



Chiltern & Wycombe Joint Waste Collection Committee

Thursday, 7th April, 2016 at 10.30 am

Committee Room 2, Wycombe District Council, Council Offices, Queen Victoria Road, High Wycombe, Bucks HP 11 1BB

A G E N D A

- 1 Evacuation Procedures
- 2 Minutes (*Pages 3 - 6*)
To agree the Minutes of the meeting held on 11 February 2016.
- 3 Apologies for Absence
- 4 Declarations of Interest
- 5 Waste Service Highlight Report (*Pages 7 - 10*)
 - Appendix 1: Contractor Performance (Pages 11 - 12)*
 - Appendix 2: Call Volumes (Pages 13 - 16)*
 - Appendix 3: Volume of Formal Complaints (Pages 17 - 18)*
 - Appendix 4: Risk Register (Pages 19 - 20)*
- 6 Flats Programme (*Presentation*)
- 7 Exclusion of the Public:
To resolve that under Section 100(A)(4) of the Local Government Act 1972 the public be excluded from the meeting for the following item(s) of business on the grounds that they involve the likely disclosure of exempt information as defined in Part I of Schedule 12A of the Act.

8 Joint Waste Collection Contract - Serco Corporate Restructuring - Update
(Pages 21 - 22)

Paragraph 3 – Information relating to the financial or business affairs of any particular person (including the authority holding that information)

9 Waste Service Review (Pages 23 - 36)

Paragraph 1 – Information relating to any individual

Paragraph 3 – Information relating to the financial or business affairs of any particular person (including the authority holding that information)

Paragraph 4 – Information relating to any consultations or negotiations, or contemplated consultations or negotiations, in connection with any labour relations matter arising between the authority or a Minister of the Crown and employees of, or office holders under, the authority

Note: All Reports will be updated orally at the meeting if appropriate and may be supplemented by additional reports at the Chairman's discretion.

Membership: Chiltern & Wycombe Joint Waste Collection Committee

Councillor Mrs Jean Teesdale (Chairman)	Wycombe District Council
Councillor Mrs Wendy Mallen	Wycombe District Council
Councillor Michael Smith (Vice-Chairman)	Chiltern District Council
Councillor Caroline Jones	Chiltern District Council

Date of next meeting – Thursday, 2 June 2016 (Cabinet Room, King George V House, King George V Road, Amersham)

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This Agenda should be considered as a Notice – under Regulation 5 of the Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012 – of an intention to meet in private to consider any items listed on the Agenda under Private Reports. The reason for the item being considered in private, that being the relevant paragraph number and description from Schedule 12A of the Local Government Act 1972 is detailed on this Agenda. Representations received (if any) regarding the items being considered in private (together with any response) are also detailed on this Agenda.



**MINUTES of the Meeting of the
CHILTERN & WYCOMBE JOINT WASTE COLLECTION COMMITTEE
held on 11 FEBRUARY 2016
at CHILTERN DISTRICT COUNCIL**

PRESENT:

Councillor J Teesdale (Wycombe District Council) - Chairman
" M R Smith (Chiltern District Council) - Vice Chairman

Councillors: W Mallen (Wycombe District Council) and C M Jones (Chiltern District Council)

Officers: S Gordon (CDC), C Hughes (WDC), C Marchant (CDC & SBDC), S Markham (CDC) and N Visram (WDC).

23 MINUTES

The Minutes of the meeting held on 5 November 2015 were agreed as a correct record.

24 DECLARATIONS OF INTEREST

There were no declarations of interest.

25 WASTE SERVICE HIGHLIGHT REPORT

The Committee received a report providing an update and overview of the joint waste service.

The Councils were awaiting confirmation from Bucks County Council regarding the overdue payment of recycling credits. Officers would contact the County Council in the first instance, but Members requested that a letter be sent from the Chairman of the Committee, if required, requesting confirmation of the payments.

Sally Gordon was the acting Senior Waste Officer and her role was currently being backfilled. It was agreed that this would be monitored closely in order to maintain resilience.

The Committee noted the key waste targets. The number of waste containers that had been missed remained a significant cause for concern. Although the contractor had put in place additional measures to reduce the volume of misses, and that overall the numbers were reducing, the rate of improvement was unacceptable. There were particular concerns regarding the long term

nature of certain recurring missed collections, and it was felt that these posed a particular reputational risk to both Councils. As such, Members requested that the Councils' maintain their own list of recurring complaints so that officers could carry out additional follow up checks themselves to ensure that the contractor had carried out the necessary follow up action in response to complaints. Members also requested that recurring formal complaints be reported to the Committee at each meeting as part of the highlight report. A number of recurring misses were reported by Members at the meeting which the Service Delivery Manager would look into to.

The Committee received a presentation on the waste quality improvement programme and Members' views were sought on how best to improve recycling further. Members agreed that penalties were not appropriate at this time, and that providing targeted information to residents would be the best way of meeting the programme's aims. Areas with high resident turnover were a particular problem. It was suggested that contact be made with student accommodation officers so that information about recycling could be provided to students on an annual basis. This could be provided at student induction events. Information could also be sent to letting agents so that they could provide this to tenants. It was also felt that the relevant ward members should be involved in disseminating information to residents.

RESOLVED –

- 1. That the report be noted.**
- 2. That a letter be sent to Bucks County Council, from the Chairman of the Committee if required, regarding the payment of recycling credits that was now overdue.**
- 3. That the actions, detailed above, regarding missed waste container complaints be implemented, and that any recurring complaints be reported to the Committee at each meeting as part of the highlight report.**

26 LATEST TRACKER SURVEY RESULTS

The Committee received the results from the resident survey on the joint waste service carried out in November 2015. Overall satisfaction compared to the contractor's other contracts was noted. Further work was being done to increase the survey's sample size. Members also noted the measures put in place by the contractor to increase the performance of collection crews.

27 EXCLUSION OF THE PUBLIC:

RESOLVED –

That under section 100 (A) (4) of the Local Government Act 1972 (as amended) the public be excluded from the meeting for the following item(s) of business on the grounds that they involved the likely disclosure of exempt information as defined in Part 1 of Schedule 12A of the Act.

Note: the relevant paragraph number and description is indicated under the Minute heading.

28 COSTS RELATING TO CHANGE OF DISPOSAL POINT

Paragraph 3 – Information relating to the financial or business affairs of any particular person (including the authority holding that information)

The Committee received a report providing information on the cost implications arising from the change to the delivery point for residual waste following the introduction of County Council's Energy from Waste facility.

RESOLVED –

- 1. That the cost information relating to implications of tipping at the waste transfer facility at Clay Lane, and the latest indexation figure to be applied, be noted.**
- 2. That a copy of the above information be sent to the Leader of Chiltern District Council for information.**

29 SERCO CORPORATE RESTRUCTURE

Paragraph 3 – Information relating to the financial or business affairs of any particular person (including the authority holding that information)

The Committee received an update on Serco's proposed corporate restructure. A further update would be provided at the next meeting.

RESOLVED –

That the verbal report be noted.

The meeting ended at 12.00 pm

Joint Waste Services – Programme Highlight Report

Meeting	Joint Waste Collection Committee	Location	Wycombe District Council
Date/Time	7th April 2016	Period Covered	January to February 2016

Overall Programme Status	Amber	Quality	Amber	Some service elements off target – but improving
		Time	Amber	90% of programme on time
		Scope	Green	Scope of programme has not changed
		Finance	Green	Contract savings achieved (see below for current budget)

1. Task, Milestone, Outcomes Delivered in this period

Task, Milestone, Outcomes		Comment	Planned	Actual
Phase 4 review of WDC recycling sites	MILESTONE	Next phase of review and removal of WDC recycling sites (stage 2) to be continued after completion of phase 3 in CDC.	Ongoing	Ongoing
Phase 4 review of CDC recycling sites - planning	MILESTONE	To be planned following completion of phase 3 in CDC	End Feb	Ongoing
Phase 3 – complete CDC	MILESTONE	Completion of phase 3 - CDC	By end Qtr 4	End April 2016
Review Customer lists	OUTCOME	Review of collect & return application form and customer list, as agreed with Customer Services	22 Feb 2016	8 th April
Shared service review	TASK	Shared service review – Joint waste team & SBDC waste team	Ongoing	Ongoing
Process to be introduced for rejected recycling bins –Quality Improvement Programme	MILESTONE	Process to be introduced for improving the quality of recyclables presented in recycling bins	Ongoing	Completed

2. Task, Milestone, Outcomes Delivered in Next period (March to April)

Task, Milestone, Outcomes		Comment	Planned
Phase 3 – complete CDC	MILESTONE	Completion of phase 3 – CDC . Priority work stream	End April 2016
Phase 4 Review of WDC/CDC recycling sites	MILESTONE	Following completion of phase 3, second priority work stream	June 2016
Contender/Street Smart Integration	TASK	Progress to be made to achieve live time integration	30/04/16
Alignment of data	TASK	Alignment of data between Contender/Street Smart/A to Z	30/04/16
Chargeable garden waste module & bin app	TASK	Work to commence, reviewing options for Contender chargeable garden waste module & options for bin app	Ongoing

3. Budget – Current Year (not including authority recharges)

	Joint Budget	Est. Outturn	CDC Budget	Est. Outturn	WDC Budget	Est. Outturn	Comment
Contracted Costs	£8,220,800	On budget	£2,803,770	On budget	£5,369,200	On budget	Year end position is being worked on. There are always risks regarding recycling credit income, as this is based on tonnages of recyclables recovered. Joint Client expenditure- currently showing a saving of £33,260 following recent staff changes within the waste team.
Joint Client Expenditure	£1,727,882	On budget	£985,472	On budget	£740,410	On budget	
Joint Client Income	(£2,083,700)	On budget	(£974,002)	On budget	(£1,109,697)	On budget	
Balance	£7,862,982	On budget	£2,815,240	On budget	£5,047,743	On budget	

Joint Waste Services – Programme Highlight Report

4. Key Targets – Appendix 1 graphs

	2014/15	Target	Dec	Jan	Feb	Comment
Recycling Rate	54.8%	56% (Annual)	49.67%	Data not available yet	Data not available yet	Qtr 3 – 52.39% - seasonal fluctuations in tonnage, eg garden waste Year to date figure is 53.69% Future targets will be profiled.
Missed Containers	20,325	20,800 (Annual) 1,733 (Monthly)	2678	2806	1735	Serco's performance has improved due to new process, <i>Appendix 1</i>
Missed C&R (included in above figure)	3,379	1,820 (Annual) 152 (monthly)	389	311	267	
% Calls answered	87%	90%	90.82%	87.9%	89.66%	Recent service performance figures have resulted in reduced customer contacts. Customer Services have 6 new members of staff, currently being trained. <i>Appendix 2</i>
Number answered			5,397	6,776	4671	
% Calls answered in 20 Seconds	46%	60%	54.7%	42.40%	48.70%	Jan- 52.10% within 30 seconds Feb - 58.40% within 30 seconds
Number answered in 20 seconds	-	-	-	2526	2040	

5. Variances – Element outside of Tolerance

A	Missed containers below target but February are an improvement – Serco have introduced new process to target repeated missed collections and lowest missed figures have been seen in Feb. Contract Manager post still vacant.
B	Missed C/R figures still below target but February figures have improved.

6. Accident Reports (From Serco)

	Q1	Q2	Q3	Q4	Comment
HSE reportable Incidents	0	0	TBC	TBC	Information verbally shared at contract Meeting, Written figures requested. Written figures provided for February but format of reporting still needs some work. JWT pursuing this.
Reported Accidents	9	TBC	TBC	TBC	
Reported Near Misses	77	TBC	TBC	TBC	
Days lost due to Accidents	0	TBC	TBC	TBC	

7. Formal Complaints

	Q1	Q2	Q3	Q4	Total to date	Comment
CDC complaints	3	15	21		39	Changes within the team and a new response process have improved on response timescales. Recent service delivery improvements have reduced no of complaints: Jan – 13 complaints Feb – 6 complaints Further reporting improvements will be made from April. <i>Appendix 3</i>
WDC complaints	21	14	15		50	
Total number of complaints	24	29	36		89	

8. Key Risk (See full risks matrix for further details) *Appendix 4*

Risk	Owner	Change
Failure of Paper Sort Facility	Serco	Held
Contract Discussions	Anita Cacchioli/Chris Marchant	Held
Contract Failure	Paul Shackley/Anita Cacchioli	Held

Joint Waste Services – Programme Highlight Report

9. Addition Comments and Notes

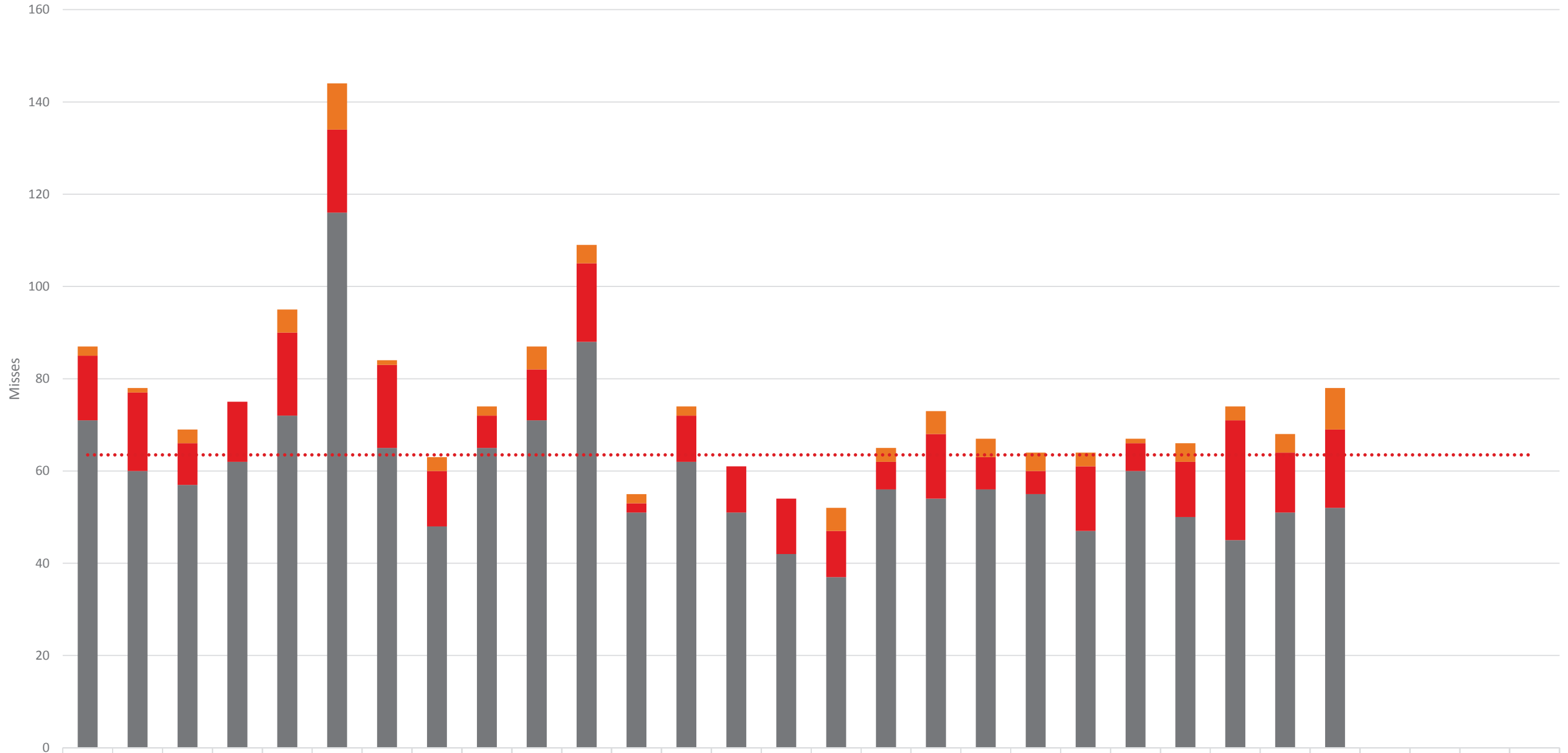
A	Discussions regarding KOTs are taking place.
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10. Decisions/Steer Required from Collection Committee

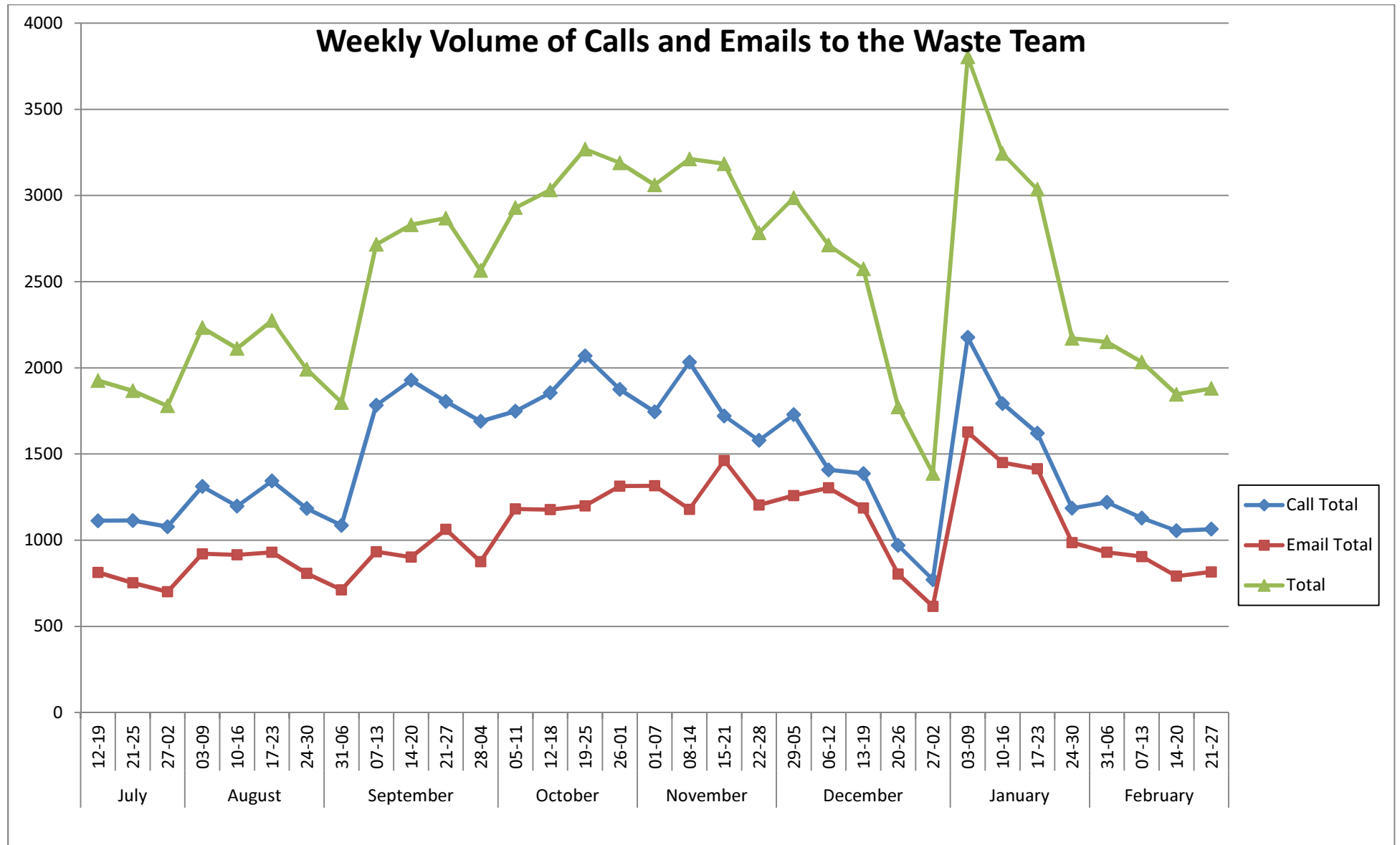
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Expected Status at next meeting	Green	Quality	Green	Service elements continue at same level
		Time	Amber	90% of programme on time
		Finance	Green	Scope of programme has not changed
		Scope	Green	Contract savings achieved, and Q1 budget on track

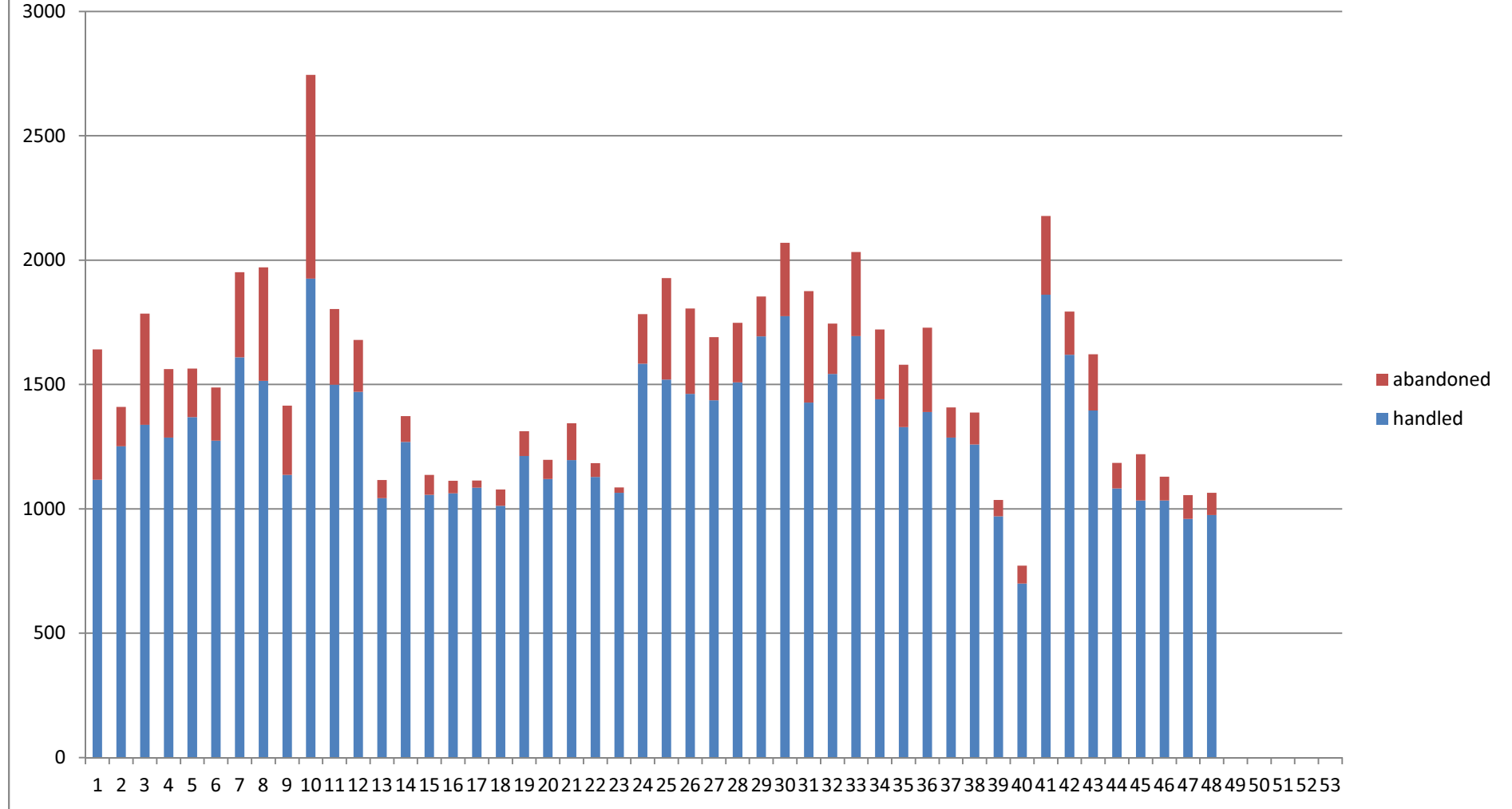
Daily Performance Refuse and Recycling

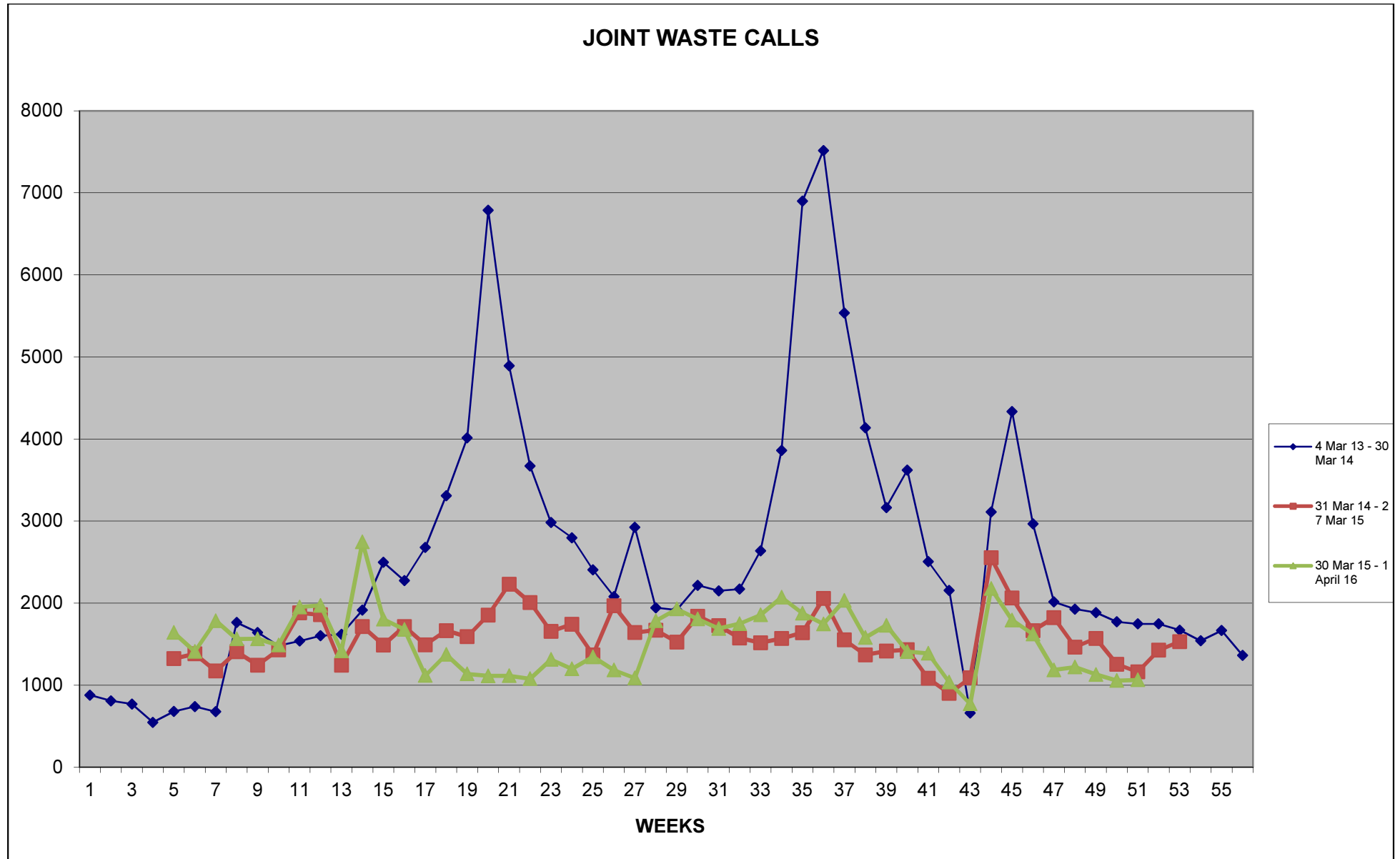


	Mon 01/02	Tue 02/02	Wed 03/02	Thu 04/02	Fri 05/02	Mon 08/02	Tue 09/02	Wed 10/02	Thu 11/02	Fri 12/02	Mon 15/02	Tue 16/02	Wed 17/02	Thu 18/02	Fri 19/02	Mon 22/02	Tue 23/02	Wed 24/02	Thu 25/02	Fri 26/02	Mon 29/02	Tue 01/03	Wed 02/03	Thu 03/03	Fri 04/03	Mon 07/03	Tue 08/03	Wed 09/03	Thu 10/03	Fri 11/03
Missed Bulk	2	1	3	0	5	10	1	3	2	5	4	2	2	0	0	5	3	5	4	4	3	1	4	3	4	9				
Missed Assisted	14	17	9	13	18	18	18	12	7	11	17	2	10	10	12	10	6	14	7	5	14	6	12	26	13	17				
Missed Collection	71	60	57	62	72	116	65	48	65	71	88	51	62	51	42	37	56	54	56	55	47	60	50	45	51	52				
Target	63.5	63.5	63.5	63.5	63.5	63.5	63.5	63.5	63.5	63.5	63.5	63.5	63.5	63.5	63.5	63.5	63.5	63.5	63.5	63.5	63.5	63.5	63.5	63.5	63.5	63.5	63.5	63.5	63.5	63.5

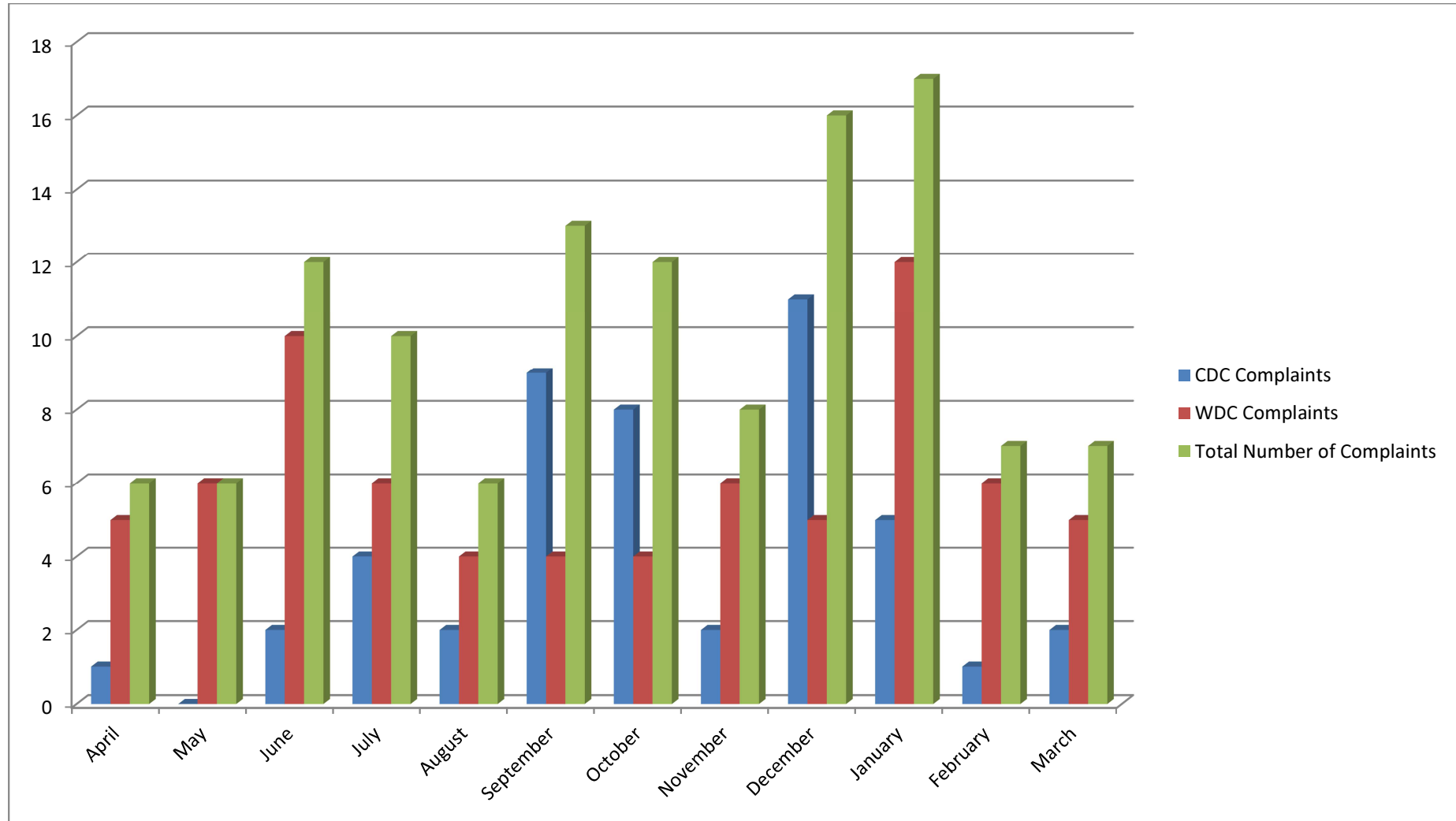


Joint Waste Calls 2015/16





Appendix 3 - Number of Formal Complaints received up to 23/03/16



Appendix 2 Reviewed risks**Chiltern and Wycombe Joint Waste Collection Board**

#	Category	Risk Title	Risk Description	Suggested Risk Owner	Suggested Risk Rating	Suggested Target Risk rating
1	Communication	Channel Shift	Unstructured phone calls and contact from emails can result in unnecessary cost or a delay in responses and resolving issues. Some residents can be reluctant to embrace self serve, or are unaware how to self serve	Sally Gordon	C 3	B 2
2	Finance	Income fluctuation	The JWS relies on income for some service i.e. bulky collections as well recycling credits . In current economic climate these can be affected by many factors and fluctuate may affect financial outturn	Sally Gordon	D 3	B 2
3	Finance	Paper Sort facility	Cost of decommissioning PSF, and the end of the first term of the Serco contract on 2020	Chris Marchant	C 3	B 2
4	Finance	Further Savings	If additional savings are required from either council	Sally Gordon	B 2	B 2
5	Infrastructure	Bio-waste infrastructure	Impact of the potential change in bio waste facilities following on from BCC procurement	Sally Gordon	C 3	B 2
6	Infrastructure	High Heavens Transfer Station	Impact of the service delivery of the change of tipping location may impact on round finishing times, and costs of contract.	Richard Williams	D 3	B 2
9	Legal & Contract	Contract Novation	Serco corporate decision to cease novation. Loss of opportunity for councils to resolve outstanding issues through this process.	Anita Cacchioli/Chris Marchant	C 3	B 2
10	Legal & Contract	Contract Change Notice	Problems with CNN resulting in issues with service, or procurement challenges	Anita Cacchioli/Chris Marchant	C 3	B 2
11	Legal & Contract	KOT changes	Delay in changes to the new KOT system resulting in additional work and resources	Sally Gordon	D 3	B 2
12	Legal & Contract	Contract Failure	Contractor fails to complete contract term	Anita Cacchioli/Paul Shackley	C 4	B 4

13	People	Expectation Management	Managing Cllr, Officer and publics expectations of the service and what we should deliver, the policies we have in place and how we communicate	Sally Gordon	C 3	B 2
14	People	Demand Management	Looking at how demand is affecting performance detrimentally - and how demand management can be used to improve performance and reduce costs	Sally Gordon	C 3	B 2
15	People	Staff Retention	Key staff and knowledge being lost	Sally Gordon	C 3	B 2
16	Quality	Contract Performance	Poor contract performance resulting in reduced satisfaction or increased costs	Sally Gordon	C 3	B 2
17	Quality	Health and safety	Poor health and safety resulting in danger or injury, liability or increased costs	Sally Gordon	C 3	B 2
18	Quality	Customer Services Performance	Poor customer service performance resulting in reduced satisfaction or increased costs	Sally Gordon	C 3	B 2
19	Time	Phase 3 - Flats	Delay in rolling out of new services	Richard Williams	C 3	B 2
20	Time	Phase 4 - Recycling centres	Delay in reducing the number of bring sites	Richard Williams	C 3	B 2

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Item 8

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

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Item 9

By virtue of paragraph(s) 1, 3, 4 of Part 1 of Schedule 12A
of the Local Government Act 1972.

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