



Chiltern, South Bucks & Wycombe Joint Waste Collection Committee

Monday, 22 July 2019 at 10.00 am

WDC - Committee Room 1 - Wycombe District Council Offices, Council Offices, Queen Victoria Road, High Wycombe, HP11 1BB

A G E N D A

Item

1 Election of Chairman

This is the first meeting of the Committee in the Municipal Year 2019/20. In accordance with the Constitution, the Committee is asked to elect a Chairman for the year 2019-20.

2 Appointment of Vice-Chairman

To appoint a Vice-Chairman for the year 2019-2020

3 Evacuation Procedures

4 Apologies for Absence

5 Minutes (*Pages 5 - 10*)

To approve the minutes of the meeting held on 28 February 2019.

6 Declarations of Interest

7 Presentation on Customer Experience Strategy

8 Joint Waste Services highlight report (*Pages 11 - 18*)

Appendix (Pages 19 - 20)

9 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 it involves the likely disclosure of exempt information as defined in Part I of Schedule 12A of the Act.

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

10 Recycling End Destinations (*Pages 21 - 34*)

Reasons for restriction: Paragraph(s) 3

11 Waste Procurement Progress Highlight Report (*Pages 35 - 46*)

Reasons for restriction: Paragraph(s) 3

Appendix (Pages 47 - 50)

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, South Bucks & Wycombe Joint Waste Collection Committee

Councillors: M Smith
L Sullivan
J Adey
G Hall
C Jones

Date of next meeting – Thursday, 7 November 2019

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**CHILTERN DISTRICT COUNCIL
SOUTH BUCKS DISTRICT COUNCIL
WYCOMBE DISTRICT COUNCIL**

MINUTES of the Meeting of the **CHILTERN, SOUTH BUCKS & WYCOMBE
JOINT WASTE COLLECTION COMMITTEE**
held on **28 FEBRUARY 2019**

PRESENT: L Sullivan (South Bucks DC) (Vice-Chairman - In the Chair)
J Adey (Wycombe DC)
G Hall (Wycombe DC)
C M Jones (Chiltern DC)
P Martin (Chiltern DC) (Substitute for M Smith)

OFFICERS

IN ATTENDANCE: S Anthony (Joint Waste Team)
S Bambrick (CDC/SBDC)
N Dicker (WDC)
S Gordon (Joint Waste Team)
V Hunt (Consultant)
B Kheng (Joint Waste Team)
C Lynam (Joint Waste Team)
C Marchant (CDC/SBDC)
S Markham (CDC/SBDC)
S Middleton (WDC)

APOLOGIES FOR

ABSENCE: M Smith (Chiltern)

34. MINUTES

The Minutes of the Chiltern, South Bucks & Wycombe Joint Waste Collection Committee held on 3 December 2018 were approved and signed by the Chairman as a correct record.

35. DECLARATIONS OF INTEREST

Councillors P Martin and L Sullivan both declared interests as Buckinghamshire County Councillors.

36. WASTE SERVICE HIGHLIGHT REPORT

The Committee considered a report providing an overview of the joint waste service for the period from October to December 2018. This included the budget, key targets, formal complaints and key risks. During discussion the following key points were made:-

- The total number of properties for waste collections had increased by 371
- The number of bulk bin properties had increased in Chiltern and Wycombe, with South Bucks figures still to be validated
- Customer Experience Programme – Waste Officers were working closely with Customer Services to design new smart forms for the new CRM lite. Work was taking place with Biffa and Serco to integrate their systems into the platform. System will partially go live on 20 May and fully in July
- With regard to staff resources, the Team would be reducing from 5.8 to 4. Planned deadline for this was May 2019
- There was an underspend on salaries due to vacancies and time taken to fill them. Contract costs for Wycombe were slightly overspent
- For South Bucks, green waste income was slightly higher than budgeted
- With regard to recycling rates, it was difficult to compare as Chiltern and Wycombe figures were per month and South Bucks were based on a rolling programme. Joint waste contract figures for December 2018 had expectedly declined due to the winter
- In relation to missed collections both the joint waste contract and South Bucks were below the monthly performance aspirations
- Customer Services were now collecting statistics on the percentage of customers dealt with at first point of contact
- Reference was made to formal complaints and compliments and it was noted that the largest number of complaints were in relation to waste left on road (18 for quarter 3)
- For the Risk Register, Brexit had been added. Members were informed that the Environment Agency had asked for a plan to be put in place and officers were asked to share this with Joint Committee Members.

The Joint Waste Team also provided Members with a presentation highlighting some of the initiatives which had been taking place. These included:-

- An annual calendar with inserts detailing waste collection dates was sent out to 120,000 residents
- Information inserts were distributed detailing what to put into recycling boxes, "inside the box"
- "Bin it for good", and "Keep Britain Tidy" signs were put onto bins, linked to charities who received funding linked to the weight of waste collected from litter bins
- Food waste recycling was discussed and reference was made to what type of bags should line the food caddies. Officers reported both paper and plastic bags were advised and it was agreed that this information would be sent out to all Councillors

- Website improvements had been made to enable more user friendly information to be available for residents
- Reference was made to the Christmas events which had taken place which promoted recycling and waste reduction.
- There would be a plastic awareness campaign taking place on 13 March 2019 with Beaconsfield Town Council
- Greater use of social media such as Facebook, Instagram, Twitter and You Tube was taking place
- Litter picks took place which proved successful.

RESOLVED – That the report and the information be noted.

37. OVERVIEW OF RESOURCES AND WASTE STRATEGY

The Joint Committee was provided with a report which highlighted some of the key themes that the recently published Resources and Waste Strategy had introduced with an initial consideration of the potential impacts on the Joint Waste Service.

Reference was made to the adoption of the European Union circular target for recycling (65%) by 2035. The Strategy also proposed a number of other measures; a Deposit Return Scheme and Extended Producer Responsibility which would be key structural changes to waste management.

Members were informed that these proposals would be subject to consultations on when further details would be determined on the detail of the schemes, i.e. in relation to the Deposit Return Scheme, what type and size of bottles to be included.

Officers informed the Joint Committee that a 65% recycling rate was achievable through a variety of measures such as decreasing refuse collection frequency or capacity offered to residents, offering a free garden waste service and improving enforcement and promotions. There were consequences of any of these options such as negative PR impact of decreased frequency of collections and reduced revenue from the collection of green waste.

Members agreed that the response to the consultation should be submitted as a joint response from the three local authorities in the partnership to ensure a consistent approach. The Joint Committee would be kept fully briefed on the Strategy and on the consultation as it progresses and also be informed on what other local authorities were proposing.

RESOLVED – (1) That the recently published Resources and Waste Strategy be noted.

(2) That approval be given to engaging with the Resources and Waste Strategy consultation process to ensure beneficial outcomes on behalf of the three southern districts.

(3) That resources and services be managed to achieve new recycling targets as detailed in the Strategy.

38. UPDATE ON THE RECYCLING CENTRE REVIEW

Members were provided with an update on the Recycling Centre review.

The Joint Committee was reminded that reports had been submitted to Wycombe, South Bucks and Chiltern Councils, requesting that consideration be given to the future provision of recycling centres provided by the authorities.

The reason for the proposed closures was that many of the facilities were being misused, there were health and safety concerns and the facilities were being under used now that most residents had kerbside collections of most materials. Members were advised that the review was timely with the commencement of a new joint waste collection contract in spring 2020.

Both Wycombe and South Bucks had agreed to support in principle the closure of the recycling centres in their Districts, however, Chiltern District Services Overview Committee did not support the recommendation to remove the remaining recycling centres in the District and requested that a further report be brought to the Committee with evidence on the usage of each individual centre.

Discussion took place on residents having access to domestic waste collections that included recycling, however, there were concerns that Serco, were struggling to collect waste from the increasing number of flats. There was a problem with residents in flats and on High Streets due to a lack of space within properties and outside of properties, to store recycled materials.

It was agreed that local Members should work closely with residents and with Resident Associations to provide assurances and that solutions for these properties would need to be implemented on a case by case basis.

RESOLVED: That the update on the Recycling Centre Review be noted.

39. 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.

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

40. SERCO CONTRACT

The Joint Committee was provided with a report which updated Members on the Serco contract in respect of two outstanding issues previously reported.

RESOLVED – That the update be noted and officers be requested to continue with negotiations with Serco.

41. WASTE PROCUREMENT COMMUNICATIONS

The Joint Committee was provided with a report detailing stakeholder briefing requirements for the Joint Waste Collection Procurement.

RESOLVED – (1) That the communication plan, detailed in the confidential report, be put into effect.

(2) That the key messages, detailed in the confidential report, be included in every briefing.

(3) That approval be given to the formation of an officer task force to deal with communications for the joint waste procurement project.

42. PROCUREMENT PROGRESS UPDATE

Consideration was given to a report which updated the Joint Committee on progress with the Joint Waste Collection Procurement.

RESOLVED – That the confidential report be noted.

The meeting terminated at 1.00 pm

Joint Waste Services – Programme Highlight Report

Meeting	Joint Waste Collection - Committee	Location	Wycombe District Council
Date/Time	24th June 2019	Period Covered	Quarter 4 – January to March 2019
Headline service statistics – CDC/WDC & SBDC			

Detail	Joint Waste Service				SBDC				Overall Totals	Comments
	Qtr 3 2018/19	Qtr 4 2018/19	Difference to previous Qtr	% of total properties	Qtr 3 2018/19	Qtr 4 2018/19	Difference to previous Qtr	% of total properties		
Total number of properties	112982	113290	+308		29030	29030	0		142,320	SBDC – figure as at 15/01/19 CDC/WDC figures from BLP data.
Population	278216	278216	0		69809	69809	0		348,025	Increase on previous figures, based on ONS projection
Nos of assisted collections	2420	2,472	+52	2.18%	852	886	+34	3.05%	3,358	Increase anticipated during Winter months. Services recently reviewed.
No of clinical collections (including sharps)	1558	1304	-254	1.15%	47	48	+1	0.16%	1,352	Clinical list reviewed as ongoing process.
No of bulk bin properties	13682	13970	+288	12.36%	2344	2636	+292	9.08%	16,606	Work undertaken in preparation for CRM lite. This will be reflected in Figs later in year. Property growth in all districts
No of chargeable garden waste subscriptions	14766	14908	+142	41.2%	8692	7357	-1335	27.87%	22,265	Seasonal activity reduced in Winter months. Spring heralds rise in subscriptions

Joint Waste Services – Programme Highlight Report

Joint Waste Team – Current tasks, milestones & outcomes				
Task, Milestone, Outcomes		Comment	Planned deadline	Status
Customer Experience Programme (CEP)	MILESTONE	The CRM Lite was launched on 25 th June as Waste became the first service to use the platform. Currently, the Waste Team is working to close the waste team inbox and is learning the new system. This is a transitional period as the new system is bedding down.	May 2019	In progress
Staff resources	OUTCOME	Changes taking place at management level within the Waste Team as staff move into new roles in August – Waste Services Manager and Waste Contract Manager (CDC/WDC service). Waste Project & Policy Team Leader position is going through recruitment process. Waste Contract Manager (SBDC service) is leaving in August and recruitment process has commenced.	Ongoing	In progress
Contract Procurement	OUTCOME	Procurement is ongoing.	18/19-19/20	In progress
Communications	TASK	Fighting food waste campaign continues to deliver targeted messages through innovative methods to promote food recycling, eg takeaway lids, targeted media posts and postal drops. Anti-littering campaigns have targeted littering from vehicles, encouraged residents to bin their litter for charity and promoted community litter picks. Promotion through social media, local community groups and word of mouth led to a record sign up of 30 groups for the Great British Spring Clean 2019. Further activities targeting cigarette butts, chewing gum and careful littering are planned.	Ongoing	Ongoing
CDC chargeable garden waste renewals	TASK	Mass renewal period for SBDC chargeable garden waste subscriptions took place in March. It is anticipated that some subscriptions are now spreading out over the year.	March	Completed
Recycling centres	OUTCOME	WDC and SBDC recycling sites have been removed. CDC sites being reviewed.	End of Qtr 1- 2018/19	In progress

Joint Waste Services – Programme Highlight Report

Budget – 2018/19 Qtr 3

CDC/WDC	Joint Budget	Estimated Outturn	CDC Budget	Final Outturn (Estm.)	WDC Budget	Estimated out turn	Comment
Contracted Costs	£8,428,795	£8,519,254	£3,149,715	£3,154,146	£5,279,080	£5,365,108	Contract costs slightly overspent for WDC– additional Marlow by Pass cleanse as requested.
* Joint Client Expenditure	£980,050	£942,182	£326,855	£325,520	£383,695	£371,792	
Joint Client Income	-£2,045,700	-£2,092,892	-£1,119,982	-£1,123,009	-£925,718	-969,883	Underspend on salaries to date due to vacancies and time taken to fill them.
Balance	£7,363,145	£7,368,544	£2,356,588	£2,356,657	£4,737,057	£4,767,017	Contract uplift in at 3.09%.

Budget – 2018/19 Qtr 3

SBDC	Budget	Final Outturn (Estimated)	
Contracted costs	£2,813,060	£2,814,573	Underspend on salaries to date, as above, and higher demand than budgeted for replacement and refurbished bins. Higher than anticipated spend on tools and equipment and consultants.
Joint Client Expenditure*	£269,500	£244,869	
Additional budgeted expenditure	£79,450	£143,901	
Income	-£891,980	-£871,202	
Balance	£2,270,030	£2,332,141	

Joint Waste Services – Programme Highlight Report

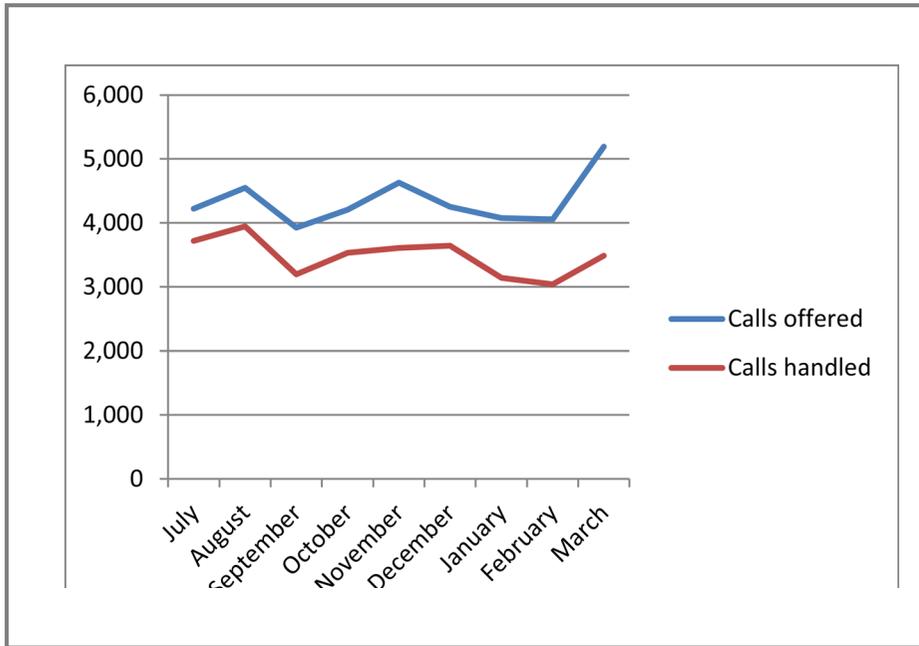
Headline performance figures						
	2017/18 performance	2018/19 target	Jan 2019	Feb 2019	March 2019	Comments
Recycling rate						
Joint waste contract	52.6%	53.00%	49.15%	50.72%	49.59%	Figures yet to be validated by Waste Data Flow. CDC/WDC figures are per month.
SBDC	53.41	53.00%	54.02%	53.65%	53.40%	As above. SBDC figures are based on a rolling figure
Missed collections by containers		Monthly performance aspiration				
Joint waste contract		1650	1856 0.13%	1241 0.09%	1393 0.10%	Qtr 1 misses = 5,005 . Monthly average =1668 Qtr 2 misses unavailable, Serco had adjusted method Qtr 3 misses = 3,410. Monthly average =1,136 Qtr 4 misses == 4,490. Monthly average =1,497
SBDC		<=100	83 (> 0.1%)	49 (> 0.1%)	81 (> 0.1%)	Qtr 1 misses = 286 Monthly average = 95 Qtr 2 misses = 308 Monthly average = 102 Qtr 3 misses = 250 Monthly average = 83 Qtr 4 misses = 213 Monthly average = 71
Missed assisted collections by containers		Monthly performance aspiration				
Joint waste contract		170	299	278	267	Qtr 1 misses = 945. Monthly average = 315 Qtr 2 misses unavailable (as above). Qtr 3 misses = 592. Monthly average = 197 Qtr 4 misses =844. Monthly average = 281
SBDC		<=30	18	16	25	Qtr 1 misses = 83 Monthly average = 27 Qtr 2 misses = 106 Monthly average = 35 Qtr 3 misses = 64 Monthly average = 21 Qtr 4 misses = 59 Monthly average = 20

Joint Waste Services – Programme Highlight Report

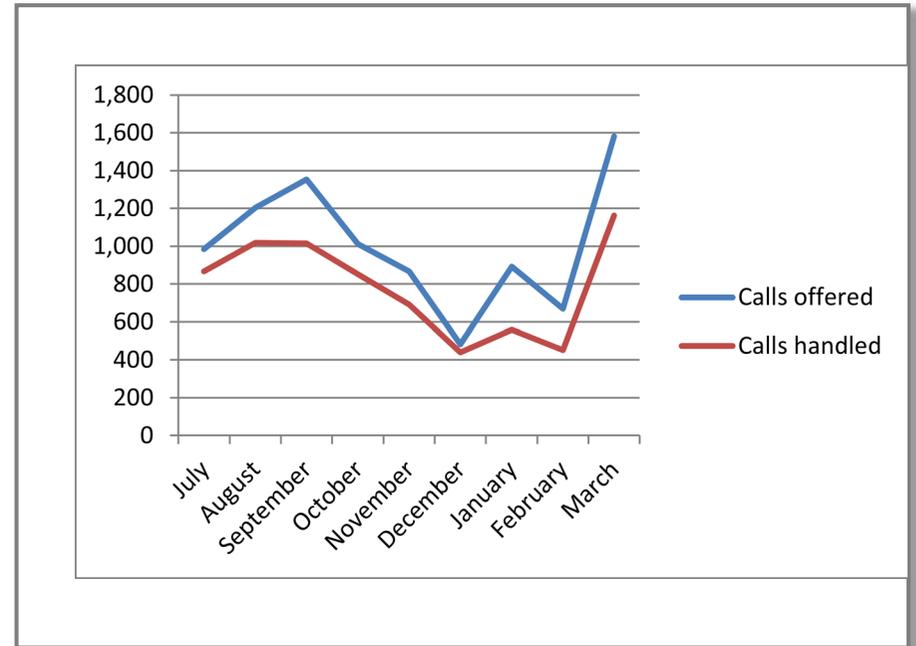
Customer Contact Statistics

Waste calls	Jan	Feb	March	Total	Comments
No of calls offered	5,569	4,727	6,772	17,068	Increased calls in March due to SBDC main garden waste renewal period. Compared with year end figures for 2017/18, Joint Waste calls increased by 3% and SBDC calls increased by 15% over 2018/19
No of calls handled	3,697	3,490	4,649	11,836	
% Calls abandoned	28.45%	28.80%	29.6%	28.95%	
% Dealt with at first point of contact	60.18%	92.06%	93.75%	81.99%	

Joint Waste calls handled by CS 18/19



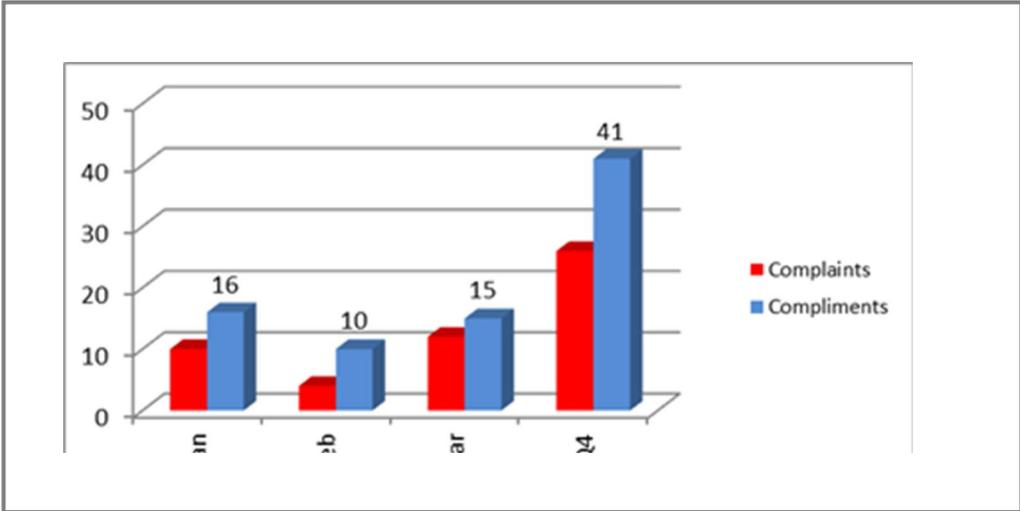
South Bucks Waste calls handled by CS 18/19



Joint Waste Services – Programme Highlight Report

Formal Complaints & Compliments – January to March 2019

Complaints	Jan	Feb	Mar	Qtr 4
CDC	0	0	4	4
WDC	6	4	3	13
SBDC	4	0	5	9
Total	10	4	12	26
Compliments				
CDC	8	7	4	19
WDC	8	2	8	18
SBDC	0	1	3	4
Total	16	10	15	41



Category of complaint - Qtr 4 18/19	
Missed collections	6
Assisted missed collections	1
Bulk Bin Store Non collection	7
Miscellaneous	8
Change of collection round	2
Bins not returned properly	2

There has been an increase in complaints regarding missed bulk bin collections due to growing pressure on collection rounds which is linked to property growth.. However, following the closure of recycling sites, we are now able to use additional resource to support the bulk bin round.

Miscellaneous complaints were issues such as damaged bins and missing bins.

Joint Waste Services – Programme Highlight Report

Contractor Health & Safety Stats

6. Accident Reports – Serco 18/19					
	Q1	Q2	Q3	Q4	Comments
Total number of accidents	5	12	9	5	<p>Near Miss reporting shows a high level of reporting in Q4, this is positive H&S behaviour. This improved vigilance is likely a significant factor in the reduction of accidents.</p> <p>The Waste Service saw an improvement in RIDDOR lost time in Q4. The RIDDOR incident relates to a whiplash injury sustained by low impact RTA. PPE and seatbelts were worn. The vehicle was travelling below the speed limit.</p>
Near Misses reported	28	24	68	41	
*RIDDOR	0	1	2 (32 days lost)	1 (11 days lost)	
3 rd party damage	26 (8 blameworthy)	18 (5 blameworthy)	16 (7 blameworthy)	19 (3 blameworthy)	
Accident Report- Biffa 2018/19					
	Q1	Q2	Q3	Q4	Comments
Total number of accidents	0	0	1	1	<p>1x Riddor – Loader twisted ankle when exiting vehicle. Near miss reporting has improved.</p>
Near Misses reported	39	4	2	53	
*RIDDOR	0	0	0	1	
3 rd party damage	2	2	2	1	

*Reporting of Injuries, Diseases and Dangerous Occurrences Regulations (serious injuries)

Risk register is attached as Appendix 1

Joint Waste Services – Programme Highlight Report

Chiltern and Wycombe Joint Waste Collection Committee

Risk Register Key



Likelihood	F	Green	Yellow	Red	Red	Red
	E	Green	Yellow	Yellow	Red	Red
	D	Green	Green	Yellow	Red	Red
	C	Green	Green	Yellow	Yellow	Red
	B	Green	Green	Yellow	Yellow	Red
	A	Green	Green	Green	Yellow	Yellow
		1	2	3	4	5
		Impact				

Appendix 1 to Highlight report
Waste Services Risk Register - July 2019

Updated from previous version							
#	Category	Risk Title	Risk Description	Suggested Risk Owner	Mitigations	Suggested Risk Rating	Suggested Target Risk rating
1	Communication	Channel Shift	Successful channel shift may result in increased demand for waste admin team in managing the waste team inboxes which could impact on ability to provide timely responses	Sally Gordon	Mitigations updated: Regularly review customer demand and ensure that waste team is adequately resourced. CRM platform has been implemented and additional resource has been agreed in Admin Team for 6 months, from August	D 3	B 2
2	Finance	Income fluctuation	Income used to offset collection costs i.e., chargeable garden waste, bulky collections and recycling credits . In current economic climate these can be affected by many factors and fluctuate may affect financial outturn	Sally Gordon	Income levels are monitored monthly and communicated with finance teams/WDC	D 3	B 2
3	Finance	Increased contract costs	Increased contract costs likely, especially due to difficulties with markets for materials	Chris Marchant/ Nigel Dicker	Procurement process will seek to manage expectations on quality and increased costs	F 4	D 3
4	Finance	Paper Sort facility	Cost of decommissioning PSF at the end of the first term of the Serco contract on 2020	Chris Marchant	Mitigations updated: Costs to be assessed in good time and any financial requirements planned with project plan in place to undertake the works	C 4	B 2
5	Infrastructure	Bio-waste infrastructure	Impact of the potential change in bio waste facilities following on from BCC procurement	Sally Gordon	Establish BCC procurement timescales to identify adequate lead in time for change	C 3	B 2
6	Legal & Contract	Contract Failure	Either contractor fails to complete contract term	Chris Marchant/ Nigel Dicker	Regular monthly contract meetings held, regular high level partnership board meetings planned and KOT levels monitored.	C 4	B 4
	People	Expectation Management	Managing Cllr, Officer and publics expectations of waste services and what we should deliver, the policies we have in place and how we communicate	Sally Gordon	Annual review of waste policies and communication methods, regular team meetings and information shared with Cabinet Members at JWCC.	C 3	B 2
8	People	Staff Retention	Key staff and knowledge being lost	Sally Gordon	Ensure staff are trained and motivated - regular 121s with team leaders, regular team meetings and team building opportunities. Staff encouraged to take ownership and make decisions- Target risk increased from B2 to C2	C 3	C 2
9	Quality	Contract Performance	Poor contract performance resulting in reduced satisfaction or increased costs	Sally Gordon	Retain focus on Serco performance by monitoring against improvement plan and at contract meetings	D 3	B 2
10	Quality	Health and safety	Poor health and safety resulting in danger or injury, liability or increased costs	Chris Marchant/ Nigel Dicker	High focus on Health & Safety through contract management - waste officers to receive regular refresher training, ensure that route risk assessments and all risk assessments are up to date and dynamic. Waste officers to report near misses.	C 3	B 2
11	Quality	Customer Services Performance	Poor customer service performance resulting in reduced satisfaction or increased costs	Sally Gordon	Regular call handling statistics provided by Customer Services, poor performance identified and solutions sought	C 3	B 2
12	Finance	Reprocessing outlets	Risk description updated: Impact of international waste regulations on reprocessing capacity	Sally Gordon	Regular focus at monthly contract meetings and discussions at Programme Board meetings	D 3	C 2
13	Legal & Contract	Unitary status	Risk of delay to waste procurement caused by unitary discussions with potential to negatively impact on our ability to ensure service continuity for our residents, loss of interest from the market place, due to loss of credibility, and inflated price.	CM/ND	Procurement advice sought to identify risks, senior stakeholders kept informed, workshop with stakeholders to map out the wider strategy.	E 4	D 4
14	Legal & Contract	Brexit	Potential impact on markets for recyclables resulting in higher gate fees, affecting reprocessing capacity, availability of vehicle parts and costs of import, and availability of staff.	CM/ND	New contract arrangements to incentivise contractor and communications with residents to ensure quality of materials collected is high. Implications on vehicle cost and availability to be explored through dialogue.	E 4	D 3

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