



Chiltern, South Bucks & Wycombe Joint Waste Collection Committee

Monday, 3 December 2018 at 11.00 am

**Large Committee Room, King George V House, King George V Road,
Amersham, Bucks HP6 5AW**

A G E N D A

Item

1. Evacuation Procedure
2. Apologies for Absence
3. Minutes (*Pages 3 - 8*)

To approve the minutes of the Chiltern, South Bucks & Wycombe Joint Waste Collection Committee held on 3 October 2018

4. Declarations of Interest
5. Waste Service Highlight Report (*Pages 9 - 16*)

*Appendix 1 Chiltern and Wycombe District Councils Assisted Collection
Summary Report (Pages 17 - 18)*

Appendix 2 Waste Services risk register Dec 2018 (Pages 19 - 22)

6. 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



**INVESTORS
IN PEOPLE** | Bronze

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

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).

7. Waste Procurement Progress Report (*Pages 23 - 26*)
8. Serco Contract Update (*Verbal Report*)

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

Date of next meeting – Thursday, 28 February 2019

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

held on **3 OCTOBER 2018**
at **WYCOMBE DISTRICT COUNCIL**

PRESENT:

Councillor M Smith (Chiltern District Council) - Chairman
 L Sullivan (South Bucks District Council) - Vice Chairman

Councillors: C Jones (Chiltern District Council), J Adey (Wycombe District
 Council) and G Hall (Wycombe District Council)

In attendance: J Gladwin (CDC)

Officers: C Marchant (CDC/SBDC)
 S Gordon (CDC/SBDC)
 R Fincham (CDC/SBDC)
 S Middleton (WDC)
 D Sexton (CDC/SBDC)
 V Hunt (Project Manager)
 Luke Emery (Eunomia)

18. ELECTION OF CHAIRMAN

RESOLVED: That M Smith continue to serve as Chairman for the 2018/19 municipal year.

19. APPOINTMENT OF VICE-CHAIRMAN

RESOLVED: That L Sullivan continue to serve as Vice – Chairman for the 2018/19 municipal year.

20. MINUTES

RESOLVED: That the minutes of the last meeting held on 23 April 2018 be agreed as a correct record, subject to the insertion of WDC beside the names of E Jewell, C Hughes and S Bolter under the list of those present.

21. DECLARATIONS OF INTEREST

There were no declarations of interest.

22. WASTE SERVICE HIGHLIGHT REPORT

A list of headline service statistics were presented for the Joint Waste Collection Committee covering the period between April and June 2018.

Attention was drawn to a number of areas, including the continued growth in total number of properties, and in the number of assisted collections, for which a review of customer lists were currently ongoing.

Members were informed that the previous figures for bulk bin properties may have been inaccurate and that a validation process was expected to be introduced.

In terms of the current tasks, milestones and outcomes, it was reported that the Contract Monitoring Officer post had become vacant and that an internal candidate had been promoted into this position. The team now sought to fill the vacancy left by this member of staff. The presenting officer also gave mention to the positive results achieved from the DCLG funded project which had seen a 50% increase in food waste collected between January 2017- January 2018. It was confirmed that the project continued to seek new work streams which could be identified for progression.

The presenting officer informed the meeting that in terms of the customer experience strategy, a new contract had been awarded to enhance customer contact handling and to encourage self-service and thereby achieve greater efficiencies. It was confirmed that phase 1 including waste contacts would be launched in May 2019 and that Members would be kept fully informed of progress.

In discussing complaints and compliments between the period April to June 2018, a Member pointed out that SERCO had performed exceptionally well in the area of Amersham, and had built up very good relations with the Town Council, which had been recognised by the Mayor. Another Member concurred, praising the cleanliness level within the old town. It was also reported that in relation to the budget there was an under spend on salaries due to existing vacancies and the length of time being taken to fill them. Green waste subscriptions were currently above target.

The rates of recycling were also discussed by the Committee, which acknowledged that garden waste collection had increased considerably during the summer period but that these rates were subject to seasonal fluctuations.

RESOLVED: That the report be noted.

23. **BUCKINGHAMSHIRE COUNTY COUNCIL CONSULTATION ON HOUSEHOLD RECYCLING CENTRES**

The meeting was informed that there was a consultation currently underway on recycling which was due to end on 22 October 2018. BCC aimed to reduce spending by £1.2 million from April 2019, out of service costs of £3 million. The online survey was geared towards the individual householder.

A Member suggested that charging residents outside of Bucks for disposing of all waste types (rubble, soil and car tyres) should be considered. It was also suggested that an ID card displaying the residents address could also be a way forward. Another Member expressed the view that in closing recycling centres, consideration needed to be given to ensure that the areas within the district were not too far away from the nearest centre.

RESOLVED: that

- (i) An individual response to the consultation be prepared by this Committee via letter outlining the concerns about possible increases in the carbon footprint and fly tipping. Also to suggest that residents have a formal process of registration in order to have access to the service.
- (ii) The draft response be circulated to Members of the Committee, co-ordinated by S Gordon.

24. **REVIEW OF REMAINING RECYCLING CENTRES**

A report was submitted which requested that consideration be given to the future provision of recycling centres provided by the authorities. Recommendations had been previously made for the closure of many of the facilities for reasons of misuse, health and safety concerns and being under used. It was felt that it would be timely to consider the matter due to the new Joint Waste Collection contract for the three southern districts being implemented.

In highlighting the current position the meeting was informed that residents continued to make use of the easy and convenient domestic collection services available. The team was confident that the vast majority of residents now had access to domestic waste collections that included recycling. In addition, consultation on planning applications to ensure waste facilities were in place for new build developments continued to take place.

The report stated that, following a recent review undertaken by Serco, current resource levels to collect waste from flats were close to saturation and this would be exacerbated by the planned property growth in Princes Risborough and elsewhere. As

a consequence the proposal to replace the FEL vehicle that served the recycling centres with an additional RCV to collect waste from flats should be considered.

Members highlighted concerns about trade waste issues and how the system was sometimes abused. It was suggested that a programme of education should take place to inform people how to better dispose of waste to ensure that it was collected by the contractor.

It was also suggested that the decision in favour of closure should be based upon an analysis of site-specific evidence and that each site should be considered on an individual basis.

Members expressed concern that there are some areas where it is difficult for residents to put out significant quantities or items for recycling. Terraced houses whose doors open directly onto the pavement were given as an example. It was agreed that solutions for these areas would need to be implemented on a case by case basis.

RESOLVED: That

- (i) Subject to a review of residents living in particular types of properties, the Committee support in principle the closure of recycling centres provided by the relevant authorities
- (ii) The team take a more proactive approach in better educating communities as to how to dispose of waste responsibly.

25. **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)

26. SOFT MARKET TESTING UPDATE

Soft market testing had been undertaken to establish the market's appetite in relation to the procurement opportunity and its design. The results of the testing were shared with the Committee via a presentation. Essentially the results of the testing provided useful information to enable an attractive opportunity to be advertised to the market, with a focus on best use of resources.

Representatives from the authorities had met with six potential providers; questions asked centred around services in scope, award criteria, contract term, provision of capital finance for vehicles and performance management.

RESOLVED: That the presentation received be noted

27. WASTE CONTRACT PROCUREMENT PROJECT UPDATE

A presentation was conducted on the waste contract procurement. Officers took Members through the proposed procurement route, which would be a negotiated route, with 3 firms being invited to tender and negotiate following the selection questionnaire stage. There would be no mid negotiation de-selection and the price/ quality ratio would be 40/ 60. Such a procurement would be attractive to the market and be in compliance with the feedback received at the soft market testing process.

At the previous officers' meeting the benefits of extending the Serco contract by 2-3 months had been explained. It was noted that the Chief Executive had used his urgency powers to authorise further negotiations for an extension to the contract. Discussions were now ongoing with a planned meeting with Serco at the end of the month to take forward the heads of terms.

RESOLVED: That the presentation received be noted.

The meeting ended at 12.40 pm

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Joint Waste Services – Programme Highlight Report

Meeting	Joint Waste Collection - Committee	Location	Wycombe District Council
Date/Time	3rd December 2018	Period Covered	Quarter 2 - July to September 2018
Headline service statistics – CDC/WDC & SBDC			

Detail	Joint Waste Service				SBDC				Overall Totals	Comments
	Qtr 1 18/19	Qtr 2 2018/19	Difference to previous Qtr	% of total properties	Qtr 1 18/19	Qtr 2 2018/19	Difference to previous Qtr	% of total properties		
Total number of properties	112,272	112,720	+453	-	28,921	28921	No change	-	141,641	SBDC – figures from Covalent. CDC/WDC figures from Council Tax dept.
Population	268,858	270,113	+1,255	-	68,512	69809	+1297	-	339,922	Increase on previous figures
Nos of assisted collections	2867	2386	-481	2.11% (prev 2.55%)	950	843	-107	2.91%	3,229	CDC/WDC review complete, SBDC almost complete.
No of clinical collections (including sharps)	1202	1380	+178	1.22%	50	54	+4	0.19%	1,434	Review of customer lists to take place in 2019
No of bulk bin properties	13367	13521	+154	11.99%	5495	5495	no change	7.5%	19,016	Property growth in CDC/WDC
No of chargeable garden waste subscriptions	16020	16,134	+114	40.51%	8628	8667	+39	29.97%	24,801	Subscription levels are good.

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	Vacant post in Waste Admin Team has now been filled	November 2018	Completed
Contract Procurement	TASK	Key officers contributed to procurement preparations prior to publication of OJEU. Further work will involve preparation of responses to clarification questions and evaluation of method statements.	18/19-19/20	In progress
Communications	OUTCOME	Targetted festive communications planned to promote recycling and waste reduction using lidvertise, digital comms, with Christmas roadshows.	By Dec 2018	On target
Customer Experience Strategy	OUTCOME	Waste Officers are working with Customer Services implementation team to design the new web forms and work has commenced to look at integrations of GOSS platform with current contractors' systems. Testing will follow.	2019	On target
Annual collection calendar	TASK	Calendars for all three districts have been delivered with inserts which have been well received by residents.	Oct & Nov 2018	Completed
SBDC paper box collections	OUTCOME	SBDC's paper box scheme is being rejuvenated –'Think inside the box' inserts, Christmas bin hanger promoting recycling boxes, web forms for box requests and use of targeted bin tags for non participating households.	Qtrs 3 & 4	On target
CDC chargeable garden waste renewals	TASK	Mass renewal period for CDC chargeable garden waste subscriptions took place in November. Subscriptions stats to be shared at next JWCC meeting	November	Completed
Assisted collection review	OUTCOME	SBDC assisted collection review is almost complete. Two letters have been sent to residents with a 78.6 % response rate after second letter and 107 properties removed from service so far.. Third & final letter due to be sent.	October	In progress
Recycling centres	OUTCOME	Reports going to Cabinets and other internal committees to progress review of remaining sites	December	On target
Litter bins/Bin it for good campaign	OUTCOME	Random assortment of litter bins in High Wycombe town centre to be rationalised and replaced with smarter, lidded bins with larger capacity. Plan to replace 61 litter bins and remove 44 unnecessary litter bins to improve the street scene. Bin it for Good campaign being launched.	November	On target
Flexible & mobile working project	OUTCOME	A corporate project to implement flexible and mobile working has commenced and waste is part of the current phase	March 2019	On target

Joint Waste Services – Programme Highlight Report

Budget – Current Year							
CDC/WDC	Joint Budget	Estimated Outturn	CDC Budget	Final Outturn (Estm.)	WDC Budget	Estimated out turn	Comment
Contracted Costs	£8,428,795	£8,422,000	£3,149,715	£3,128,000	£5,279,080	£5,294,000	Underspend on salaries to date due to vacancies and time taken to fill them.
* Joint Client Expenditure	£980,050	£950,813	£326,855	£316,500	£383,694	£372,204	
Joint Client Income	-£2,045,700	-£2,069,790	-£1,159,282	-£1,128,080	-£925,718	- £941,710	Green waste subscriptions and sale of waste bins and boxes are currently above budget
Balance	£7,363,145	£7,303,023	£2,356,588	£2,316,420	£4,737,056	£4,724,494	
Budget – Current Year							
SBDC	Budget	Final Outturn (Estimated)	Underspend on salaries to date, as above, and higher demand than budgeted for replacement and refurbished bins. Green waste income is higher than budgeted.				
Contracted costs	2,813,060	2,815,200					
Joint Client Expenditure*	£269,500	£262,109					
Additional budgeted expenditure	£80,400	£100,385					
Income	-£891,980	-£908,298					
Balance	£2,270,980	£2,269,396					

Joint Waste Services – Programme Highlight Report

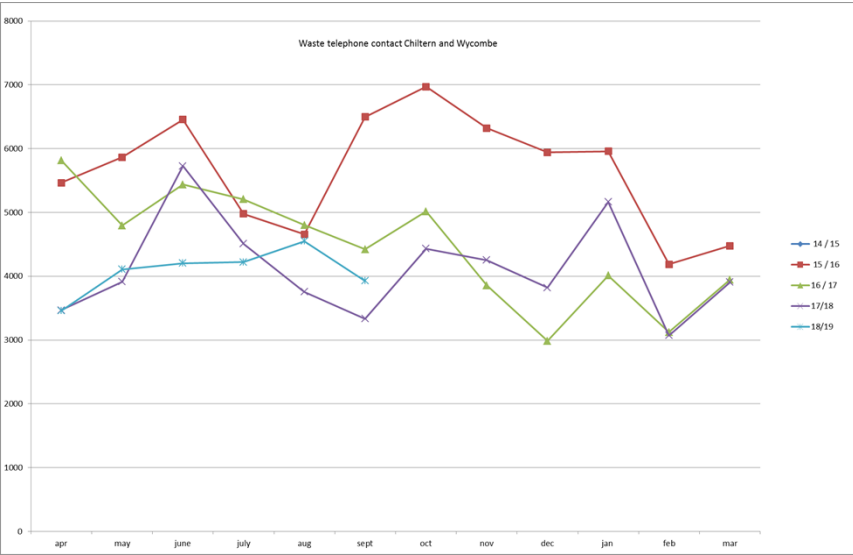
Headline performance figures						
Recycling rate	2017/18 performance	2018/19 target	July 2018	Aug 2018	Sept 2018	Comments
Joint waste contract	52.6%	53.00%	53.73%	51.36%	56.32%	Figures to be validated by Waste Data Flow. Dry summer reduced garden waste tonnages
SBDC	53.41	53.00%	56.09%	55.46%	54.97%	As above
Missed collections		Monthly performance aspiration				
Joint waste contract		1650	TBC	TBC	TBC	Qtr 1 misses = 5,005 missed containers Serco adjusting method of presenting performance figures, Qtr 2 will be available in next report
SBDC		<=100	93 (0.069%)	123 (0.09%)	92 (0.069%)	Qtr 1 misses = 286 missed containers Qtr 2 misses = 308 missed containers
Missed assisted collections		Monthly performance aspiration				
Joint waste contract		170	TBC	TBC	TBC	Qtr 1 misses = 945 missed containers As above. New aspirational target being agreed *Appendix 1
SBDC households		<=30	30	40	36	Qtr 1 misses = 83 missed containers Qtr 2 misses = 106 missed containers
SBDC Containers		60	TBC	TBC	TBC	We will twin track performance figures using same method

Joint Waste Services – Programme Highlight Report

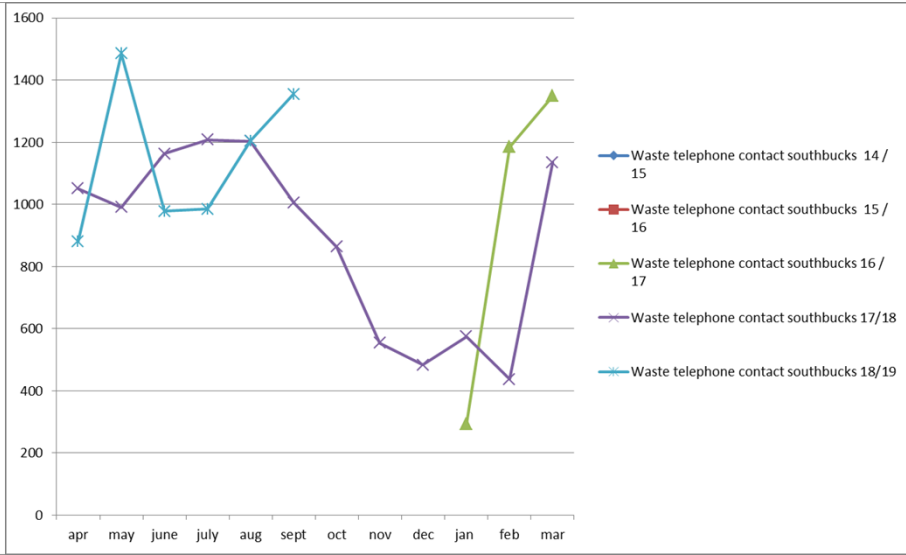
Customer Contact Statistics

Waste calls	July	Aug	Sept	Total	Comments
No of calls offered	16150	14516	13870	44,536	Wait time message introduced on phone lines to give caller option to decide whether to wait or call again. Calls coming in to CS are now recorded.
No of calls handled	13808	12748	11192	37,748	
% Calls Handled	85.5%	87.82%	80.69%	Ave 84.67%	
% abandoned of those offered	14.5%	12.18%	19.04%	Ave 15.24%	

Waste calls – Joint waste service



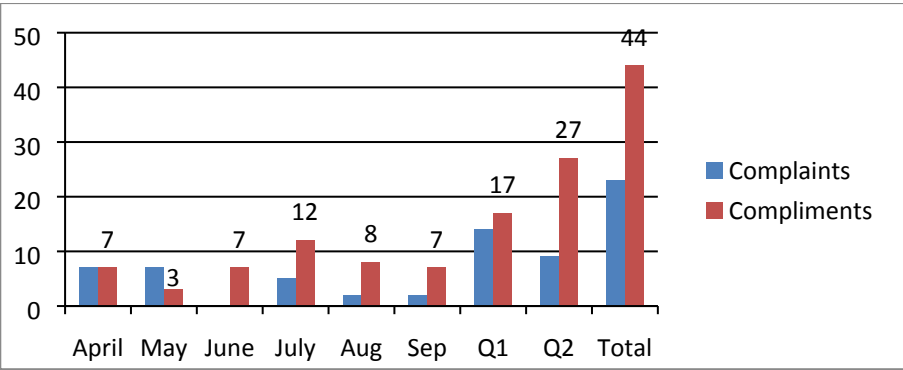
SBDC waste calls



Joint Waste Services – Programme Highlight Report

Formal Complaints & Compliments – July to September 2018

Complaints	April	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Fb	Mar	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Total
CDC	4	4	0	2	0	0							8	2			10
WDC	3	3	0	1	1	2							6	4			10
SBDC	0	0	0	2	1	0							0	3			3
Total number of Complaints	7	7	0	5	2	2							14	9			23
Compliments																	
CDC	3	0	2	5	2	1							5	8			13
WDC	2	2	5	5	0	2							9	7			16
SBDC	2	1	0	2	6	4							3	12			15
Total number of compliments	7	3	7	12	8	7							17	27			44



Category of complaint - Qtr 2 18/19	
Missed collections	6
Assisted missed collections	4
Litter	1
Miscellaneous/Insurance	7
Damaged container	1
Waste left on road	4

Joint Waste Services – Programme Highlight Report

Contractor Health & Safety Stats

6. Accident Reports – Serco 17/18					
	Q1	Q2	Q3	Q4	Comments
Total number of accidents	5	12		-	Quarter 2 covers the summer leave period which means that regular staff are replaced by less experienced agency staff who are not as aware of reporting Near Misses. The hot and dry summer als saw elevated levels of wasp/bee stings which were reported as accidents. The RIDDOR accident releated to a Serco loader twisting their ankle slipping down set stairs. 6 days were lost which was the trigeeger for it being a reportable incident.
Near Misses reported	28	24		-	
*RIDDOR	0	1		-	
3 rd party damage	26 (8 blameworthy)	18 (5 blameworthy)			
6. Accident Reports (From Biffa)17/18 to be completed					
	Q1	Q2	Q3	Q4	Comments
Total number of accidents	0	0			The 4 near misses include 41 hazards
Near Misses reported	39	4			
*RIDDOR	0	0			
3 rd party damage	2	2			

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

Risk register is attached as Appendix 2

Joint Waste Services – Programme Highlight Report

Appendix 1

Chiltern and Wycombe District Councils Assisted Collection Month Summary Report

Author: Simon Anthony, Waste Contract Manager

Background

The Chiltern and Wycombe District Council's contact with Serco Ltd performs in line with industry standard performance with regards to missed collections from typical household service users; typically above 99.7% collection accuracy. Assisted collections perform at a sub-optimal level; around 97% accuracy. This means that more assisted collections are missed relative to regular rounds. September 2018 was chosen as Assisted Collection Month to focus on achieving materially fewer missed collections in this month.

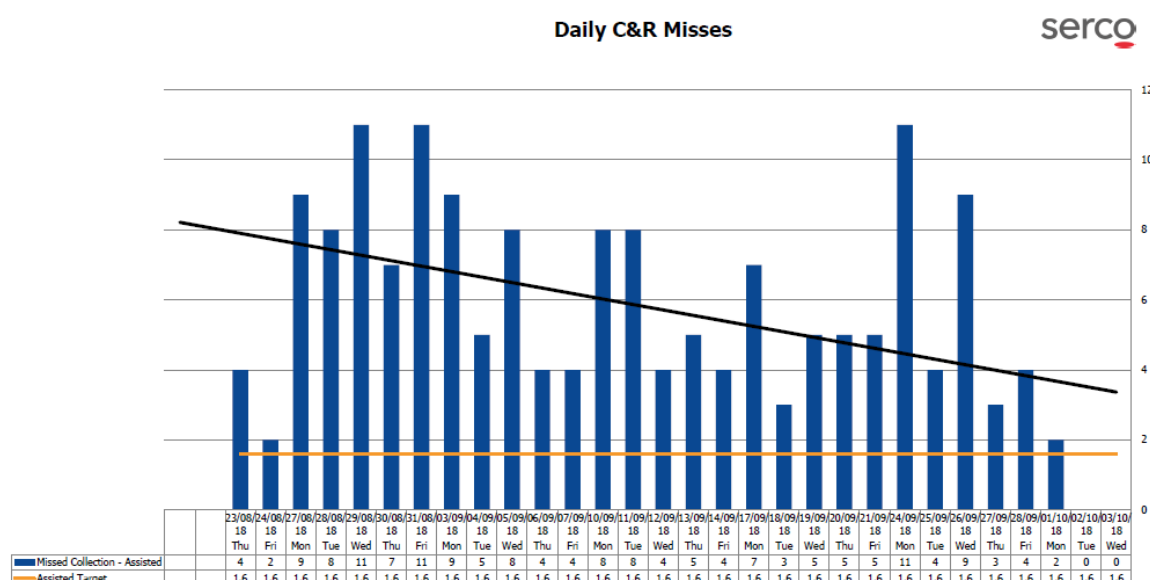
Method

Serco management were tasked with emphasising the importance of Assisted Collections to crews throughout September 2018 and scrutinising crew reports to ensure Assisted Collections have been completed and any that aren't are rectified on the day of collection.

During August and September 2018 an Assisted Collections Customer Review was completed which reduced the overall number of Assisted Collections. In order to control for this causation factor additional findings are presented below.

Results

The graph below is a clear representation of the effectiveness of the project. Save for Monday 24 and Wednesday 26 Missed Assisted Collections are significantly below the daily average.



In order to control for the mitigating factor of the Assisted Collections Customer Review it is important to look at whether other missed collections have seen a corresponding improvement. If Missed Assisted collections have improved singularly then we can extrapolate that the Assisted

Classification: OFFICIAL

Collection Month had little impact and positive results can only be attributed to the lower number of Assisted Customers following the Assisted Collections Customer Review.

The table below shows that not only has the Assisted Collection Month had a materially beneficial impact on Assisted Collections, but by all metrics the Assisted Collection Month focus have materially improved Missed Collections across Chiltern and Wycombe District Councils.

Refuse performance	May 2018	June 2018	July 2018	August 2018	September 2018
Missed Collection	715	735	686	769	502
Missed Collection - Assisted	168	165	150	188	112
Missed Collection - Bulk	112	125	221	275	153
Missed Collection - Whole Street	193	167	175	140	69
Missed Collection - Mis Mis	3	14	11	39	8
Total	1191	1206	1243	1411	844

Conclusion and next Steps

Typically within waste a focus on one area yields a benefit for the area in question and other areas. This has been seen with the Assisted Collection Month above as the assisted collection metric has improved, but also General missed collections, Bulk missed collections and Whole Street misses have improved.

Ultimately this leads to happier residents, a more efficient service and less wastage. However it is recommended that an Assisted Collection Month is completed twice each year as standards will need to be maintained. A further Assisted Collection month will be completed in April 2019.

Thank you to Serco, and in particular Simon Reynolds and all collection crews for their support with this project.

Classification: OFFICIAL

Risk Register Key



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

Appendix 2 to Highlight report
Waste Services Risk Register - December 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- Review resource needs after CS platform goes live.	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	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/ Nigel Dicker	Regular monthly contract meetings held, regular high level partnership board meetings planned and KOT levels monitored.	C 4	B 4
7	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	C 3	B 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	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
13	Legal & Contract	Unitary status	Impacts on procurement and contracting arrangements - may limit the market interest	CM/ND	Procurement - IDAA and clear partnership messages provided to market place. Bidders day and dialogue process to allay bidder concerns. Provisions within contract to accommodate change of authority status	D 3	C 3
14	Legal & Contract	Brexit	Potential impact on markets for recyclables resulting in higher gatefees and affecting reprocessing capacity	CM/ND	New contract arrangements to incentivise contractor and communications with residents to ensure quality of materials collected is high	E 4	D 3

Scope
Quality
Finance
Time
Finance
Communication
Legal & Contract
Infrastructure
People

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