

# Joint Scrutiny Panel of Somerset Waste Board

Thursday 8 March 2018  
10.00 am Monmouth House,  
Taunton, TA1 2PX



To: The Members of the Joint Scrutiny Panel of Somerset Waste Board

Cllr Aldridge, Cllr P Bradshaw, Cllr N Cottle, Cllr C Goodall, Cllr Gunner, Cllr M Lewis, Cllr T Lock, Cllr D Loveridge, Cllr Parbrook, Cllr L Perry, Cllr A Sully and Cllr M Wale

Issued By Julian Gale, Strategic Manager - Governance and Risk - 28 February 2018

For further information about the meeting, please contact Lindsey Tawse on 01823 355059, [ltawse@somerset.gov.uk](mailto:ltawse@somerset.gov.uk) or Jamie Jackson on 01823 359040, [jajackson@somerset.gov.uk](mailto:jajackson@somerset.gov.uk)

Guidance about procedures at the meeting follows the printed agenda.

This meeting will be open to the public and press, subject to the passing of any resolution under Section 100A (4) of the Local Government Act 1972.

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# AGENDA

Item Joint Scrutiny Panel of Somerset Waste Board - 10.00 am Thursday 8 March 2018

**\*\*Public Guidance notes contained in agenda annexe\*\***

1 **Apologies for absence**

2 **Declarations of Interest**

Details of all Members' interests in District, Town and Parish Councils will be displayed in the meeting room. The Statutory Register of Member's Interests can be inspected via the Democratic Services team.

3 **Minutes from the previous meeting held on 21 November 2016**

The Committee is asked to confirm the minutes are accurate.

4 **Public Question Time**

The Chairman will allow members of the public to ask a question or make a statement about any matter on the agenda for this meeting. **These questions may be taken during the meeting, when the relevant agenda item is considered, at the Chairman's discretion.**

5 **Recycle More & Collection Contract Procurement Update (Pages 5 - 10)**

To receive the report.

6 **Performance Report Q3 - April 2017 to December 2017 (Pages 11 - 30)**

To receive the report.

7 **Any other urgent items of business**

The Chairman may raise any items of urgent business.

# Agenda Annexe

## Guidance notes for the meeting

### 1. Inspection of Papers

Any person wishing to inspect Minutes, reports, or the background papers for any item on the Agenda should contact the Committee Administrator for the meeting – Lindsey Tawse on Tel: (01823) 355059 or 357628 or Email: [ltawse@somerset.gov.uk](mailto:ltawse@somerset.gov.uk) They can also be accessed via the council's website on [www.somerset.gov.uk/agendasandpapers](http://www.somerset.gov.uk/agendasandpapers)

### 2. Members' Code of Conduct requirements

When considering the declaration of interests and their actions as a councillor, Members are reminded of the requirements of the Members' Code of Conduct and the underpinning Principles of Public Life: Honesty; Integrity; Selflessness; Objectivity; Accountability; Openness; Leadership. The Code of Conduct can be viewed at: <http://www.somerset.gov.uk/organisation/key-documents/the-councils-constitution/>

### 3. Minutes of the Meeting

Details of the issues discussed and recommendations made at the meeting will be set out in the Minutes, which the Committee will be asked to approve as a correct record at its next meeting.

### 4. Public Question Time

**If you wish to speak, please tell Lindsey Tawse the Committee's Administrator - by 12 noon the (working) day before the meeting.**

At the Chairman's invitation you may ask questions and/or make statements or comments about any matter on the Committee's agenda – providing you have given the required notice. You may also present a petition on any matter within the Committee's remit. The length of public question time will be no more than 30 minutes in total.

A slot for Public Question Time is set aside near the beginning of the meeting, after the minutes of the previous meeting have been signed. However, questions or statements about any matter on the Agenda for this meeting may be taken at the time when each matter is considered.

You must direct your questions and comments through the Chairman. You may not take direct part in the debate. The Chairman will decide when public participation is to finish.

If there are many people present at the meeting for one particular item, the Chairman may adjourn the meeting to allow views to be expressed more freely. If an item on the Agenda is contentious, with a large number of people attending the meeting, a representative should be nominated to present the views of a group.

An issue will not be deferred just because you cannot be present for the meeting. Remember that the amount of time you speak will be restricted, normally to two minutes only.

## **5. Exclusion of Press & Public**

If when considering an item on the Agenda, the Committee may consider it appropriate to pass a resolution under Section 100A (4) Schedule 12A of the Local Government Act 1972 that the press and public be excluded from the meeting on the basis that if they were present during the business to be transacted there would be a likelihood of disclosure of exempt information, as defined under the terms of the Act.

## **6. Committee Rooms & Council Chamber and hearing aid users**

To assist hearing aid users the following Committee meeting rooms have infra-red audio transmission systems (Luttrell room, Wyndham room, Hobhouse room). To use this facility we need to provide a small personal receiver that will work with a hearing aid set to the T position. Please request a personal receiver from the Committee's Administrator and return it at the end of the meeting.

## **7. Recording of meetings**

The Council supports the principles of openness and transparency. It allows filming, recording and taking photographs at its meetings that are open to the public - providing this is done in a non-disruptive manner. Members of the public may use Facebook and Twitter or other forms of social media to report on proceedings and a designated area will be provided for anyone wishing to film part or all of the proceedings. No filming or recording may take place when the press and public are excluded for that part of the meeting. As a matter of courtesy to the public, anyone wishing to film or record proceedings is asked to provide reasonable notice to the Committee Administrator so that the relevant Chairman can inform those present at the start of the meeting.

We would ask that, as far as possible, members of the public aren't filmed unless they are playing an active role such as speaking within a meeting and there may be occasions when speaking members of the public request not to be filmed.

The Council will be undertaking audio recording of some of its meetings in County Hall as part of its investigation into a business case for the recording and potential webcasting of meetings in the future.

A copy of the Council's Recording of Meetings Protocol should be on display at the meeting for inspection, alternatively contact the Committee Administrator for the meeting in advance.

## **JOINT SCRUTINY PANEL OF SOMERSET WASTE BOARD**

Minutes of a Meeting of the Joint Scrutiny Panel of Somerset Waste Board held in the Hobhouse Room - County Hall, on Monday 11 December 2017 at 10.00 am

**Present:** Cllr Aldridge, Cllr M Lewis, Cllr R Lillis, Cllr Parbrok, Cllr L Perry and Cllr A Sully

**Other Members present:** Cllr R Lillis, Cllr D Yeomans

**Apologies for absence:** Cllr P Bradshaw, Cllr C Goodall, Cllr T Lock and Cllr D Loveridge

### **1 Appointment of Chair and Vice-Chair - Agenda Item 1**

There were no nominations for Chair. Cllr Mike Lewis agreed to Chair this meeting and it was agreed to appoint a Chair on a meeting by meeting basis in future. It was agreed that it was not necessary to appoint a Vice-Chair.

### **2 Declarations of Interest - Agenda Item 3**

There were no declarations of interest.

### **3 Minutes from the previous meeting held on 21 November 2016 - Agenda Item 4**

The minutes of the meeting on 21 November 2016 were accepted as being accurate by the Panel.

### **4 Public Question Time - Agenda Item 5**

There were no public questions.

### **5 Role of Joint Scrutiny Panel of Somerset Waste Board - Agenda Item 6**

The Panel considered the draft Terms of Reference.

In order to allow the Chair to be involved with setting the agenda, it was agreed to appoint a Chair for the following meeting at the end of each meeting.

It was agreed to add details regarding a quorum. The Governance manager suggested a quorum of a minimum of five Members representing at least three different authorities and this was agreed.

Following these amendments, the Panel agreed and accepted the Terms of Reference.

### **6 Somerset Waste Partnership (SWP) Client Team Update - Agenda Item 7**

The Panel considered a presentation from the Managing Director, Somerset Waste Partnership (SWP).

The presentation gave an overview of the SWP including: background information about the SWP and its vision; key cost drivers; volume trends; a business plan summary; information on the early expiry of the Kier contract; resources and a progress update on the Energy from Waste programme. The Panel were informed that there will be a phased transition to Recycle More from April 2020 onwards.

Members discussed landfill tax and it was clarified that this is a tax levied by central government. Viridor, in common with other landfill operators, do operate schemes funded by the 'Landfill Communities Fund' that use a portion of these tax receipts to fund community projects within a qualifying distance of qualifying Viridor landfill sites (Walpole and Dimmer in Somerset). Landfill tax in effect raises the cost of disposal making less environmentally damaging alternatives more cost effective in comparison. It is on this basis that SWP has agreed with Viridor to cease landfilling Somerset's household waste from 2020 and instead use it to generate electricity (and potentially heat) from an Energy from Waste plant. This delivers savings (£1.3m in the current year to SCC) as it is a lower cost solution than landfilling once the costs of landfill tax are taken into account.

The Panel discussed the reasons for the early expiry of the Kier contract and the vehicles required for the new service. They discussed the number and type of vehicles required as well as how they will be funded. The Panel heard that SWP want to engage and communicate even more effectively with customers in future.

A Member suggested that the Panel may wish to have a site visit to the anaerobic digestion plant.

The Panel noted the report and requested that a copy be sent electronically to Panel Members.

## 7 **Performance Update** - Agenda Item 8

The Panel considered a performance update presented by the Business and Governance Manager, SWP.

The Panel were informed that recycling rates have been at around 50% for some time and that SWP wants to improve upon this with the new services starting in 2020. The Business and Governance Manager summarised the key headline performance figures. RAG ratings show that these are all on track with the exception of two red areas: increased missed collections for refuse and increased repeat missed collections. It was also noted that the level of flytipping had decreased, except in Mendip.

Members questioned whether housing development was factored into business plans. Predicted data from district councils is used to inform budget and service plans. The service has experienced access difficulties on new build

housing developments and planning for waste is an area of focus for the 2018-23 SWP Business Plan.

It was confirmed that private waste disposal companies can be used to dispose of commercial and industrial waste.

A Member questioned the differing collection systems around the country and the reasons for this were discussed. It was agreed that better communication is needed to explain this to the public and also to better promote the environmental benefits of recycling.

It was confirmed that SWP does carry out benchmarking exercises with other authorities but that like for like comparison can be very difficult.

The Panel noted the report.

## 8 **Energy From Waste Project Update** - Agenda Item 9

The Panel considered a Member Information Sheet which summarised the Energy from Waste Programme.

The programme will be operational from April 2020 and is already delivering £1.3m annual savings to SCC. The aim of the programme is to have no waste going to landfill; instead the majority of waste will still be recycled but any residual waste will be used to generate electricity. The contract and build schedule for the programme remains on track.

The Panel noted the report.

## 9 **SWP Business Plan** - Agenda Item 10

The Panel considered the draft SWP Business Plan 2018-2023 presented by the Business and Governance Manager.

The Business Plan outlined the business priorities and developmental activities for the five year period of the plan but focussed on the coming year in more detail.

The Panel considered the key issues and challenges highlighted within the Plan as well as the key aims and priorities. They also considered the draft Budget Summary 2018/19.

A Member questioned whether it would be possible to approach a major retailer for sponsorship of the re-introduced Education Service for schools. It was confirmed that this had previously taken place and may be possible again in the future. The Education Service is currently being funded through the Community Sector Integration Plan fund (i.e. funded by Viridor not partner authorities).

A Member questioned whether more pressure could be placed on supermarkets to provide more recycling bins outside of stores. This has been a challenge as some issues with flytipping have put supermarkets off. Supermarkets are, however, working with the industry to reduce the amount of

packing used. They have already had some success with this and this will arguably have a greater impact.

It was confirmed that evidence suggests that the carrier bag charge has been successful and that there has been a reduction in waste as a result.

A Member questioned why waste contracts were awarded externally rather than using a Local Authority controlled company. The Panel noted that a substantial review had been undertaken to inform the Board's decision to procure rather than deliver through a Local Authority controlled company. Whilst the financial benefits of the latter were theoretically very marginally better, there are significantly increased risks for this method. On balance the decision was taken that it would be better to procure, with a Local Authority controlled company being a contingency option.

The Panel noted the report.

#### 10 **Forward Plan for Waste Scrutiny** - Agenda Item 11

The Panel considered and noted the Somerset Waste Board and Somerset Waste Partnership Forward Plan of proposed key decisions.

Following discussion, the Panel suggested the following items be reflected in their work programme (reflecting how they can make a significant contribution to the strategic development of key issues):

- An item on risk and reward to include: how this can be shared with the contractor and how it affects future business models.
- Contracts including consideration of break clauses.
- Planning for waste in new development.
- Waste minimisation and communications and engagement
- The importance of site visits to help the Panel understand waste infrastructure (e.g. Somerset's Anaerobic Digester, Dimmer landfill/Carymoor Environmental Trust).

#### 11 **Any other urgent items of business** - Agenda Item 12

There was a discussion of how Scrutiny meetings should fall within the meeting cycle of the Somerset Waste Board (SWB). It was agreed that the next meeting should be scheduled to take place after the February meeting of the SWB.

Cllr Liz Perry agreed to Chair the next meeting.

**(The meeting ended at 12.20 pm)**



**CHAIRMAN**

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Joint Scrutiny Panel of Somerset Waste  
Board meeting  
08 March 2018

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**Recycle More & Collection Contract Procurement: Update**

Lead Officer: Mickey Green, Managing Director

Author: Mickey Green

Contact Details: 01823 625707

<b>Summary:</b>	This report summarises progress in procuring a new collection contractor (and hence Recycle More) since the Somerset Waste Board agreed to end its kerbside waste and recycling collections contract with Kier 18 months early (now ending in March 2020).
<b>Recommendation:</b>	<b>It is recommended that the Joint Waste Scrutiny Panel notes the progress made in developing the procurement strategy for a new collection contract – informed by soft market engagement and input from our commercial and technical, legal and procurement advisors.</b>
<b>Reasons for recommendations:</b>	To ensure that the Joint Waste Scrutiny Panel is kept up to date with this major procurement exercise and has the opportunity to shape the approach taken.
<b>Links to Priorities:</b>	The proposal would impact on Task 5.2 within the SWB Approved Business Plan 2018-23 (future collection arrangements).
<b>Financial, Legal, Equalities and HR Implications:</b>	In addition to delivering the environmental benefits of Recycle More a new collection contract aims to deliver significant savings to all partners, through reduced contract costs, lower disposal costs and additional recycling credits for district partners – estimated in total at up to £1.7m. It is evident from the soft market testing that all potential suppliers are becoming more risk averse, and the ripple effect of China's restrictions on low quality recyclate imports is creating uncertainty in the market. A robust procurement process will be necessary to realise these benefits, enable potential suppliers to develop innovative solutions to meet our environmental and financial objectives, and ensure that risks are shared appropriately. Staff will TUPE transfer to the new contractor, and SWP aims to proactively engage with staff throughout the procurement process.
<b>Risk Assessment:</b>	The risks related to the procurement of a new collection contractor and Recycle More are set out in the updated risk register and were reviewed by the Strategic Management Group in January 2018.

## **1. Background**

- 1.1.** In February 2017 all partner authorities agreed to adopt Recycle More – adding more materials to our weekly kerbside recycling collection and freeing up refuse capacity so that we only need to collect residual waste every 3 weeks. During the course of negotiating implementation of this with our current collections contractor (Kier) the originally expected environmental and economic benefits were not realisable, and the risk profile of migrating to the new service under the current contract changed.
- 1.2.** Accordingly, on Friday 3rd November the Somerset Waste Board agreed to end its kerbside waste and recycling collections contract with Kier 18 months early. Ending this contract in March 2020 rather than September 2021 enables Somerset Waste Partnership to implement Recycle More as requested by all partner authorities, and align the contract start with the procurement of a new fleet of vehicles. The board thoroughly reviewed the alternative approaches, and concluded that procuring a service provided by an external waste services contractor would represent the best value for Somerset, while carrying lowest risk of service disruption and overspends. Developing a Local Authority Owned Company remains a contingency plan should proposals from the market not meet with our ambitions. The Board established a New Service Task and Finish Group consisting of one SWB member from each partner authority and the chair of the Board, in order to provide close member oversight of the project and to provide advice and guidance where required.
- 1.3.** There remains significant public demand for additional recyclable materials to be collected at the kerbside (especially plastics). However, we will not be able to roll-out Recycle More until we have a new collections contractor in place, have procured a new fleet of recycling vehicles and have ensured our depots are suitable for the new fleet, new service and the additional amount of recyclable materials. 2020 therefore remains a very significant year for Somerset Waste Partnership – as we will reinvigorate the totality of Somerset’s waste services with a switch from landfill to energy from waste for the refuse that remains.

## **2. Progress to date**

- 2.1.** SWP has a full suite of advisors engaged in the project. Eunomia Research and Consulting have been retained to provide commercial and technical advice throughout the procurement process. Procurement, legal and financial advice is being provided by relevant experts from SCC (SWP’s administering authority). Together with SWP officers and Adrian Gardner (SDC), these form the project team. The Strategic Management Group (one senior officer from each partner) is acting as a project board, with a Member New Service Task and Finish Group providing a political steer. The project timetable remains on track but, as previously indicated, it remains very tight.
- 2.2.** SWP held a number of one-to-one soft market engagement sessions in November and December in order to gauge the likely level of interest from the market, seek their views on our proposed approach, and to understand any specific areas of concern or complexity which we may need to explore through the dialogue phases of the procurement procedure. These session proved incredibly valuable, and give SWP confidence in the likely level of market interest and the approach we propose (for example validating our assumption that local authority financing of assets is

likely to deliver best value), but also highlighted a number of challenging areas we will have to work through in the process. It also helped us better understand what we can do in order to secure best value from suppliers (e.g. undertaking a participation survey to demonstrate the quality of kerbside sorting in Somerset, and updating our waste composition analysis). As previously highlighted to the board, the number of suppliers with the scale and experience to achieve what SWP requires is limited, and numerous other procurements happening on a similar timescale to ours. Whilst the soft market engagement confirmed that our contract is attractive to the market, it also highlighted the need to ensure that we use the procurement process to work through these challenging areas to ensure that we develop solutions that are acceptable to SWP and to potential suppliers, that we manage the process in a way that encourages innovation from the market, and that we do not impose restrictions at too early a stage in the process which would prevent us from exploring these challenging areas with the market. Challenging areas include:

### ***Managing Risk on recyclate***

The board are already aware that the market has changed substantially since our current contract was let, and that suppliers are no longer willing to accept 100% of the risk on recyclate income (estimated to be worth around £3m per annum currently). This income is a product of:

- the price that recyclable materials fetch (which is very volatile and driven by international markets and is essentially outside of our control),
- the quality of recyclable material (which our kerbside sort system maximises meaning our recyclate is more likely to be in demand, more likely to be used in a 'closed loop' process, and which attract higher prices than lower quality material),
- the amount of recyclate collected (which we fully expect to increase when we introduce Recycle More, but cannot predict yields with absolute certainty).

In soft market engagement SWP set out to the market that that our view is that risk should be allocated to the party that can best control it, which was welcomed. Our starting position was that this should be shared 50/50 with suppliers, as both the actions of SWP and the actions of our supplier impact upon the level of this income, but that neither of us is able to control recyclate commodity prices.

It is clear that the recyclate market is in a substantial period of uncertainty at the moment. The impact of China's restrictions on recyclate imports have spread much further across the market than initially expected, and prices of recyclate are even more volatile than usual. This uncertainty is leading suppliers to be more risk averse and less willing to share risk, but also means that individual suppliers are adopting different positions, and that their positions are changing as they respond to market changes.

As SWP expected, this will be a crucial area for us to work through in the dialogue stages with suppliers. Because each potential supplier is taking a different view on this, there is no single change we could currently make to our approach which would be acceptable to us and all potential suppliers. Instead our approach is likely to involve discussing this through dialogue, seeking formal submissions from suppliers, setting a benchmark risk share to ensure that we can evaluate all bids at

the ISDS stage on a like for like basis, using the submissions from suppliers to finalise the approach to risk sharing ahead of requesting final tenders.

### **Service Specification**

SWP remain very clear that a crucial element of our procurement is to secure a supplier who will roll out the Recycle More service to achieve the environmental and financial benefits we believe that this will drive:

<b>Recycle More</b>	<p><b>Carry on collecting current kerbside collection materials</b> – Paper; food &amp; drink cans; glass bottles &amp; jars, foil; cardboard; plastic bottles; textiles; shoes</p> <p><b>Carry on collecting separated food waste every week</b></p> <p><b>Add new materials to recycling collections every week</b>—plastic pots, tubs, trays, packaging, food and drink cartons, small electrical items &amp; batteries</p> <p><b>Free up refuse capacity and reduce the frequency of refuse collections to every three weeks</b> so collections are only needed every three weeks.</p> <p><b>Help where there is a genuine need</b>, for example people using nappies and adult hygiene products.</p> <p>Enhanced services (e.g. cardboard and mixed plastics) for people with <b>communal bin stores</b>, such as flats and communal properties</p>
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As the panel are aware, there are a limited number of potential suppliers with experience of this model. Whilst any supplier who proposes to bid for our contract must submit a bid that is compliant with this model, we believe that it is prudent to allow suppliers to submit variant bids that may vary specific elements of our specification – around the containment, frequency and materials collected. Whilst we remain confident that Recycle More will prove to deliver the greatest environmental and financial benefits, allowing this flexibility will allow the market an opportunity to demonstrate its innovation in achieving best value and environmental impact, whilst retaining control.

## **3. Next Steps**

### **3.1. Two crucial related pieces of work are also underway:**

**Contingency plan: local authority company:** The board noted that a Local Authority Company remains a contingency plan should suitable bids not be forthcoming from the market. SWP have commenced work to further explore this option, but the risk profile of the project means that a competitive dialogue procurement approach is still the recommended approach to achieve the board’s objectives. As previously indicated to the board, this will be kept under review at key milestones in the project.

**Securing additional depot options:** Potential suppliers will be offered use of the depots that our kerbside collection services are currently primarily delivered through: 3 main depots (Bridgwater, Taunton, Evercreech) and 2 satellite depots (Roughmore in Williton and Lufton in Yeovil – refuse only). SWP believe that there may be efficiencies from operating services for the west of the County from a single

depot rather than continuing to use separate Bridgwater and Taunton depots. SWP are currently working closely with partners to assess a number of sites which may be potentially suitable. In order to achieve best value for all partners it is crucial that we have clarity on a centralised depot in the initial dialogue stage (June 2018), though we will not have certainty whether such a facility is required until we have received final tenders.

The next phases of work are:

<b>Phase</b>	<b>Time</b>	<b>Comments</b>
<b>Document preparation</b>	Nov– Mar 2018	To prepare all procurement documents (including the service specification, evaluation methodology, data room) and to undertake additional work which will ensure SWP are best placed to secure best value (e.g. by evidencing participation in kerbside sort)
<b>Pre-qualification</b>	Apr – May 2018	This is a mandatory phase and will ensure that a maximum of 5 suppliers with sufficient capability to deliver our requirements progress through to the resource-intensive dialogue stage
<b>Dialogue on proposed solutions</b>	June 2018 – end of Aug 2018	Focused conversations on key issues: <ul style="list-style-type: none"> <li>• Technical and operational (including service specification, transition to Recycle More, technology, behavioural change)</li> <li>• Commercial (affordability &amp; risk share)</li> <li>• Legal (how we reflect what we learn in dialogue in final documents)</li> </ul>
<b>Evaluation of proposed solutions</b>	Oct 2018	Scoring and evaluation of compliant bids and consideration of variant bids and proposed risk-share mechanisms – fed back to potential suppliers and to inform final tender specification.
<b>Dialogue on final tenders</b>	Nov – Dec 2018	Focused conversations on commercial, legal and waste technical matters identified to improve outcomes.
<b>Final tenders</b>	Feb 2019	Includes, evaluation, governance (ahead of pre-election period for DC elections in 2019) and standstill period. Contract award at February 2019 SWB meeting.
<b>Mobilisation</b>	May 2019 – end March 2020	New provider gearing up to commence service. Note that a phased transition to Recycle More will be required from April 2020 onwards.

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Performance Report - April 2017 to December 2017

Lead Officer: David Oaten, Contracts Manager – Treatment & Infrastructure

Author: John Helps, Performance Monitoring Officer

Contact Details: 01823 625705

<b>Summary:</b>	<p>This report summarises the key performance indicators for the period from April 2017 to December 2017 compared to the same period in the last two years. Key headlines are:</p> <ul style="list-style-type: none"> <li>• Less waste (both residual &amp; recycling) has been produced which has resulted in a slightly higher recycling performance</li> <li>• A continued trend of lower tonnages through the recycling sites, particularly for residual waste</li> <li>• The results of the in depth performance review of missed collections at Appendix C1</li> </ul>
<b>Recommendation:</b>	<p><b>That the Joint Waste Scrutiny Panel notes the performance results within Appendices A &amp; B, and the findings of the missed collections deep dive (Appendix C).</b></p>
<b>Reasons for recommendations:</b>	<p>Report for information only. Whilst this report sets out specific actions being taken to address areas of concern, the business plan sets out how we focus on improving performance.</p>
<b>Links to Priorities:</b>	<p>Transparency – Publishing Key Performance Indicators</p>
<b>Financial, Legal, Equalities and HR Implications:</b>	<p>No direct financial, legal or HR implications.</p>
<b>Risk Assessment:</b>	<p>Areas of poor performance inform our overall risk assessment</p>

## 1. Background

- 1.1. Reports with a reduced range of key performance indicators for services managed by Somerset Waste Partnership are presented to the Board in September (Quarter 1 performance) and for February (Quarter 3 performance). To set the missed collection deep dive in context, this report is shared with the Joint Waste Scrutiny Panel.

## 2. Performance Findings

### 2.1. Headline performance figures

Headline figures to note for April to December 2017 compared to the same period in 2016 are shown in the table below. The RAG ratings indicate where trends are on track (green), not as desired (amber) or a cause for concern (red). No significant changes to these trends have occurred since finalisation of these figures.

National Indicators	Result	+ / -	Appendix	Lines
Residual waste per household (NI 191) – Kgs per household	366.28	-0.52%	A1	(38)
Recycling & reuse rate (NI 192) - %	53.63%	0.11%		(39)
Waste landfilled (NI 193) - %	44.84%	-0.35%		(40)
Waste Streams	Tonnes	% Change		
Total Reused, Recycled & Composted	107,166	0.09%		(25)
Residual Waste Landfilled	88,248	-0.84%		(26, 29, 30)
Recovery Material	3,791	4.93%		(27, 28, 31)
Total Household Waste Arising	198,157	-0.26%		(32)
Total Commercial Waste Arising	4,398	6.67%		(24, 34)

Kgs per Household Headlines	Kg/hh	+ / -	A2	
Garden Waste	156.18	5.94		
Recycled Material	188.78	-5.06		
Residual Waste Landfilled	366.28	1.91		

Flytips	No.	+ / -	B1	
Total No.	3,423	-87		

### 2.2. Analysis of performance drivers

#### 2.2.1. Overall tonnages

Appendix A1 shows tonnage by material type as well as the former key national performance indicators arranged in alphabetical commodity order and showing data for 2 comparative years. It shows data for the whole partnership (i.e. kerbside and recycling sites). The headline tonnage figures show that tonnages have declined during 2017. Key points are:

- A 0.04% (42 tonnes) decrease in household waste reused, recycled and composted (line 23),
- A 0.26% (552 tonnes) decrease in overall household waste arisings (line 32),
- A 0.74% (656 tonnes) decrease in household waste landfilled (line 33).

Appendix A2 shows that Somerset households produced less waste, when

compared to the first nine months of 2016, with a reduction of 1.40 Kgs per household, bringing the total waste arising to 789.97 Kgs per household, this reduction predominantly achieved at the recycling sites but offset by a slight rise of 2.42 Kgs per household in the amount of waste presented for collection at the kerbside.

### **2.2.2. Recycling and reuse**

Appendix A1 shows the materials recycled overall (both kerbside and recycling sites) and A2 shows headline Kgs per household performance for kerbside collection services and recycling sites.

Changes worthy of note include:

- A continued drop in the amount of paper collected, with a decrease of 8.68% (754 tonnes - line 18),
- A 0.31% (239 tonnes) increase of residual waste sent to landfill collected from the kerbside (line 29), suggesting that the majority of material displaced from the recycling sites (981 tonnes – line 30) has not been presented for collection.

### **2.3. Garden Waste**

The amount of garden waste treated during this period at both the recycling sites and at kerbside increased by 3.96% (1,491 tonnes - line 10). Increases in garden waste per household were 5.94 kg/hh, with a continued increase seen in kerbside collections of 5.73kg/hh to 68.61 kg/hh, and also by a slight increase at recycling sites of 0.21 kg/hh bringing the total through the sites to 87.57 kg/hh. The main driver for changes in garden waste remains the weather, with an additional 1,006 tonnes handled during the unseasonably mild weather in October.

### **2.4. Recycling Centres**

Appendix A2 shows headline Recycling Centre performance figures by Kgs per household.

It shows a reduction of material through the recycling sites of 3.82 Kgs per household. There was a loss of 1.33 kg/hh of dry recycling, as well as a decrease of 3.26 kg/hh (including asbestos) of residual waste. The majority of these reductions are thought to be related to the continued successful operation of the permit scheme.

### **2.5. Missed Collections Deep Dive**

As agreed at the December panel meeting, the first area of service performance that has been made the subject of an in depth review is missed collections under the waste collection contract. The deep dive is contained within Appendix C and Members will receive a presentation and verbal update with regard to the main findings at the meeting.

### **2.6. Flytipping**

Appendix B1 shows the level of reported flytips, broken down by waste type and District across Somerset. It shows that the numbers of reported flytips across Somerset continue to decrease slightly compared to 2016-17. In Quarters 1 – 3, the total number of flytips has reduced by 87 (-2.48%) incidents. There were decreases in the numbers reported in South Somerset, Taunton Deane and West Somerset, with Mendip and Sedgemoor showing increases (5% & 8% respectively) in the number of incidents. As previously reported, whilst we include fly tipping numbers as part of this Board report, as the actions of the SWP can have an influence on flytipping, in reality, SWP has little control, or influence over the numbers being shown as the statutory function to manage fly tipping events still rests with the partner District authorities.

### **3. Implications**

#### **3.1. Implications of the performance data are:**

- The focused review of missed collection performance is contained within Appendix C of this report and once the recommendations are put in place, it is expected that missed collection statistics will be better founded, easier to manage and will subsequently reduce in number, leading to improved overall service performance.
- Implementation of the permit scheme at the Recycling Sites continues to be monitored closely and appears to be having the desired impact

## Tonnage Comparisons for April - December 2017 compared with the same periods in 2015 &amp; 2016

Material & Source		Tonnage Comparisons				
		April - December			Weight Variance	Percentage Variance
		2015-16	2016-17	2017-18		
1	Batteries	127	121	126	5	4.44%
2	Bric-a-brac (Reuse)	396	329	290	-39	-11.90%
3	Cans	1,581	1,554	1,678	124	8.01%
4	Cardboard	10,681	8,145	7,953	-192	-2.36%
5	Clothes and Shoes	1,464	1,405	1,432	27	1.89%
6	Cooking Oil	11	6	15	9	139.16%
7	Food Waste	13,087	13,666	13,593	-74	-0.54%
8	Fridges and Freezers	672	755	734	-21	-2.73%
9	Furniture	195	200	194	-7	-3.31%
10	Garden Waste	36,995	37,686	39,177	1,491	3.96%
11	Glass	11,180	11,163	11,222	59	0.53%
12	Mineral Oil	53	35	16	-19	-54.56%
13	Mixed Paper and Cardboard	240	3,037	3,021	-17	-0.55%
14	Non Packaging Scrap Metal	3,871	4,097	4,018	-79	-1.94%
15	Other Electrical Goods	2,553	2,567	2,459	-108	-4.20%
16	Other Packaging (Cartons)	22	18	20	3	14.89%
17	Paint	0	4	159	155	4073.42%
18	Paper	9,472	8,684	7,931	-754	-8.68%
19	Plasterboard (Non-Household)	668	172	200	28	16.20%
20	Plastics	2,291	2,551	2,417	-133	-5.22%
21	Street Sweepings	5,673	5,362	5,188	-174	-3.25%
22	Wood	4,683	4,937	4,639	-299	-6.05%
23	Household Reused, Recycled & Composted	105,247	106,323	106,281	-42	-0.04%
24	Non-Household Reused, Recycled & Composted	1,228	744	885	141	18.89%
25	Total Reused, Recycled & Composted	106,475	107,067	107,166	98	0.09%
26	Asbestos	262	91	84	-7	-7.87%
27	Incineration (With Energy Recovery)	3,295	3,438	3,629	191	5.54%
28	Incineration (Without Energy Recovery)	4	8	2	-7	-82.17%
29	Residual to Landfill (Collection Services)	74,401	76,411	76,650	239	0.31%
30	Residual to Landfill (Recycling Sites)	12,540	12,495	11,514	-981	-7.85%
31	Sweepings Converted to RDF	175	166	160	-5	-3.26%
32	Total Household Arisings	195,851	198,679	198,157	-522	-0.26%
33	Total Household Landfilled	86,929	88,818	88,163	-656	-0.74%
34	Non-Household Landfilled	4,267	3,378	3,513	134	3.98%
35	Bottom Ash (From Incineration) Landfilled	44	46	48	2	5.05%
36	Total LACW Landfilled	90,650	91,681	90,817	-865	-0.94%
37	Total LACW	201,346	202,881	202,555	-326	-0.16%
38	NI 191: Residual Household Waste per Household (kg)	360.78	368.19	366.28	-1.91	-0.52%
39	NI 192: Household Waste Reused, Recycled & Composted	53.79%	53.52%	53.63%		0.11%
40	NI 193: LACW Landfilled	45.02%	45.19%	44.84%		-0.35%
Performance Increase >						
< Performance Decrease						

## Headline Variances kg/hh - April - December 2017-18 compared to the same period in 2016-17

Material and Source	Headline - kg/hh Variances					
	Collection Services		Recycling Sites		Somerset Waste Partnership	
	2017-18 kg/hh	Variance kg/hh	2017-18 kg/hh	Variance kg/hh	2017-18 kg/hh	Variance kg/hh
Food	54.19	-0.29			54.19	-0.29
Green Garden	68.61	5.73	87.57	0.21	156.18	5.94
Recycling	122.30	-3.73	66.48	-1.33	188.78	-5.06
Reuse	2.74	0.09	1.12	-0.15	3.86	-0.07
Sweepings - Recycled	20.68	-0.69			20.68	-0.69
Total Reused, Recycled & Composted	268.52	1.10	155.18	-1.27	423.70	-0.17
Household Residual (Including Recovery)	305.70	1.35	60.57	-3.26	366.28	-1.91
Sweepings (Converted to RDF)	0.64	-0.02			0.64	-0.02
Energy Recovery			14.42	0.71	14.42	0.71
Incineration (Without Energy Recovery)	0.01	-0.03			0.01	-0.03
Total Household Arisings	574.22	2.42	215.75	-3.82	789.97	-1.40
NI 191: Residual Household Waste per Household (kg/hh)	305.70	1.35	60.57	-3.26	366.28	-1.91
NI 192: Percentage of Household Waste Sent for Reuse, Recycling & Composting (%)	46.76%	-0.01%	71.92%	0.90%	53.63%	0.11%
NI 193: Percentage of LACW Landfilled (%)					44.84%	-0.35%
Performance Increase >						
< Performance Decrease						
Performance Headline						

## Reported Fly-Tips - Quarter 1 - Quarter 3 2017-18 compared to the same period in previous years

	District	Fly-Tips (Full Year Data)		
		2014-15	2015-16	2016-17
Number of Reported Fly-Tips	Mendip District Council	2,042	2,078	1,757
	Sedgemoor District Council	1,088	1,117	1,177
	South Somerset District Council	1,160	1,083	1,150
	Taunton Deane Borough Council	864	785	664
	West Somerset District Council	87	198	140
	<b>Totals</b>	<b>5,241</b>	<b>5,261</b>	<b>4,888</b>

Material Type	Quarter 1 - Quarter 3 2016-17					
	Number of Incidents					
	MDC	SDC	SSDC	TDBC	WSDC	Totals
Animal carcass	2	4	3	2	1	12
Green	117	42	52	27	6	244
Vehicle parts	29	15	22	12	1	79
White goods	75	51	43	34	14	217
Other electrical	27	25	24	8	2	86
Tyres	99	49	49	13	8	218
Asbestos	0	0	3	1	0	4
Clinical	0	0	2	3	0	5
Construction / demolition / excavation	106	60	82	50	16	314
Black bags - commercial	55	0	23	11	0	89
Black bags - household	122	72	106	97	20	417
Chemical-drums-oil-or-fuel	19	15	15	5	4	58
Other household waste	531	515	303	198	40	1,587
Other commercial waste	60	0	31	28	1	120
Other (unidentified)	0	0	41	19	0	60
<b>Totals</b>	<b>1,242</b>	<b>848</b>	<b>799</b>	<b>508</b>	<b>113</b>	<b>3,510</b>

Material Type	Quarter 1 - Quarter 3 2017-18					
	Number of Incidents					
	MDC	SDC	SSDC	TDBC	WSDC	Totals
Animal carcass	2	1	2	0	1	6
Green	84	39	56	18	5	202
Vehicle parts	42	18	15	10	2	87
White goods	52	55	32	27	2	168
Other electrical	26	17	16	5	0	64
Tyres	97	65	76	11	4	253
Asbestos	0	0	0	0	1	1
Clinical	0	0	0	0	1	1
Construction / demolition / excavation	77	58	81	52	13	281
Black bags - commercial	10	0	5	2	0	17
Black bags - household	234	120	91	48	15	508
Chemical-drums-oil-or-fuel	9	8	13	1	0	31
Other household waste	622	536	253	191	18	1,620
Other commercial waste	54	0	20	7	1	82
Other (unidentified)	0	0	48	20	0	68
<b>Totals</b>	<b>1,309</b>	<b>917</b>	<b>708</b>	<b>392</b>	<b>97</b>	<b>3,423</b>

All data is now obtained from District Council WasteDataFlow entries.

Due to reporting changes, data is now only available for quarterly periods.

WSC data is provisional (34 flytips for Qtr3), with the breakdown by waste type still to be determined.

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## **Appendix C: Missed Collections: Deep Dive**

### **Rationale for the deep dive**

In December's performance report to the board we identified that the only two performance indicators where performance was not as expected related to missed refuse collections and repeat missed collections. As this is an area which the public and board members have consistently flagged concerns, and given the importance of maintaining service quality in the run-up to early expiry it was felt appropriate to investigate missed collections further.

### **Purpose of the deep dive**

This deep dive should be seen in the light of the run in to rolling out Recycle More. Our kerbside sort system delivers high environmental quality, but we ask a lot of the public to achieve this. Part of the 'contract' with our customers should be that our customer service must become market leading. This report therefore focuses on:

- What is a missed collection and what causes them?
- How well are we performing and what level of performance should we reasonably expect?
- Have the actions taken to address areas of poor performance had the desired impact?
- What more should we do to improve performance and customer satisfaction?

### **Summary**

- SWP (and our collection contractor, Kier) get it right first 99.91% of the time on average. Because we undertake around 26 million kerbside collections each year this means, however that 23,648 household's collections are missed each year, which causes understandable customer dissatisfaction. SWP's performance appears to be broadly around average compared to other collection authorities, but reliable comparisons are difficult to identify. The issues identified at the last board meeting have been addressed.
- Missed collections occur for various reasons, and looking at average data for all services across the whole county can mask where we do have some performance issues. Management actions taken by Kier have been prompt and effective to date, and we have full confidence in their ability to achieve improvements and their commitment to maintaining service quality. Given our ageing fleet, lack of in-cab technology and the level of historical performance we do, however, need to be realistic about what level of performance we can reasonably expect.
- The deep dive has resulted in further action from Kier to address areas of particular concern, and identified areas where SWP can improve its processes and monitoring. However, the deep dive has revealed that there are a number of areas where performance remains at an unacceptable level (in relation to assisted collections, the speed with which missed collections are rectified, and garden waste collections). SWP have informed Kier that performance in these areas must improve by the end of the financial year (April 2018) otherwise the full range of performance deductions that our contract with Kier allows (c£20 – 40k over a 3 month period). Such performance deductions are not significant in the context of our overall contract, but do send a clear signal to Kier of the importance of our collection service quality in the final years of our contract with them.

## What is a missed collection?

A **missed collection** is any collection (refuse, recycling, food, garden, clinical or bulky) that is reported by a customer as missed over the phone or online. Both online and over the phone we can seek to weed out those where a collection hasn't actually been missed (e.g. containers not actually put out on the kerbside or put out on the wrong day), and support customer with advice and excess waste stickers if needed. Kier can 'unjustify' a missed collection however SWP will only allow Kier to not rectify a reported missed collection if sufficient data (including a photo) is made available to SWP – but given the lack of in-cab technology this evidence is rarely provided. The system fundamentally relies on customers honestly reporting missed collections.

If a missed collection isn't reported by a customer then we have no record of it having been missed, and we only record each log as one missed collection (even if a customer states that the whole street has been missed – as experience suggests such reports are often inaccurate). We also do not record incomplete collection rounds as a missed collection as a block – instead we liaise daily with Kier to ensure that incomplete rounds are completed quickly, and any customers that do contact us are logged as missed collections. People are less likely to report a missed collection when they see that their neighbours have also been missed.

So it is likely that there are more missed collections than we report, but that some of the missed collections we do report are not actually missed. What we are actually monitoring is 'reported missed collections'.

SWP measure **repeat missed collections** as any property that has had any previous report of a missed collection of any type in the last 12 weeks. Contractually a repeat missed collection is a collection of the same type which has been missed consecutively.

A **missed collection not rectified** is where a missed collection is not corrected within 48 hours. Whilst our contract requires a missed collection to be rectified the same day if it is reported before midday and within 24 hours if reported later, this contractual condition has not been implemented. However when we imposed penalties against the contract in the Autumn of 2014 these were based on the contractual requirements. Our contract only stipulates specific performance deductions if a missed collection is not rectified within this contracted time period or if it is a repeated missed or a repeat missed not rectified. Other deductions can be made for 'service failure' or 'service breakdown' but these are open to interpretation and could be subject to lengthy and costly dispute. This has been recognised as a weakness within the contract and the new contract will be much stronger in this area. This may of course have been partly due to originally having a community interest partner but this relationship has changed over the years due to acquisition and the nature of our contract partner has changed significantly over the last ten years.

**How well are we performing overall and compared to others?**

SWP (and our collection contractor, Kier) get it right first 99.91% of the time on average. However, given that we undertake around 26 million individual collections each year, this still means that there are around 23,648 customers who do not experience the level of service they expect.

Our contract does not stipulate any level of missed collections that is acceptable – i.e. assumes that there should be zero missed collections, and that performance deductions can be applied if they are not rectified within the contractually agreed time limit. However, SWP – like other waste collection authorities - have long accepted that in reality it is not practical to have no missed collections, given the nature of the service provided day in day out on Somerset’s roads. Since ECT provided services back in 2007, SWP have measured performance against a target of 0.5 missed collections per 1000 collections. Kier also recognise this as their internal performance target across all their contracts.

Looking at our performance over time (figure 1 below) shows that our average performance over the last 3 years has been 99.91% – almost twice our target. It also shows that there is a seasonal trend (worse in Summer and after Christmas), that there are significant spikes in performance caused by one-off issues that are normally rectified promptly

A review of other waste collection authorities has shown that there is no standard way of measuring or reporting missed collections (many don’t publicly report on this at all), and little best practice was identified. Whilst we cannot be certain that we are comparing like with like, other authorities missed reports ranged from 14 to 487 per 100,000 – an average of 79 per 100,000 when extremes are removed. This compares to Somerset’s average of 91 per 100,000 collections – meaning that our performance is just above average.

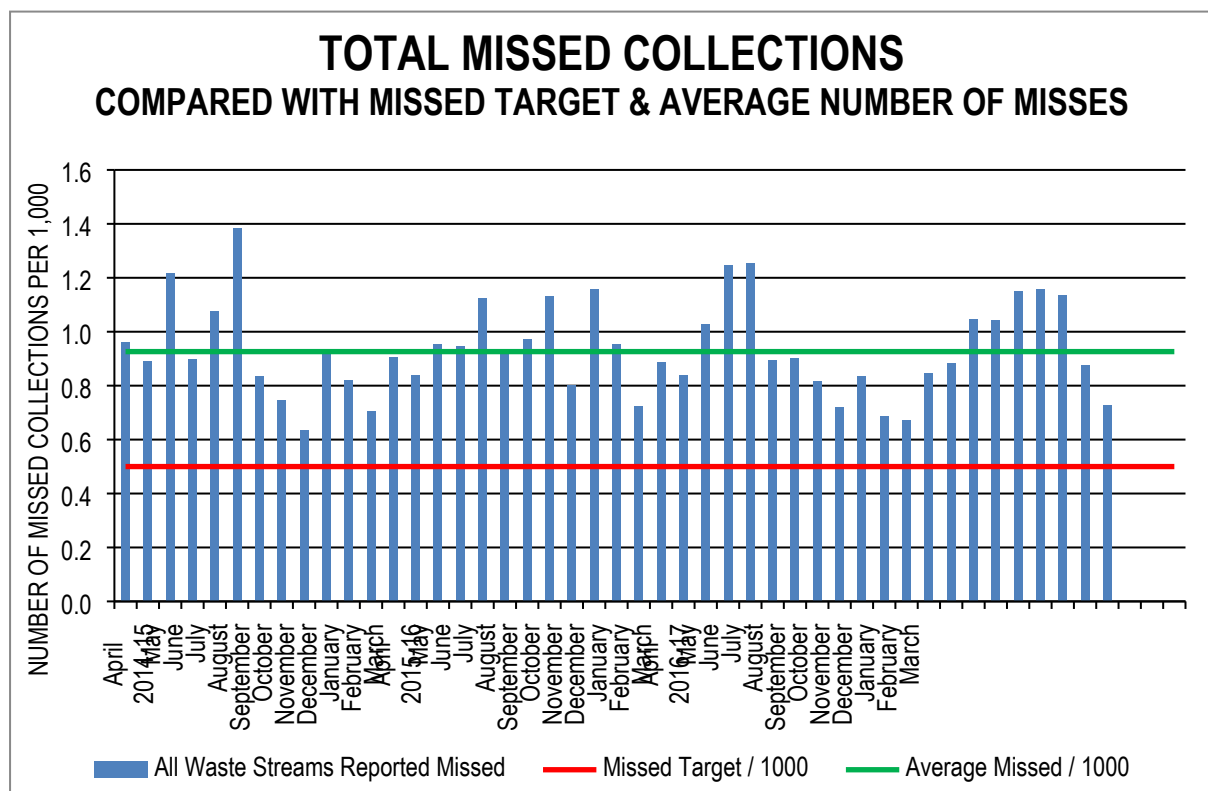


Figure 1: Total missed collections (all services county-wide) against our target and average.

## What causes missed collections and how are they managed?

Table 1 shows the key reasons that cause a single property or a number of properties to be missed, providing a narrative for some of the key trends in figure 2 - trends in missed collections over the last three years broken down by type of service (refuse, recycling, garden).

<b>Reason for a missed</b>	<b>When this led to spikes in missed collections (fig 2)</b>
<b>Seasonal spikes in demand</b>	Clearly the post-Christmas boom in recycling and refuse and other major events (Halloween pumpkins and food waste) create particular pressures on the service, and these significant increases in demand are generally well planned for and well coped with (as this Christmas was). However, it does lead to higher levels of missed collections. It is also evident that missed collections are much higher in the summer on our garden waste service (when demand is highest). Performance issues on garden waste have to an extent been masked by how we monitor and report the figures, and these issues are discussed in more detail later in the report.
<b>Recycling vehicle compartment(s) full (i.e. increased demand)</b>	Our ageing fleet was procured before the boom in on-line shopping and the significant reduction in reading of newspapers, and does not effectively match the amounts of waste generated. This can lead to some compartments being filled up whilst others have capacity, which can occasionally result in missed collections.
<b>Accident/parked car blocking access</b>	Unfortunately as we are all aware our roads and streets are becoming busier and more congested with a corresponding rise in access problems due to parked cars and road closures for our collection crews.
<b>Vehicle breakdown</b>	For example the summer 2017 spike in garden waste was in part driven by a sequence of vehicle breakdowns in South Somerset -
<b>Staff shortages</b>	Refuse performance in the current year has shown some concerning spikes (particularly at Lufton and Evercreech) driven by staff shortages. Recycling services in Taunton Deane this summer were affected by similar issues. These have been addressed by Kier improving agency recruitment and the ratio of full time to agency staff.
<b>Inexperienced crew on a round</b>	We do try and have at least one regular crew on a round but this is not always possible, information is paper based and wind, wet, gloves etc. all make this difficult to manage and things can get missed. Local knowledge 'that bin is always tucked just inside the hedge' etc. can get lost
<b>Changes to a round</b>	Evercreech (our largest depot) has consistently performed less well than other depots in certain areas and performance in Mendip in particular was worsening – peaking at 153 missed collections a week in October. This deterioration in performance required a restructure of rounds to tackle it, and whilst this led to a short term blip in performance as crews got used to the new rounds, by mid-December this had reduced to 35 missed collections per week.
<b>Lack of in-cab technology</b>	Garden waste and assisted collections would probably benefit most from in cab and other tech advances and a paper based

	system is a significant weakness in these areas but also more generally in delivering a service of this scale. Most of our current on the street operation uses technology more than a decade old.
<b>Crew behaviour</b>	Instances of crews deliberately not following instructions are very rare, but this did occur on the garden waste service in Spring in Bridgwater - robust management action was taken to address these performance issues.
<b>Depot culture</b>	Organisational culture can impact on service and there have been persistent differences in performance by depot, some of which we believe is due to culture. Kier are working hard to change some of the drivers of this behaviour – for example through implementing pay parity across depots and functions.
<b>Role of Supervisor</b>	Supervisors are a vital component in smooth and efficient operations. As with other positions we have churn in this area and it does take new supervisors time to get up to speed. When staff pressures lead to a shortage of drivers this often results in supervisors having to drive, and this does have a noticeable impact on service quality.

Figure 2: key drivers for missed collections

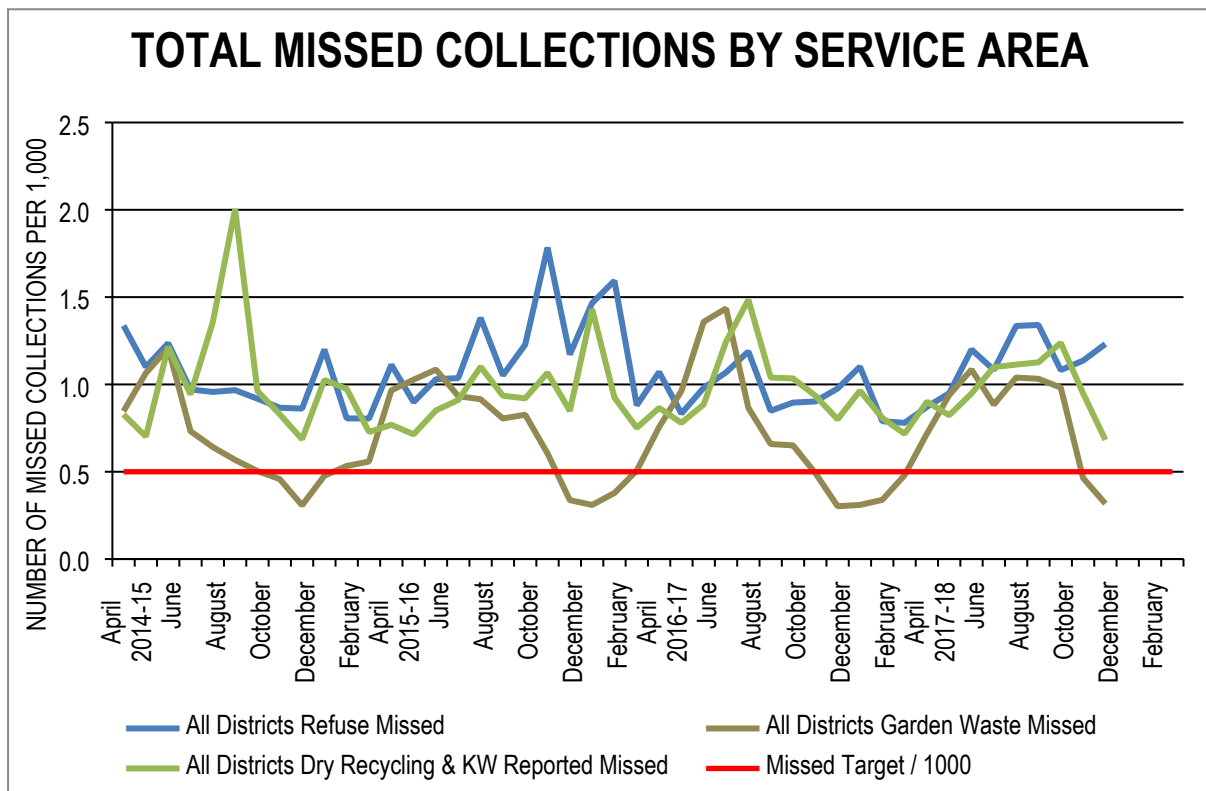


Figure 3: Missed collections over the last three years by type of service (refuse, recycling, garden)

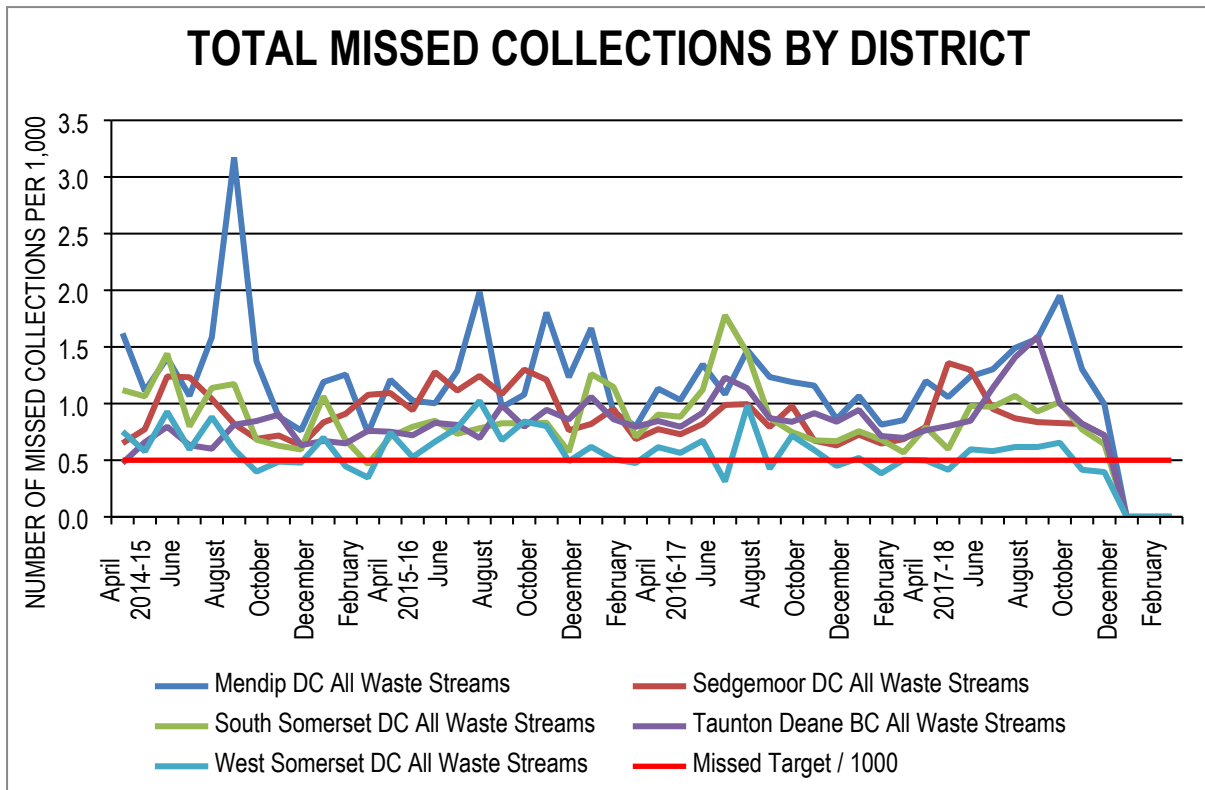


Figure 4: Missed collections over the last three years by District

**Deeper dive into areas of particular concern**

**Garden Waste:**

We have historically reported missed collections on garden waste compared to the total number of households. However, there are around 47,000 garden waste subscribers as opposed to over 250,000 households. When we look at garden waste missed collections as a proportion of garden waste collections the level of missed collections is significantly higher (0.41% as opposed to 0.08%). As one might expect with a seasonal service the highest amount of missed collections happen at the highest time of demand with 47% of missed collections happening between May and August. Whilst this isn't out of kilter with our wider performance, as this is a paid for service by customers this level of performance requires improvement, especially as most service issues happen when customers need it most (in the peak growing season). This is the service where a paper based system (as opposed to effectively using technology to ensure that routes pass all customers) has the greatest impact on service quality. Whilst exceptional, one customers experience was as follows:

*A customer recently joined the service and is the only person on this road who has joined the service. They have received a missed collection when they first presented the bin as the crew were clearly not used to going down this road. Despite rectifying the missed collection this continued to happen and has required intervention by a board member and SWP to resolve.*

## Assisted Collections:

People in receipt of assisted collections tend to be the most vulnerable in our community, and hence our tolerance for service failure for these customers should be significantly lower than other customers. The table below shows the numbers of missed collections for those in receipt of missed collections. As one would expect this mirrors our wider services highs and lows in performance (i.e. if there is a problem more generally with recycling collections from a particular depot then it will also affect those on assisted collections). However, the proportion of assisted waste customers who have a missed collection is 8 times higher than it is for other customers. Given the vulnerability of many of those receiving this service this level of performance is totally unacceptable and we will be concentrating our efforts on turning this service around. Kier have been informed that we expect the performance of the assisted collection service must improve by the end of this financial year or contractual performance deductions will be applied.

District	Month No.	1	2	3	4	5	6	7	8	9	10
	Month Ending	Apr-17	May-17	Jun-17	Jul-17	Aug-17	Sep-17	Oct-17	Nov-17	Dec-17	Jan-17
Mendip	Refuse	20	23	19	21	20	23	23	26	21	14
	Kerbside	34	38	46	47	42	39	81	49	17	42
	Garden	6	10	13	12	9	10	15	10	4	6
Sedgemoor	Refuse	11	17	18	15	9	16	22	21	16	18
	Kerbside	17	45	27	31	34	29	30	25	18	42
	Garden	12	13	30	21	12	17	8	10	2	1
South Somerset	Refuse	16	6	15	10	17	26	21	20	11	41
	Kerbside	40	18	35	42	28	34	35	34	16	47
	Garden	15	9	17	19	34	19	22	9	4	10
Taunton Deane	Refuse	15	12	22	14	24	12	13	18	10	12
	Kerbside	32	39	42	67	73	80	54	50	26	53
	Garden	12	11	15	7	5	20	13	7	3	2
West Somerset	Refuse	4	0	3	8	4	4	11	4	3	7
	Kerbside	3	2	11	11	16	15	34	6	7	7
	Garden	3	0	1	8	4	4	1	1	1	1
<b>Assisted Collections - All Districts &amp; All Service Areas</b>		<b>240</b>	<b>243</b>	<b>314</b>	<b>333</b>	<b>331</b>	<b>348</b>	<b>383</b>	<b>290</b>	<b>159</b>	<b>303</b>
<b>Assisted Collections - All Districts &amp; All Service Areas per 1000</b>		<b>7.449</b>	<b>6.856</b>	<b>8.474</b>	<b>9.843</b>	<b>9.339</b>	<b>9.819</b>	<b>10.806</b>	<b>8.182</b>	<b>4.700</b>	<b>8.177</b>

Figure 5: Number of missed assisted collections by district and service

### Clinical and bulky waste collections:

A review of performance of these services has not highlighted any particular issues – only 1 bulky collection has been missed so far this financial year, and clinical missed waste collections average around 1-2 per month.

### Repeat missed:

Whilst customers might understand that things like vehicle breakdowns might affect their service, they quite rightly will not accept preventable errors happening over and over again. We have been working with Kier to reduce the number of repeat problems and have highlighted the role of supervisors and adequate de-briefs at the end of the day. Our operations officers have also been sharing and assisting Kier staff to analyse the data available to identify repeat issues. This is ongoing (and appear to have addressed the particular problems in Mendip). Whilst the overall trend continues to improve, this is an area where most mistakes are preventable and we have an extremely low tolerance for failure. Kier have been informed that we expect the improvement in performance (i.e. elimination of preventable repeat missed collections) must continue or contractual performance deductions will be applied.

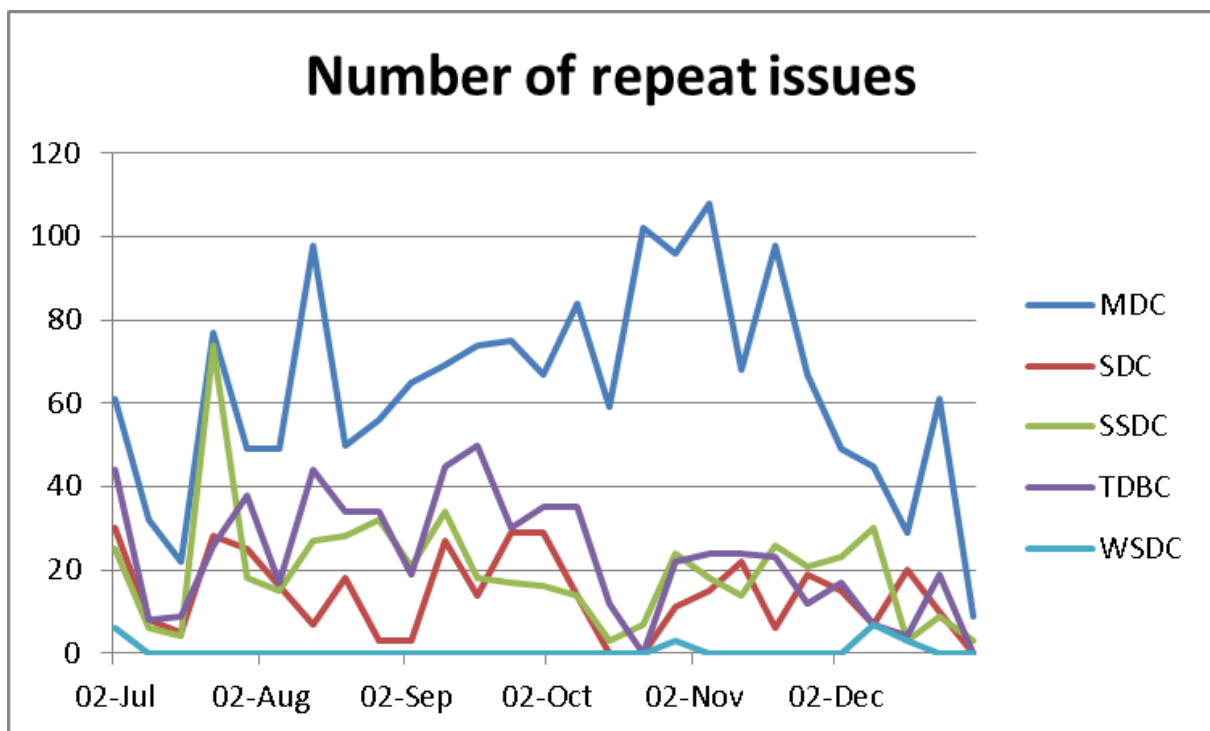


Figure 6: Repeat missed collections

### Speed of rectification of missed collection

The customer expectation (based on what call centres/website informs them) is that all missed collections will be rectified within 48 hours. This allows Kier more time to rectify missed collections than is contractually required, but it is not recommended to change this at this stage in the contract and given other higher priority areas of service that need improving. Figure 7 below shows that some depots in some months have rectified less than 50% of collections in line with customer



expectations, and many average below 70%. Whilst issues here may be because the collection is not recorded on Kier's systems promptly, it does appear to show performance far below what is acceptable (other than in West Somerset, which achieves this standard over 90% of the time). SWP have informed Kier that over 90% of missed collections must be rectified with 48 hours by the end of the financial year, or contractual performance deductions will be applied.

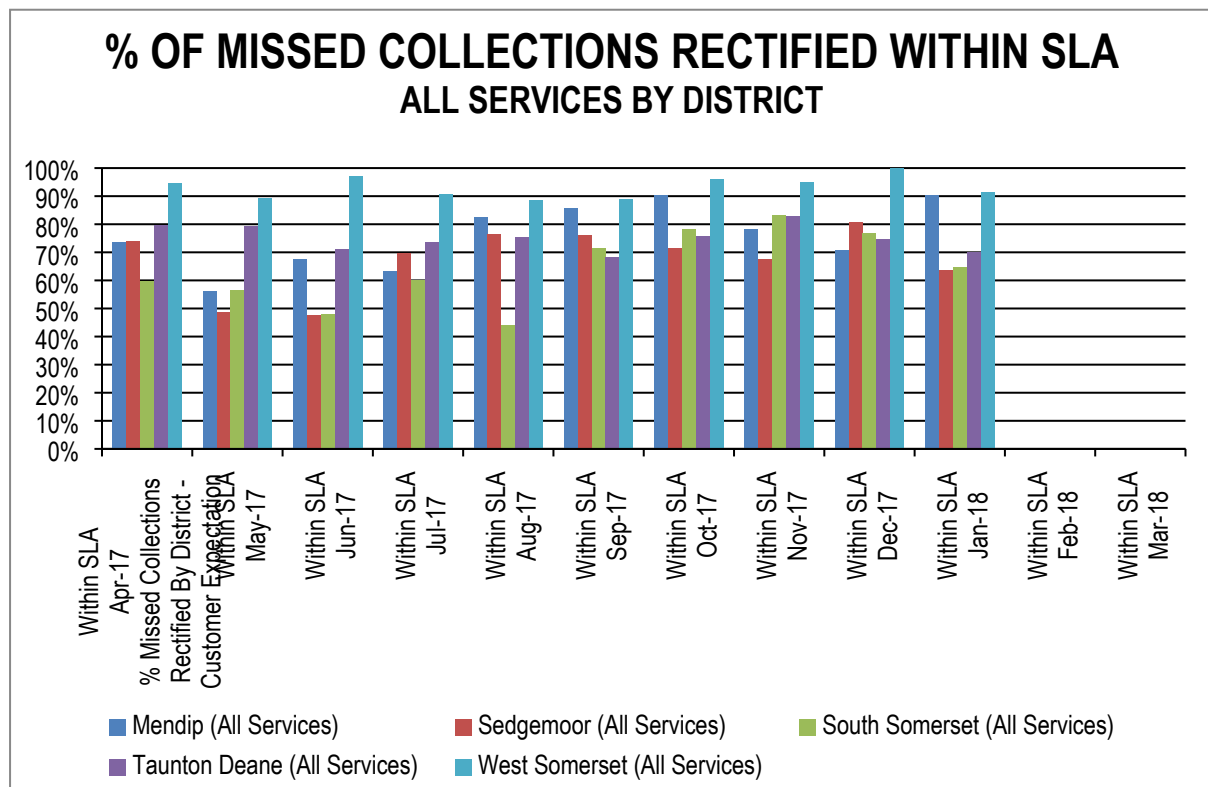


Figure 7: Missed collections collected within 48 hours

## Actions taken to date

Actions
Kier and SWP have been engaged in resolving the issue of attracting staff and reducing the reliance on agency cover. We have jointly promoted the employment opportunities and will be taking part in further employment fairs and promotional events with three in Taunton, Burnham and Bridgwater already booked in over the next few weeks. We have increased the reliability and ability to engage agency staff by expanding those companies who can provide to Kier and through promotional events. However on average Kier are still operating at an average of 27% agency cover across depots (excluding Lufton) which they are continue to try and reduce.
An Assisted Collection Review is contracted to take place every 3 years and the SWP sends out letters to all households on the service with a freepost return envelope as well as online options for the customer to confirm it is still required . The most recent review took place this year and cleared approx. 2000 people off the list unfortunately about 400 of those who still required the service did not respond and then report a missed collection impacting on the statistics. This readjustment took place in the 3 <sup>rd</sup> quarter of this year.
Since July 2017 SWP have introduced a greater detailed analysis of all missed assisted collections and Operations Officers use this list to work with their respective depots and supervisors to investigate causes in order to introduce long term solutions rather than continually repeating the same errors.
Again in July a similar process was introduced for repeat missed collections to achieve the same results- deeper analysis and engagement with the crews and public in order to find more effective solutions.
In the past significant round changes have been implemented by Kier without adequate input from SWP staff. This meant that on the ground local knowledge from SWP staff (and local Kier staff) was missed which could identify potential issues which may not be obvious to a round planning engineer based at the head office. This element of the planning of any changes has now been given greater importance and is now embedded in the process.
Resource problems and imbalances in rounds can lead to the same areas being vulnerable to problems if they are always done in the same way (i.e. repeated issues at the end of the round). Where resource issues or problems are identified early in the process Kier will reroute collections to try and ensure if there is a problem it is not the same properties who continually suffer.

## Actions to be taken as a result of this deep dive

Planned Actions
Kier have undertaken to improve the data provided to SWP which is being trialled over the next few months to refine and enable us to effectively interrogate missed collection data better.
Rather than using a separate resource to complete missed collections Kier where possible use the same crews who missed a property to return and correct which is hoped will identify any issues which need further investigation or ingrain the need to collect in those responsible for ensuring it is done in the first place.
SWP have informed Kier that performance is unacceptable on certain services (assisted collections, the speed with which missed collections are rectified, and garden waste collections). SWP have informed Kier that a plan to improve these aspects of the service must be instigated and the performance in these areas must improve by the end of the financial year (April 2018) otherwise the full range of performance deductions that our contract with Kier allows will be introduced until improvement is seen
There are missed collections that are not the result of failure by Kier or the SWP. A clear and accurate recording of these 'reported' missed collections will prevent a need to divert resources to rectify. Alternative options can be provided to the household – use of HWRC's and excess stickers for example. It will also identify to SWP households who could benefit from more targeted advice and intervention.

We will be more proactive in using social media and ward and parish councils as well as our partners to distribute information on known issues where they arise .Although doesn't resolve the issue it can provide reassurance to customers that problems are known and will be addressed.

SWP and Kier are reviewing the content of toolbox talks and the induction process for new staff to seek improvement in the messages and effectiveness of the operations.

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