00%            | 94.27%              | 80.88%            | <b>97.40%</b>     | <b>10</b>           | 98.85%            | <b>2</b>          |
| PI L13 - Percentage of sites classed as grade A (fly posting)                        | 27                | 100.00%            | 99.81%              | 98.68%            | <b>98.68%</b>     | <b>27</b>           | 100.00%           | <b>4</b>          |
| PI L05 - Percentage of sites classed as acceptable (dog fouling)                     | 28                | 100.00%            | 99.55%              | 96.92%            | <b>100.00%</b>    | <b>1</b>            | 100.00%           | <b>1</b>          |
| PI L06 - Percentage of sites where bins were overflowing                             | 27                | 13.04%             | 4.30%               | 0.00%             | <b>5.41%</b>      | <b>20</b>           | 0.93%             | <b>3</b>          |
| PI L07 - Percentage of sites containing bins classed as acceptable (bin structure)   | 25                | 100.00%            | 96.20%              | 78.72%            | <b>93.94%</b>     | <b>19</b>           | 100.00%           | <b>3</b>          |
| PI L08 - Percentage of sites containing bins classed as acceptable (bin cleanliness) | 25                | 100.00%            | 96.30%              | 78.72%            | <b>87.50%</b>     | <b>24</b>           | 100.00%           | <b>4</b>          |
| PI L09 - Percentage of sites classed as unacceptable (hard surface weeds)            | 28                | 42.54%             | 12.18%              | 0.00%             | <b>4.41%</b>      | <b>8</b>            | 4.41%             | <b>2</b>          |

***“Constantly looking to improve the system -  
proposed further ”***

## **The Randomiser**

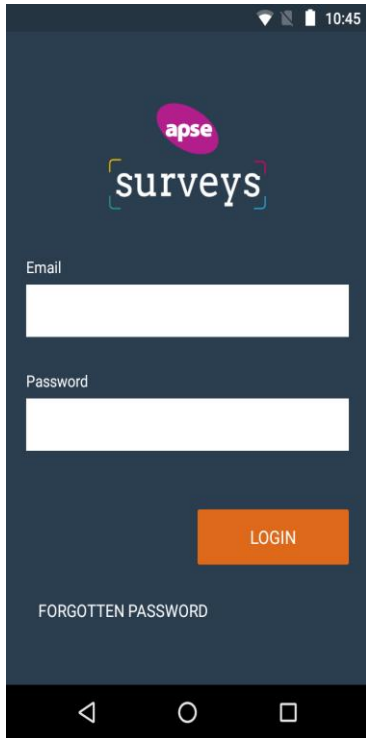
# The Randomiser

## Requests raised at LAMS training and working group;

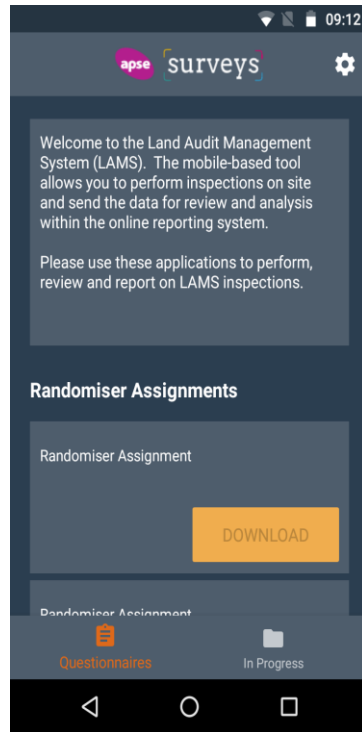
- Inclusion of a randomiser to automatically allocate inspection lists to inspectors.
- Inclusion of a map of planned inspections on the App.



USING THE APSE RANDOMISER IN THE APP



On opening the app, login with the email and password you normally do.



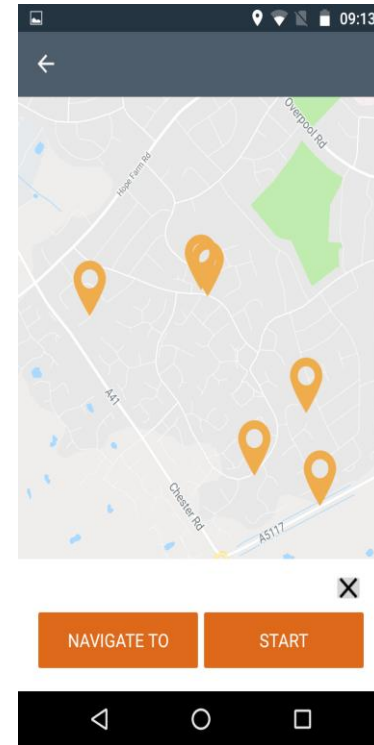
If you have been assigned any randomiser sets of locations they will show above your Questionnaires.

Click the Download opens the map displaying all your locations – it also starts the timer for 48 hours to complete the list.



A randomiser list opens the map with all the locations in the list plotted.

Select a pin, the nearest to your location (shown as a blue dot). And you get a Navigate and Start button.



Navigate – takes you out to your native mapping application and directions.

Start – starts and opens (as if from the front screen) the relevant survey for the location you selected to complete the inspection.

## API (Application Programming Interface)

- Throughout the life of the LAMS App, we have received a number of enquiries about the possibility of the syncing the system with the existing back-office systems currently in place at the respective authority.
- Predominantly the requests received have been around the capability to 'sync' the App into other back-office systems to create job sheets if an unacceptable inspection grade had been awarded (C or D) through an API.
- To create an export from the App which basically provides all the data you will require to import into your existing system (the L/A will carry this out themselves from the export we supply to you).

# Useful contacts

## Enquiries / training / reports

|                  |                         |
|------------------|-------------------------|
| Cheryl Walker    | cwalker@apse.org.uk     |
| Jennifer Stanley | jstanley@apse.org.uk    |
| Andy Derbyshire  | aderbyshire@apse.org.uk |

## Data processing support / error checking help

|                   |                       |
|-------------------|-----------------------|
| Rebecca Hayes     | rhayes@apse.org.uk    |
| Ryan McNally      | rmcnally@apse.org.uk  |
| Alistair Holcroft | aholcroft@apse.org.uk |

|                  |                                  |
|------------------|----------------------------------|
| General e-mail : | performance.networks@apse.org.uk |
| Telephone :      | 0161 772 1810                    |

# **NEW MUNICIPALISM**

Delivering for local people and local economies

# Contact details

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**telephone: 0161 772 1810**  
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**GB 11409**



**GB 11132**



**GB 14074**