



Chiltern, South Bucks & Wycombe Joint Waste Collection Committee

Monday 23 April 2018 at 11.00 am

**Room 6, South Bucks District Council, Capswood, Oxford Road, Denham
UB9 4LH**

A G E N D A

Item

1. Evacuation Procedure
2. Apologies for Absence
3. Minutes (*Pages 5 - 10*)

To confirm the minutes of the meeting held of 22 January 2018.

4. Declarations of Interest
5. Waste Service Highlight Report (*Pages 11 - 18*)
Appendix 1 (Pages 19 - 22)
6. Inclement Weather Recovery Plans (*Pages 23 - 26*)
7. Health and Safety Audit Update (*Verbal Report*)

8. 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).

9. Waste Contract Options (Pages 27 - 38)

Reasons for restriction: Paragraph(s) 3

Appendix 1 (Pages 39 - 44)

10. Implication of China's recent import ban on waste services (Pages 45 - 48)

Reasons for restriction: Paragraph(s) 3

11. Recycling Update (Verbal Report)

Reasons for restriction: Paragraph(s) 3

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 (Chairman)
L Sullivan (Vice-Chairman)
J Adey
C M Jones
G Hall

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**INVESTORS
IN PEOPLE** | Bronze

Chief Executive: Bob Smith
Director of Resources: Jim Burness
Director of Services: Steve Bambrick

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MINUTES of the Meeting of the
**CHILTERN, SOUTH BUCKS & WYCOMBE JOINT WASTE COLLECTION
COMMITTEE**

held on **22 JANUARY 2018**
at **WYCOMBE DISTRICT COUNCIL**

PRESENT:

Councillors: L Sullivan (South Bucks District Council) - Chairman
J Adey (Wycombe District Council)
C Jones (Chiltern District Council)
M R Smith (Chiltern District Council)

Officers: S Bambrick (CDC & SBDC), T Brown (WDC Clerk), E Cullen (CDC
& SBDC).

APOLOGIES FOR ABSENCE were received from Cllr G Hall (WDC). It was noted that M Smith had been delayed but would join the meeting shortly.

79 MINUTES

The Minutes of the meeting held on 15 August 2017 were agreed as a correct record.

An update was given on point 76 – Fighting Food Waste Project. The Committee was informed that Aylesbury Vale had requested a significant portion (approximately £250k) of the fund for the county wide project to carry out their own activities. The cost and proposed branding of those activities was queried. Further discussions were taking place with AVDC regarding the apportionment of the fund.

Following some discussion, it was noted that as the fund to take forward the joint waste strategy for the area had been allocated to the whole partnership, a fair proposal would be a fifth of the whole fund (approximately £92k). The Committee resolved that further clarification be sought from AVDC relating to the partnership and the signing of an MOU between the authorities.

80 DECLARATIONS OF INTEREST

There were no declarations of interest.

81 WASTE & RECYCLING COMMUNICATIONS UPDATE

The Committee received a presentation from the Waste Projects Officers on who they were, General communications, the Great British Spring Clean, Website improvements, Fresher's fayre, Education, Food recycling, Caddy orders, Christmas and the LARAC nomination.

During the presentation the following was noted:

- General communications covered areas such as the new recycling calendars which were considered to be more fridge friendly, the new 'do's and don'ts' stickers that had been placed on residents bins and general communications throughout the year via the Twitter account.
- The Great British Spring Clean would take place in March and was due to be advertised at the end of this week.
- Website improvements - it was noted that Chiltern District Council and South Bucks District Council had started their website renovations last April / May due to a significant increase in the number of people using the website via mobile devices. It was noted that whilst Wycombe District Council had a stand-alone website all three LA's worked closely together.
- The Fresher's Fayre had been a great opportunity to engage with freshers and that the event had taken place at the Bucks new University.
- Education - it was noted that two litter picking events which had resulted in finding a twenty-year old crisp packet on the school fields.
- Food recycling was one of the biggest work streams which had included the introduction of using plastic bags to recycle food waste which had come into effect at the start of July. It was noted that two articles had been published which related to reducing food waste and also on the service and how it engaged (with regard to food waste).
- Caddy orders - since the 10 July 2017 3588 caddies had been requested from Chiltern District Council and Wycombe District Council in addition to 1087 requested from South Bucks District Council.
- The Christmas period generated around a third more waste compared to other times of the year. It was noted that the Christmas in Chesham event had generated 160 conversations about waste and recycling.
- LARAC nomination – it was noted that the team had been nominated for the team of the year category and whilst they had not won on that occasion they would be entering again this year.

The Committee thanked the Waste Projects Officers for their very interesting presentation that had included a lot of good initiatives.

RESOLVED:

That the presentation be noted and that the tonnage value of food waste month on month be sought and provided to the Joint Waste Collection Committee.

82 WASTE SERVICE HIGHLIGHT REPORT

The Committee received a highlight report on the waste services. It was noted that page 21 of the agenda monitored fluctuations in service demand. The Committee was informed that the property growth figure would be updated ready for the next meeting.

The key targets were reviewed and it was noted that page 22 of the agenda looked at the main areas of work the team had been delivering. It was noted that three posts were currently being advertised for.

With regard to the completion of recycling site review – CDC / WDC, it was noted that five FEL drivers had been trained up.

It was noted that in Appendix 1 the first table related to the combined costs and income for all three districts. The Committee was informed that the second table (contracted costs – Serco (CDC & WDC)) should read 2.36% rather than 1.7% for the fixed fee and variable works. It was noted that Biffa's figure of 2.9% had been built into the model.

Following some discussion, it was noted that the recycling credits had been flagged as a possible financial risk going forward. It was noted that the Committee should review the waste teams combined costs (going back to 2012). Two additional graphs were supplied to the Committee – one showed six months combined depots missed assisted collections and the second showed the compliment statistics for 2017 / 2018. It was noted that graph 1 related to the number of containers rather than properties and that almost 100% of the operatives were not permanent members of staff rather than agency workers. The Committee was informed that it would start receiving the compliments received figures at these meetings.

It was noted that the Health & Safety statistics on page 27 of the agenda would be completed for the next meeting.

It was noted that in Appendix 2, 'Number 3 – Finance – Increased contract costs' that it was going to cost more money whatever option was chosen. The Committee were advised that it would need to keep an eye on the new requirements in China to see how it might impact UK contracts.

RESOLVED:

That the report be noted.

83 360 DEGREE CAMERA TRIAL UPDATE

The Committee received an update in relation to the 360 degree camera trial. It was noted that Serco were asked to trial four 360 degree cameras fitted to a waste collection vehicle which they did in July 2017. Slides showing stills taken from the video footage obtained from the 360 degree cameras which had captured two incidents were shown to the Committee. It was noted that Incident 1 was a fallen tree and Incident 2 was validating crew activity after a missed collection had been reported. The Committee was informed that BIFFA already had all its vans fitted with 360 degree cameras.

Following some discussion, it was agreed that the introduction of 360 degree cameras would help the waste collection company's reputation, would help when dealing with insurance claims and would also help encourage good staff behaviour.

The Committee was informed that the next step was to create a business case for installing 360 degree cameras in all Serco waste collection vehicles.

RESOLVED:

That the presentation be noted.

84 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 relating to the financial or business affairs of any particular person (including the authority holding that information)

85 HEALTH AND SAFETY AUDIT REPORT 2017/18

The Committee received a report in relation to the Health and Safety Audit 2017/18. It was noted that the Health and Safety measures for all three LA's had been looked

at by a completely independent person and that the aim of the audit was to review the councils holistic health and safety arrangements specifically in relation to the appointed contracts (Serco and Biffa). The Committee was informed that the review had been undertaken in order to provide appropriate assurance that the council was doing all it can to manage, promote and monitor its appointed contractors' contractual health and safety obligations. The following three points were highlighted:

- Rec 8 & 9 on page 60 of the agenda – random spot checks were taking place internally with the results being recorded and follow up actions noted. It was noted that an annual H&S plan was to be developed to ensure that the full range of risks and tasks were monitored in a timely manner, together with the delivery of necessary training (via Biffa / Serco).
- Rec 15 on page 62 of the agenda – the Serco Depot site in High Wycombe was in need of housekeeping by the management company to ensure safety could be maintained. It was noted that this had been escalated from a Priority 2 (important) to a Priority 1 (urgent). Work was taking place at WDC to follow up on actions with the management company.
- A new recommendation (Priority 2 action) – to trial a 360 degree cameras on Serco vehicles and to develop a business case. It was noted that this was currently underway.

RESOLVED:

That the report be noted and that an update would come back to the Committee on the 23 April 2018.

86 CONTRACT OPTIONS REVIEW

The Committee received a verbal update on the Contracts Options Review. It was noted that the SERCO contract was due to end on the 3 March 2020 and the BIFFA contract was due to end in October 2021. A meeting with the Committee Members to discuss procurement options would take place in due course.

RESOLVED:

That a summary of options/ findings would be presented at a future meeting.

87 DATE OF NEXT MEETING

The date of the next meeting was scheduled for 11:00 on Monday 23 April 2018 to be held at the South Bucks District Council offices.

The meeting terminated at 12.27 pm

Joint Waste Services – Programme Highlight Report

Meeting	Joint Waste Collection Committee	Location	Wycombe District Council
Date/Time	23rd April 2018, CDC	Period Covered	October to December 2017
Headline service statistics – CDC/WDC & SBDC			

Detail	Joint Waste Service				SBDC				Overall Totals Comments	
	Qtr 41 17/18	Qtr 3 17/18	Difference to previous Qtr	% of total	Qtr 1 17/18	Qtr 3 17/18	Difference to previous Qtr	% of total		
Total number of properties	111,524	111,524	no change	-	28,838	28,694	Previous figures were incorrect	-	140,218	SBDC – figures from Covalent. CDC/WDC figures from Council Tax dept.
Population	268,858	271,413	no change	-	68,512	69,636	+1,124	-	341,049	-
Nos of assisted collections	2701	2795	+59	2.51%	922	932	+10	3.24%	3,727	Review of customer lists – Qtr 1 2018
No of clinical collections (including sharps)	1,055	1223	+47	1.05%	47	42	-5	0.14%	1,265	Review of customer lists due – Qtr 1 2018
No of bulk bin properties	13,004	13,278	+274	11.66 %	2,972	5,452	+2480	19%	18,730	SBDC Validation process being introduced, previous figures may have been incorrect
No of chargeable garden waste subscriptions	15,516	15,831	-702	40.15 % (CDC)	8,546	8644	+98	30%	24,475	CDC- drop off in subscribers expected during winter, totals pick up in Q4.

Joint Waste Services – Programme Highlight Report

Joint Waste Team – Current tasks, milestones & outcomes				
Task, Milestone, Outcomes		Comment	Planned deadline	Status
Recruitment to vacant posts	TASK	Interviews have taken place for two Waste Contract Manager posts (1 x fte & 1 x 0.5 pt), the Waste Admin Team Leader post and a maternity cover for a Waste Data Officer. The positions have been offered but the new recruits are not yet in post, pending notice periods and HR admin to be completed. The management vacancies have placed the team under pressure.	By mid May	On target
Contract Options Review	TASK	Eunomia have conducted a review of the various waste contract options going forward and work continues to evaluate the options.	Sept 2018	On target
DCLG funded project	OUTCOME	Fighting food waste project is ongoing with some very promising results to date. 478 additional tonnes collected from Oct to December 2017, as compared with previous year.	Ongoing	On target
Customer Experience Strategy	OUTCOME	Waste officers have contributed to workshops with Customer Services to feed into the specification for new software for dealing with customer contacts. Waste is in the first phase to be covered by the changes coming out of the strategy but the implications for the back office waste admin team are still undecided.	2018	Ongoing
Health & Safety Audit	OUTCOME	Recent health & safety audit is complete. Auditor due to revisit Clay Lane depot to review actions following the audit		
SBDC chargeable garden waste renewals	TASK	The SBDC main chargeable garden waste renewal period took place in March and so far 4420 new renewals have been received, with 87% renewing on line	March 2018	On target
Audit – monitoring of waste contract, TIAA	TASK	In progress, looking at exceptions to collections, eg assisted collection, complaints handling, properties on sack collections, public engagement	April 2018	On target
National Spring clean activities	OUTCOME	Around 25 different groups contacted us for assistance with spring clean activities	March/April 2019	On target

Joint Waste Services – Programme Highlight Report

Budget – Current Year (not including authority recharges) – Appendix 1 – Budget estimates for 2018/19

CDC/WDC	Joint Budget	Final Outturn (Estimated)	CDC Budget	Final Outturn (Estm.)	WDC Budget	Final Outturn (Esmt.)
Contracted Costs	£8,247,255	£8,284,027	£3,094,857	£3,051,587	£5,152,398	£5,232,440
* Joint Client Expenditure	£977,660	£938,817	£341,925	£318,836	£389,324	£371,737
Joint Client Income	-£1,979,700	-£1,867,528	-£995,842	-£1,004,448	- £983,858	- £863,079
Balance	£7,245,215	£7,355,316	£2,440,940	£2,365,975	£4,557,864	£4,741,098

Additional contract costs due to increase in the number of households relating to previous years. Vacant posts have led to an expected underspend on salaries.

Recycling credits income continues to be below budget, however this is offset by an increase in chargeable garden waste income at Chiltern Council.

Budget – Current Year (not including authority recharges) – Appendix 1 – Budget estimates for 2018/19

SBDC	Budget	Final Outturn (Estimated)	Contracted costs higher than expected due to MRF fee not fully reflected in the budget.
Contracted costs	2,689,600	2,757,156	
Joint Client Expenditure*	246,412	£248,244	
Additional budgeted expenditure	£88,230	£53,620	
Income	-£873,480	-£874,305	
Balance	£2,150,762	£2,184,715	

Joint Waste Services – Programme Highlight Report

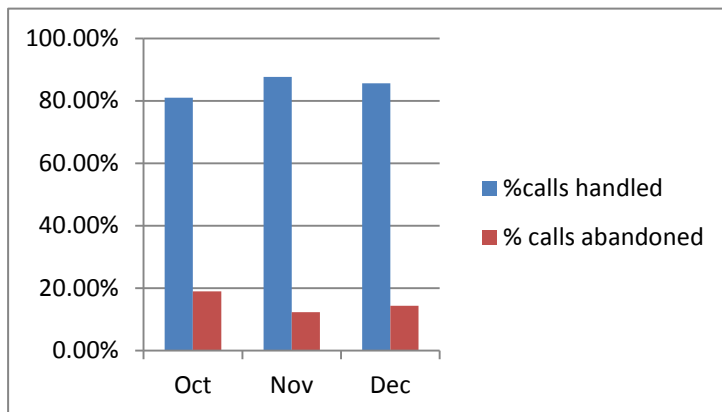
Headline performance figures						
Recycling rate	2016/17 performance	2017/18 target	Oct 2017	Nov 2017	Dec 2017	Comments
Joint waste contract	51.88%	53%	53.49%	54.95%	54.71%	Good results for quarter 3, above target
SBDC	51.3%	55%	55.29%	55.03%	54.81%	Good results for quarter 3, mostly above target
Missed collections		Monthly performance aspiration				
Joint waste contract	21,990 annual total	1200	1054 (0.07%)	1111 (0.08%%)	946 (0.07%%)	December saw some disruption caused by inclement weather. All three months performed better than aspirational target
SBDC	1,188 annual total	100	112 (0.07%)	76 (0.05%)	78 (0.05%)	November and December performed better than aspirational target
Missed assisted collections		Monthly performance aspiration				
Joint waste contract	2,975 annual total	35	217	202	116	Aspirational target = approx. 1.2 missed containers per day. Serco continue to focus on missed assisted collections
SBDC	155 annual total	Included in overall target	21	17	14	Good performance continues

Joint Waste Services – Programme Highlight Report

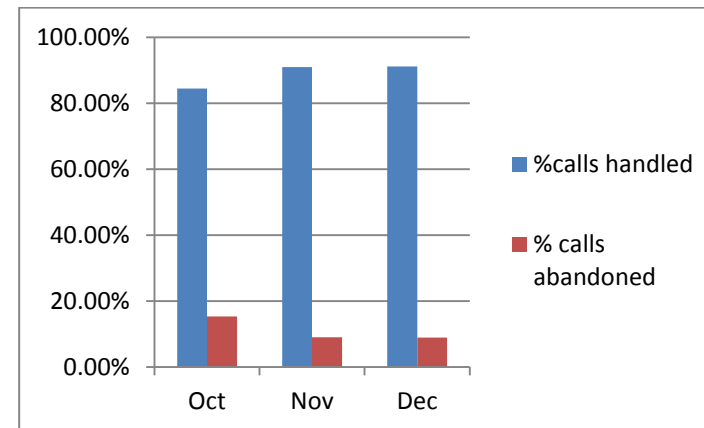
Customer Contact Statistics

Joint Waste	Oct	Nov	Dec	Total	Comments
No of calls offered	4,433	2,824	4,253	11,510	Customer Services were experiencing some vacancies during this period. October/November saw the mass renewal period for CDC chargeable garden waste subscriptions
No of calls handled	3,590	2,475	3,641	9,706	
% Calls Handled	80.98%	87.64%	85.61%	84.74% average	
abandoned calls	843	349	610	1,802	
% abandoned of those offered	19.01%	12.35%	14.34%	15.23% average	
SBDC	Oct	Nov	Dec	Total	
No of calls offered	863	2,704	483	4,050	Customer Services were experiencing some vacancies during this period.
No of calls handled	729	2,459	440	3,628	
% Calls Handled	84.47%	90.93%	91.09%	88.83% average	
abandoned calls	132	245	43	420	
% abandoned of those offered	15.29%	9.06%	8.9%	11.08% average	

Joint Waste Service



SBDC



Joint Waste Services – Programme Highlight Report

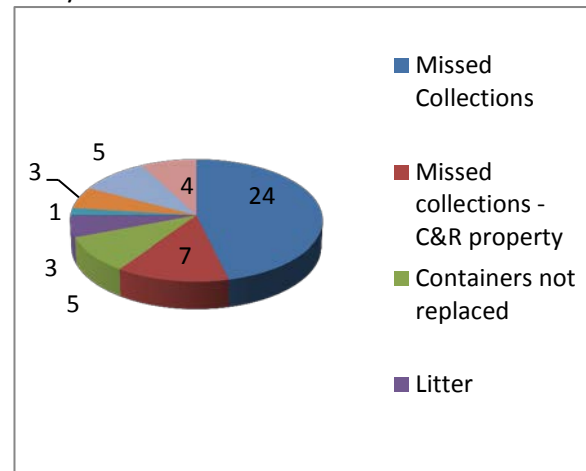
Formal Complaints

Joint Waste Contract - Formal Complaints by Month by Area – 17/18

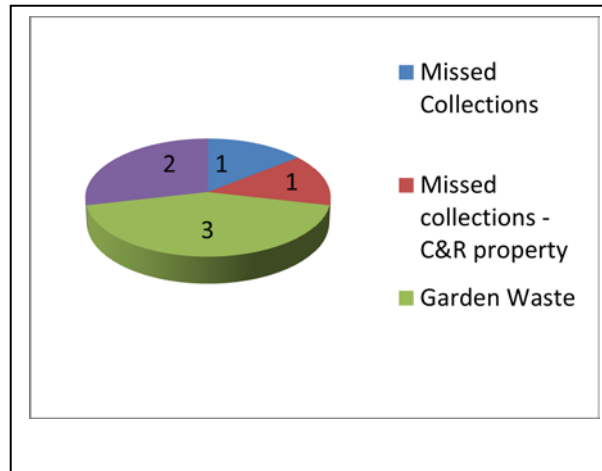
	April	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Total
CDC Complaints	0	2	2	3	3	6	1	3	1	7	4	6	4	12	5	17	38
WDC Complaints	0	0	1	1	2	2	0	1	0	2	3	2	1	5	1	7	14
SBDC Complaints	0	0	0	0	0	3	1	1	0	0	1	1	0	3	2	2	7
Total Number of Complaints	0	2	3	4	5	11	2	5	1	9	8	9	5	20	8	26	59

Formal complaints by type 2017/18

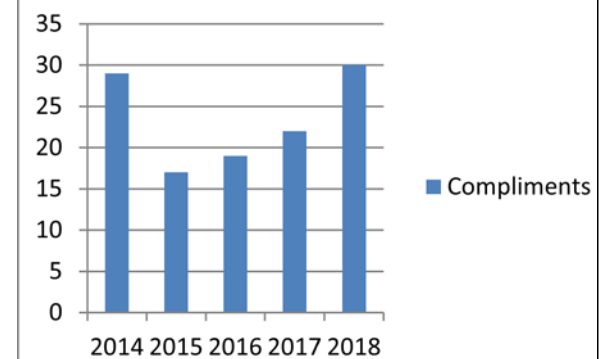
CDC/WDC



SBDC



Compliments CDC/WDC



Joint Waste Services – Programme Highlight Report

Contractor Health & Safety Stats

6. Accident Reports – Serco 17/18

	Q1	Q2	Q3	Q4	Comments
HSE reportable Incidents	0	1	0	-	H&S stats are provided regularly at monthly contract meetings and are the first item on the agenda. Near miss reporting has improved (which is good) and in direct relation to this, the number of reported accidents decreased during quarter 1.
Reported Injuries	10	4	9	-	
Reported Near Misses	20	9	6+	-	The road traffic accident with the FEL vehicle occurred in Quarter 3 but was not a HSE reportable incident.
Days lost due to Accidents	2	13	41	-	

6. Accident Reports (From Biffa) 17/18 *to be completed*

	Q1	Q2	Q3	Q4	Comments
HSE reportable Incidents	0	0	0		Biffa have been requested to continue to provide regular H&S stats at monthly contract meetings.
Reported Accidents	0	0	1		In addition to these stats; Q1 Biffa reported 63 hazards
Reported Near Misses	1	0	0		Q2 Biffa reported 36 hazards
Days lost due to Accidents	0	0	0		Q3 Biffa reported 37 hazards
					Joint crew monitoring have been taking place with Biffa and SBDC.

Risk register is attached as Appendix 1

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Risk Register Key



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

Appendix**Waste Services Risk Register - April 2018**

#	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	Regularly review customer demand and ensure that waste team is adequately resourced. Ensure web forms are easy to follow and investigate use of bin app.	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	Retendering both waste contracts or extension of Serco contract likely to be more expensive than current costs	Chris Marchant/ Caroline Hughes	Option appraisal to identify financial risks and communicate with Members and Finance teams	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	Costs to be assessed in good time and any financial requirements planned	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/ Caroline Hughes	Regular monthly contract meetings held, regular high level partnership board meetings planned and KOT levels monitored.	C 4		B 4	
7	Legal & Contract	Contract Options Appraisal	Delay to the appraisal or inconclusive evidence provided to support recommendation to Members	Chris Marchant/ Caroline Hughes	Regular project board meetings held and project managed	C 4		B 3	
8	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	
9	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	C 3		B 2	
10	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	
11	Quality	Health and safety	Poor health and safety resulting in danger or injury, liability or increased costs	Sally Gordon	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	
12	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	
13	Finance	Reprocessing outlets	New China regulations may limit reprocessing capacity	Sally Gordon	Regular focus at monthly contract meetings and discussions at Programme Board meetings	D	3	C	2

Scope
Quality
Finance
Time
Finance
Communication
Legal & Contract
Infrastructure
People

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CHILTERN & WYCOMBE JOINT WASTE COLLECTION COMMITTEE (JWCC)**Date**

Contingency Plans – inclement weather

Contact Officer: Dan Sexton (dsexton@chiltern.gov.uk)

RECOMMENDATION

That the Joint Waste Collection Committee considers which collection recovery options are acceptable, in the event of service disruption caused by inclement weather.

1. Background

Recent spells of inclement weather have resulted in service disruption to waste collections.

Assessment of conditions has on occasion deemed it unsafe for the service to continue. Decisions to suspend services for health and safety reasons have been made collaboratively between the client and contractor.

Operating in icy/snowy conditions presents considerable risk to the public and operational personnel. For these reasons it has been necessary to suspend services.

Although seasonal, the likelihood that further inclement weather may affect waste collection services is highly probable. The likelihood that instances may occur more frequently should be taken into account.

It is necessary to review contingency plans that have been implemented recently, consider all options for service contingency available and potentially identify a preferred contingency method for service recovery.

2. Local area/health and safety

Substantial snowfall and sub-zero conditions have impacted the service on two occasions in the past four months. Whilst these recent weather conditions have been unusual, the chance of snowfall and icy conditions hitting the region is not uncommon.

In an area dominated by hills, road gritting treatment carried out by the Highway Authority prioritising A-roads and arterial routes around the town centres, ice/snow on side roads, rural areas and footpaths (left untreated) often remain hazardous.

In these situations the safety of the public and operational personnel must be our priority.

3. Decision making process and Service recovery

The client team work collaboratively with the contractor in deciding whether conditions are safe to operate in.

We assess conditions on the day, taking into account local conditions from across the region; look at snowfall; current and predicted weather conditions; conditions on side roads and underfoot; deployment of gritters and local gritting activity.

Priority must be public safety. Suspending waste collection services is not a decision taken lightly.

Disruption to services is not an easy position to recover from and is a decision we would rather not take. However, it is, at times, necessary and effectively communicating this decision and subsequent recovery is critical.

In situations when service is suspended, our aim and focus should be to minimise disruption and the inconvenience for those affected. It is preferable to recover the service as quickly as possible, to reduce its impact.

4. Contingency Plan – options

The table below presents options for five service recovery plans. Each plan highlights the pros and cons for adopting.

Plan	Detail	Pros	Cons
A	Suspend Garden Waste collections (also affects Food waste collections occurring at the same time)	<ul style="list-style-type: none"> i) Free up resource to prioritise statutory waste collections of rubbish & recycling, used by <u>all</u> ii) Minimises disruption for a quick and clean recovery iii) Typically use of GW service during winter months is reduced iv) Terms & Conditions for GW service make allowance for disruption caused by inclement weather 	<ul style="list-style-type: none"> i) Subscribers to the chargeable service may feel aggrieved/ request compensation ii) We would be unable to collect food waste from the properties
B	Cancel all waste collections for areas affected by disruption (until next scheduled collection)	<ul style="list-style-type: none"> i) Removes the need for service recovery plan/ need to catch-up ii) Quick and clean recovery for prolonged period of service disruption iii) Remove excess waste on next scheduled collection iv) No return for reported 'misses' for areas affected 	<ul style="list-style-type: none"> i) Potential for public backlash and negative media coverage ii) Potential for increased reports of missed collections to be managed/ administrated iii) Control the amounts of excess waste collected iv) Operational impact collecting excess waste – heavier loads, increased tip frequency, longer working day/s and regulation of driving working hours v) medium/high scale service disruption

C	Use of Saturday/s to catch-up with collection day/s dropped in affected areas	i) No disruption to waste collections, once conditions allow for safe resumption for majority ii) Minimises disruption to just those affected by the loss of collection day/s iii) clean recovery and easy to communicate	i) Potential to cause frustration for residents delayed ii) Potential for increased reports of 'missed' collections iii) Limitations/conditions on disposal point availability for weekend tipping iv) Potential cost implications for overtime working
D	Run a revised schedule similar to bank holiday working	i) Only effective if disruption is no more than one day – minimal disruption or delay ii) Easy to implement iii) Service arrangements residents are familiar with	i) not as effective if disruption is more than one day and would run into a second week of recovery ii) Limitations/ conditions on disposal point availability for weekend tipping iii) Potential cost implications for overtime working iv) All collections for all properties would slip by a day
E	Collect only from those roads that are accessible	i) Some properties receive a collection ii) Disruption might be reduced	i) Potential for increase in reportable accidents and near misses ii) Some properties will not receive a collection/ or experience a delay in collections. iii) Effectively communicating reliable service updates is a challenge iv) Monitoring and measuring progress is unreliable and could become arduous. Requires resource to administrate v) Is not clean or efficient and has the potential to create service failure if not managed effectively vi) Resource must be diverted to revisit roads not completed

5. Contingency Plan – scenarios

We've looked at 5 possible scenarios that might occur in the event of inclement weather. Each scenario has a recommendation for a contingency recovery plan.

Scenario	Description	Recommendation
1	Disruption caused by inclement weather. Waste collection services are suspended for no more than one day. Service suspension occurs Monday – Thursday.	C or D – subject to tipping conditions
2	Disruption caused by inclement weather. Waste collection services are suspended for no more than one day. Service suspension occurs Friday.	C or D – Assumption it is safe to resume service the next day (Saturday) and tipping facilities will be open (subject to BCC approval). Otherwise 'D' would impact all collections for the following week. Subject to tipping

		conditions
3	Disruption caused by inclement weather. Waste collection services are suspended for two days. Service suspension occurs Monday - Friday.	A – quicker recovery D – Would require two weeks to recover; in effect two working Saturday's. Longer recovery. All commodities collected. Subject to tipping conditions
4	Disruption caused by inclement weather. Waste collection services are suspended for three days. Service suspension occurs Monday - Friday.	A – quicker recovery
5	Disruption caused by inclement weather. Waste collection services are suspended for a minimum of four days.	B – Would be hard to recover from this position. 'B' is the cleanest recovery plan.

6. Conclusion

We have presented 5 probable scenarios that may result in short to medium term service disruption for waste collections.

These scenarios and recommended recovery plans are based on assumptions. Other mitigating circumstances might impact decision making when looking to implement a service recovery plan. It is therefore important to consider all options in changing situations and circumstances, when identifying an appropriate recovery plan.

It is important that we identify recovery plans early, to ensure timely and effective communication with customers and stakeholders. It is our aim to keep the public and our operatives safe. It is also our intention to ensure service recovery is quick and efficient as circumstances allow.

The operational decision on whether it is safe to conduct collections in inclement conditions must sit with the contractor, in discussion with waste officers. However, given the potential disruption to residents, it is useful to have the support of Cabinet Members with the recommended options that are highlighted above for each scenario..

We are looking to the JWCC to agree in principle to the recommendations presented in this report.