



Somerset Waste Partnership

**Performance update:
Missed Collections
Current service issues**

**Somerset Waste Board
29 June 2018**

Recap: Purpose of the deep dive

Why?

- Because Q2 performance data showed areas of concern & we know this causes public concern
- To inform the run-in to Recycle More roll out
- To ensure we're fulfilling our 'contract' with the public
- To set performance in the context of Kier getting it right first time 99.91% of the time (>20 million collections each year)

Deep dive scope:

- What causes missed collections, how can we improve
- Set targets and timescale for improvement otherwise performance deductions applied

What causes missed collections

| | |
|--|---------------------------|
| Seasonal spikes in demand | Lack of in-cab technology |
| Recycling vehicle full | Crew behaviour |
| <i>Accident/access</i> | Depot culture |
| Vehicle breakdown | Role of supervisor |
| Staff shortages/Inexperienced crews | Round changes |
| Weather (e.g. Beast from the East) | Break-ins |

Assisted Collections

| Month (2017/18) | Average (April – Dec 2017) | Jan | Feb | Mar | Apr | May |
|---|----------------------------|-------|-------|-------|-------|-----|
| No. of missed assisted collections | 293 | 303 | 270 | 301 | 338 | 315 |
| % of missed assisted collections missed | 0.84% | 0.82% | 0.84% | 0.85% | 1.00% | N/A |
| % of all collections missed | 0.10% | 0.13% | 0.10% | 0.15% | N/A | N/A |

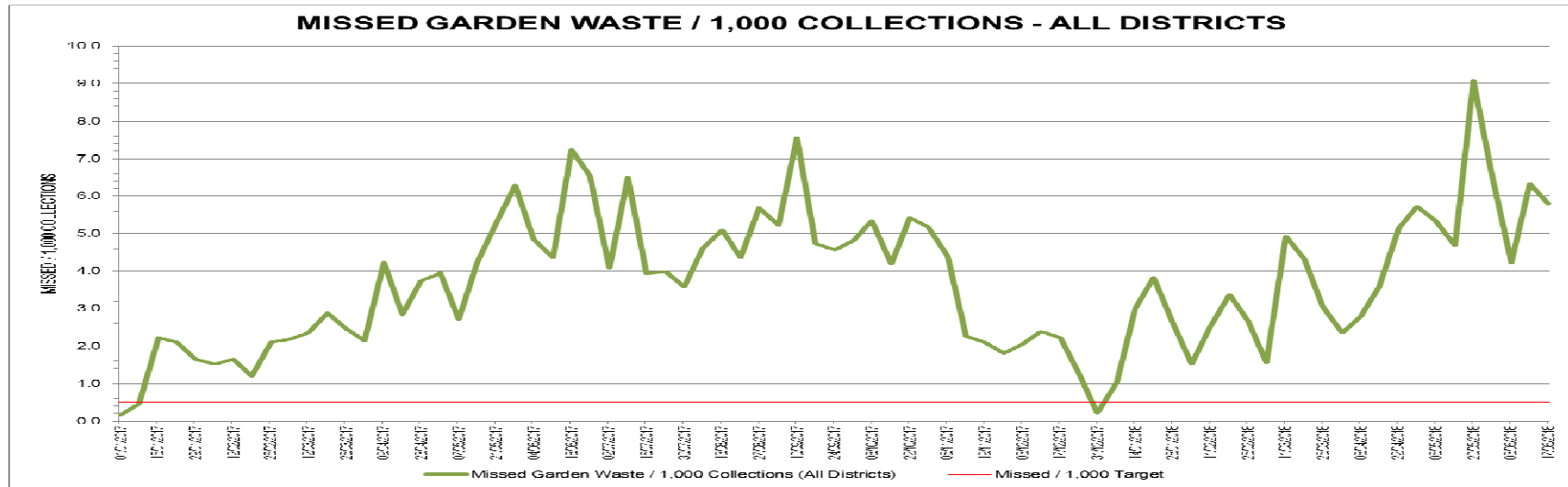
What we said in February:

- Assisted collections are for the most vulnerable (c.4000 collections) and our tolerance of failure is lower – unacceptable that 8 times more likely to be missed
- Performance deductions to be applied from April 2018 if insufficient progress

Where we are now:

- Short term target of 30% improvement by end July (from 70 per week)
- Performance still unacceptable – however, currently 14% worse
- Revised action plan in place – improved process with crews, supervisor attendance, joint case study analysis

Garden Waste



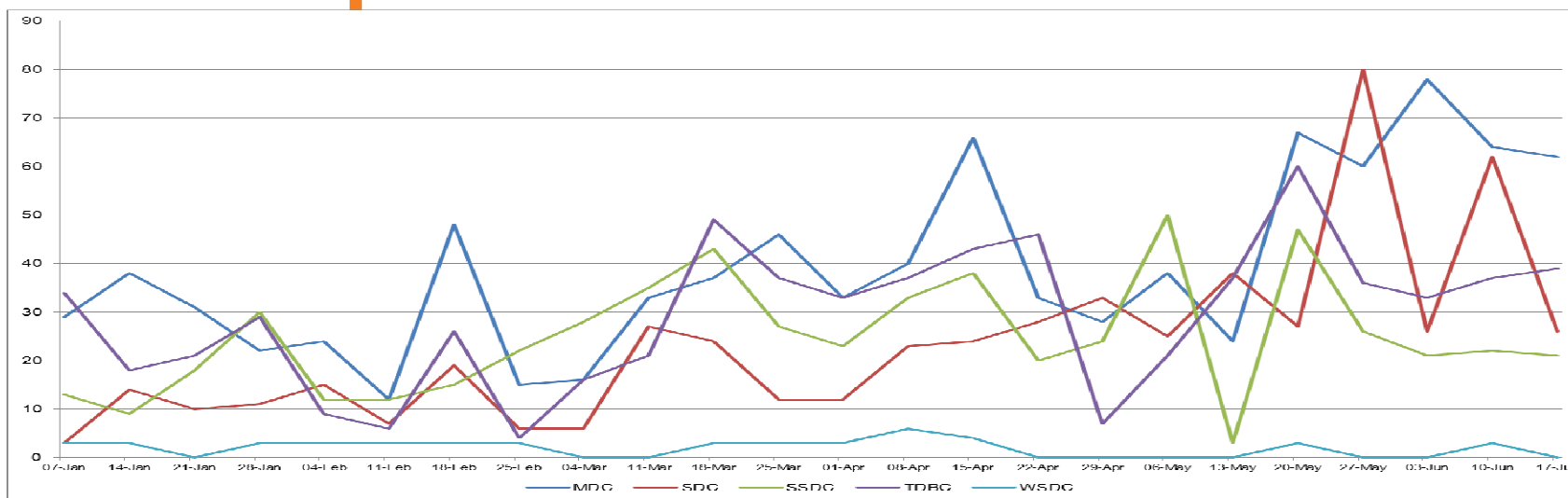
What we said in February:

- Garden waste collections missed rate is 5 times higher than all missed
- c50% of errors happen in 4 summer growing months (May – August)

Where we are now:

- Performance still unacceptable
- Kier introduced new approach to route planning/mapping to improve service
- Revised action plan in place and short term target of 30% improvement by end July agreed (from 154 down to 108) – currently a 5% improvement

Repeat Missed Collections



What we said in February:

- Zero tolerance. Need to look at properties not just by service

Where we are now:

- 30% target agreed for end July
- Performance still unacceptable – increased from 47 p/w to 59 p/w
- SWP providing analysis of properties with repeat issues to each depot, consistent approach across depots (looking at root causes)

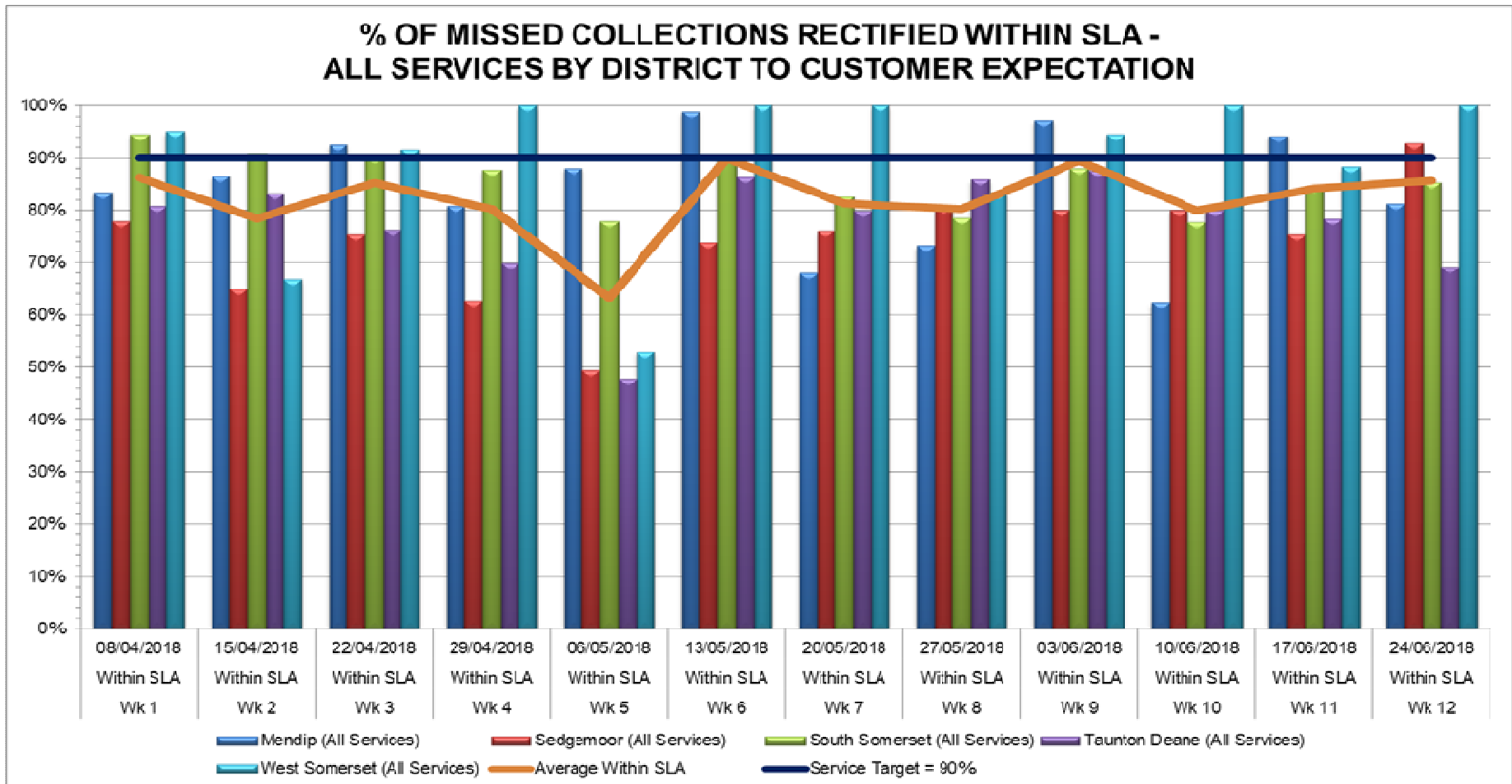
How quickly we correct mistakes

What we said in February:

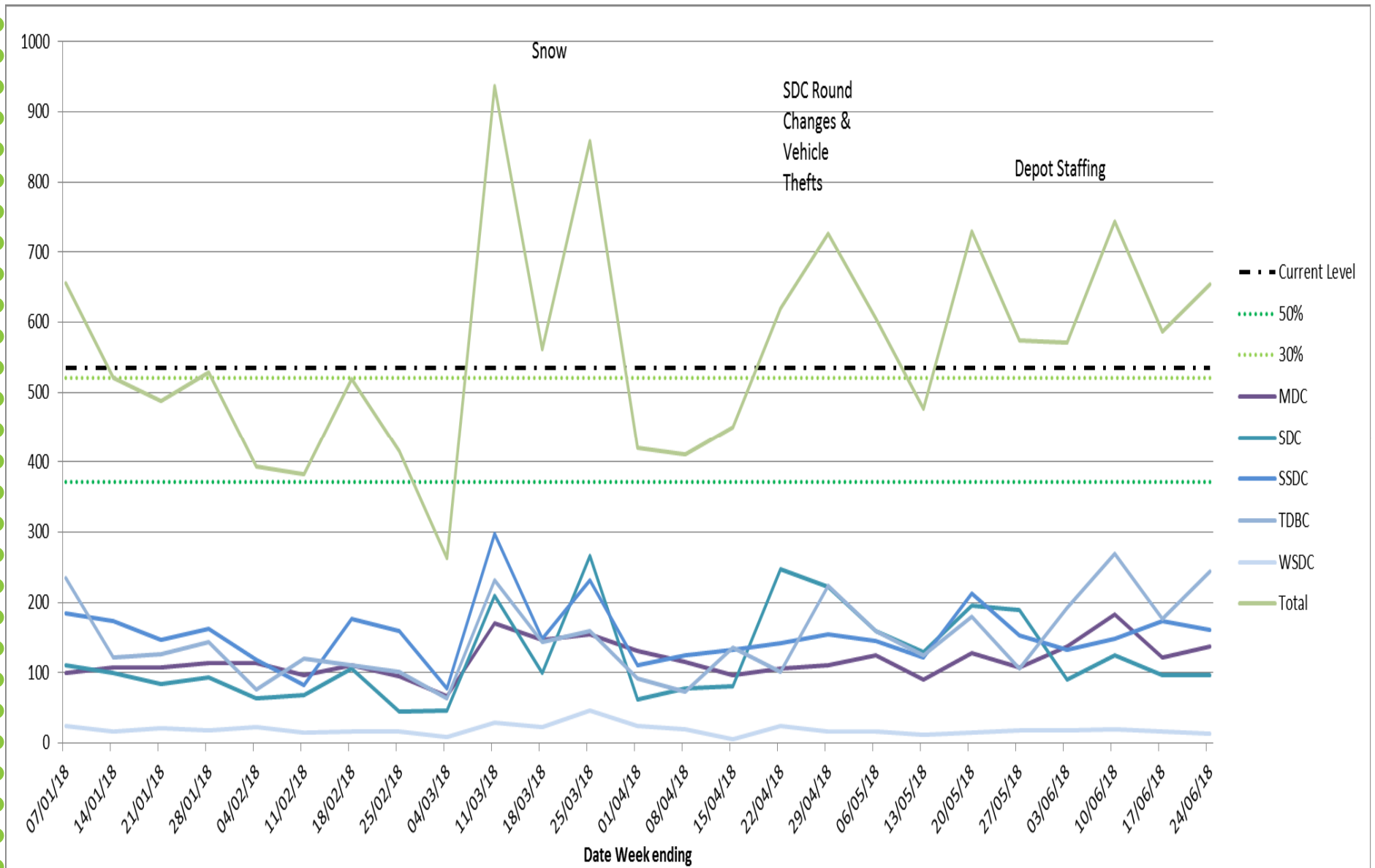
- Only 71% of collections were rectified within 48 hours on average

Where we are now:

- Performance currently at 85% – 90% target for end of July



Overall Missed collections



Where we are now

- Performance deductions to be applied for June (Kier aware)
- Weekly meetings with Kier Director and Contract Manager in place
- Meeting with Kier Environmental Services Managing Director being arranged
- Service stabilisation plan agreed for end of July (performance targets on all key areas of service)
- Significant investment from Kier to recruit additional drivers
- Robust Kier action plan in place, supported by SWP
- Ongoing key area of focus for SWP as we enter challenging summer months
- Stabilisation likely to continue over summer, including focus on areas identified in missed collection deep dive