

Dear Members

**Community Wellbeing Scrutiny Committee**

A meeting of the Community Wellbeing Scrutiny Committee will be held in the **Craddock Room, Civic Centre, Riverside Stafford on Wednesday 16 October 2024 at 6.30pm** to deal with the business as set out on the agenda.

Members are asked to note that this meeting will be recorded.

Members are reminded that contact officers are shown at the top of each report and members are welcome to raise questions etc in advance of the meeting with the appropriate officer.



Head of Law and Governance

# COMMUNITY WELLBEING SCRUTINY COMMITTEE

16 OCTOBER 2024

Chair - Councillor A P Edgeller

## AGENDA

- 1 Minutes of 26 June 2024 as previously published on the Council's website.
- 2 Apologies
- 3 Public Question Time - Nil
- 4 Councillor Session - Nil
- 5 Members' Items

### Page Nos

ITEM NO 5(a) **Health and Care Overview and Scrutiny Committee**

3 - 5

COUNCILLOR A P EDGELLER

- 6 Called-In Items - Nil

- 7 Officers' Reports

ITEM NO 7(a) **Waste Update - Presentation**

-

HEAD OF OPERATIONS

ITEM NO 7(b) **Veolia Annual Report**

6 - 38

HEAD OF OPERATIONS

ITEM NO 7(c) **Work Programme**

39 - 43

HEAD OF LAW AND GOVERNANCE

## Membership

Chair - Councillor A P Edgeller

J A Barron  
A G Cooper  
A P Edgeller  
A D Hobbs  
P A Leason

D M McNaughton  
L Nixon  
M Phillips  
J T Rose  
J Thorley

**Health and Care Overview and Scrutiny Committee****District and Borough Council Digest**

Under the Health Scrutiny Code of Joint Working with District and Borough Councils, Authorities have undertaken to keep relevant Partners informed of their consideration of health matters having regard to the general working principle of co-operation and the need to ensure a co-ordinated Staffordshire approach. Therefore, the following is a summary of the business transacted at the meetings of the Health and Care Overview and Scrutiny Committee held on 17 and 29 July 2024.

**Health and Care Overview and Scrutiny Committee****SSOT ICB Performance**

The Committee considered the SSOT ICB performance and received an overview of key underpinning deliverables in 7 portfolio headings:

- Children and Young People/ Maternity
- Planned Care, Diagnostics & Cancer
- Improving Population Health
- Urgent and Emergency Care
- Mental Health, Learning Disabilities and Autism
- Primary Care
- End of Life, LTCS and Frailty

The Committee noted the report and requested to receive an update on the Dental Strategy to Committee (scheduled on the Work Programme for January 2025) and an update detailing the challenges, financial investment and the ICBs plan to reduce the waiting time for autism assessment.

**24/25 System Operational Plan**

The Committee considered the 24/25 operational plan.

It was reported that within the plan there were 2 key aims and 5 high level operational priorities:

Aims:

- Safe, timely and sustainable care.
- Meeting the capacity challenge

High Level operational priorities:

- Eliminate delays in access to treatment and long waits for care
- Improving access to high quality sustainable primary care
- Delivering joined up proactive and preventative support and care across all pathways
- Delivering compassionate care oof the frail and elderly.
- Supporting Care Home Residents

The ICB had agreed a financial recovery programme which was a core part of the operational plan and was essential in the return to a sustainable financial position for the system. The deficit for 2023/24 was £91million.

The Committee received the report.

## **Urgent and Emergency Care Strategy, Lessons learned from Winter and Urgent treatment Centre designation**

The Committee considered a report from the ICB on Urgent and Emergency Care Strategy, Lessons learned from Winter and Urgent treatment Centre designation

The Committee were advised that as a recurrent part of the ICS Winter Surge Planning process a thorough assessment and review of the plan's effectiveness post winter would take place. It was reported that a system wide lessons learnt workshop event was held on 17 April 2024.

The Committee were also advised that in July 2017, NHS England produced Principles and Standards to be achieved for the formal designation of Urgent Treatment Centres. System partners had developed recommendations for designating Urgent Treatment Centres across Staffordshire and Stoke-on-Trent aligning with the Urgent and Emergency Care Strategy. It was reported that the promotion of engagement activity events would begin in July 2024 for 10 weeks.

As part of the engagement for Urgent Treatment Centres, there would be discussions about the sites which did not meet the UTC specification and the future model of services.

The Committee requested to receive an update on Cannock Chase MIU and received the report.

## **Plan for Commissioning Care Homes and Development of Additional Nursing Capacity.**

The Committee considered the plan for commissioning care homes and development of additional nursing capacity and were informed that there were 250 care homes in Staffordshire and 7950 beds registered with the CQC.

The Committee noted and endorsed the need to replace two current care homes and Meadowrythe and Bracken House and noted the opportunity to do that and provide additional capacity with two new build homes.

The Committee made three recommendations relating to the new build homes and received the report.

## **Maternity Services update.**

The Committee received two reports relating to Maternity services, a general overview and an update to the Intrapartum services previously provided at County Hospital and Samuel Johnson Community Hospital.

The Committee commented that the report was weighted towards the north of the County and requested an update for the whole County.

The Committee were informed that a technical event held in September 2023, clinicians reviewed seven potential proposals to develop a shortlist of viable proposals for the Freestanding Midwifery Birthing Units (FMBU). At the event it was recommended that there was only one viable option which was to make permanent the temporary closure of the FMBUs.

The Committee made a number of recommendations including that the consultation should be for 12 weeks to allow input from District and Borough Councils and that the demographic data relied on in the report be updated due to new and ongoing development in the County.

### **Health Impacts of Walleys Quarry**

The Committee received representations from the County Council's Director of Public Health, the UK Health Security Agency and the Environment Agency.

It was reported that the results for hydrogen sulphide in May 2024 were above the World Health Organisation odour annoyance guideline value for a significant percentage of the time at the monitoring station MMF9 and a considerable percentage of the time at the monitoring station MMF1.

The UKHSA reported that the risk to long term health cannot be excluded, where concentrations were above the long-term health-based guidance value. Currently the risk was likely to be small, but the longer the exposure is above the US Environment Protection Agency RfC, the greater any potential risk.

The Committee endorsed the UKHSAs strong recommendation that all measures be taken to reduce the off-site odours from the landfill site, to reduce the health impacts experienced in the local community and agreed to write to the Secretary of State for Health and Social Care and the Secretary of State for Environment, Food and Rural Affairs to re-highlight local concerns to resolve the issues at the site.

To see the reports in full and view the webcast of the meeting see the links below:

[Browse meetings - Health and Care Overview and Scrutiny Committee - Staffordshire County Council](#)

The next meeting will be held on Monday 23 September 2024 at 10.00 am, County Buildings, Stafford.



# Veolia Stafford Annual Report and Service Improvement Plan 2023/24

---

Date: 30th April 2024

Version: 1.0

Due for Review: N/A

## Purpose of the Document

---

This document has been prepared with reference to Paragraph 2.36 of 'Part One: General Requirements', Paragraph 1.35 of 'Part Two: Service Requirement - Waste and Recycling Collection Services' and 1.16 of 'Part Three: Service Requirement - Processing of Dry Recycling and Other Recyclables' of 'Schedule A Service Specification - Part 1: Technical Specification' of the 'Call-Off Contract for Waste & Recycling Collection Service & Processing of Dry Recycling' ('the Contract') between Veolia ES (UK) Ltd ('Veolia') and Stafford Borough Council ('SBC').

This sixth Veolia Stafford Annual Report and Annual Service Improvement Plan ('Annual Report') covers the year 1st April 2023 to 31st March 2024.

This report is broken down into the following sections:

- Executive Summary
- Charges Summary
- Resources
- Health and Safety Summary
- Collection Operations Summary
- Waste Transfer Station Operations Summary
- Action Plans
- Annual Performance 2023/24
- Annual Service Improvement Plan 2024/25

# Contents

---

<b>1. Executive Summary</b>	<b>4</b>
<b>2. Charges Summary</b>	<b>6</b>
<b>3. Resources</b>	<b>7</b>
Absence Rates	12
Vehicles and Plant	13
<b>4. Health and Safety Summary</b>	<b>14</b>
<b>5. Collection Operations Summary</b>	<b>15</b>
Missed Collections	15
Containers Not Returned Correctly	20
Missed Assisted Collections	21
Collected Weights	22
Collected Weights Recycling Rate	24
<b>6. Waste Transfer Station Operations Summary</b>	<b>25</b>
Waste Inputs	26
Waste Outputs	27
Waste Outputs Recycling Rate	30
Environmental Performance	31
<b>7. Action Plans</b>	<b>32</b>
<b>8. Annual Performance 2022/23</b>	<b>34</b>
<b>9. Annual Service Improvement Plan 2023/24</b>	<b>35</b>
Review of Previous ASIP	35
2023/24 ASIP	36



# 1. Executive Summary

---

The sixth full Contract year (April 2023 to March 2024) saw the partnership between Stafford Borough Council ('SBC') and Veolia achieve several successes and overcome challenges to the Services:

- In preparation for a possible mandatory introduction of food waste collections, Veolia applied to expand the Operator Licence ('O'-licence) authorisation from 30 vehicles and 2 trailers to 35 vehicles and no trailers in May 2023. This was granted in August 2023.
- An initial resource modelling of the food waste service was undertaken in May 2023 by Veolia's Municipal Business Development team. This was provided to SBC in September 2023 and discussions were due to be held in May 2024 following the completion of a financial model.
- The buyer of Stafford's paper and card, UPM Kymmene, informed Veolia that it would not purchase the material from the end of June 2023. Veolia's Material Sales team quickly acted to secure a new outlet, Smurfit Kappa. Trial loads were sent in June. The material is separated at this plant before being transferred to Smurfit Kappa Birmingham and Northampton for recycling into board and paper products. This ensures that the material continues to be recycled in the UK.
- Veolia provided its Estimate in response to Change Notice 2 on 27th July 2023. Veolia and SBC will discuss this proposal in due course. As the service change was implemented in April 2020, this is considered to be a procedural matter.
- An accident happened on the 4th of April 2023 which resulted in Lost Time and a report being made to the HSE under RIDDOR as the IP could not complete their normal duties for more than 7 days. The IP pulled two bins and in doing so pulled his calf muscle, the IP attended Stafford County Hospital for treatment followed by physiotherapy treatment at Veolia's Stafford depot.
- On 13th April 2023, a suspicious vehicle entered Stafford Waste Transfer Station. When the occupants were challenged, they said that they were looking for scrap metal. They promptly left the site. This was reported to Staffordshire Police (crime reference number VCN-5343-23-2121-03).
- Senior members of the Veolia Risk and Assurance team visited Stafford on 4th July 2023 to engage with collection crews and gather feedback on the increased number of accidents on the contract in recent months. Crews engaged positively and raised issues with the Risk & Assurance team, who were accompanied by Veolia Stafford's management and supervisory teams. Actions were taken forward from the day and implemented to improve health and safety and general employee engagement. A follow-up session was held in August 2023 when other senior members of the Veolia Risk and Assurance team visited Stafford to catch up with collection crews and review progress to address issues raised a month earlier.
- Veolia welcomed Councillor Ian Fordham (St Michael's and Stonefield), Environment portfolio holder and SBC officers, to Tollgate Drive on Wednesday 13th September 2023. Cllr. Fordham was provided with an overview of the contract and toured the depot.
- SBC's Assistant Contracts Manager undertook a joint visit with Veolia Stafford's management team to Veolia's Materials Recovery Facility ('MRF') on 27th September. Contamination and sampling were discussed, with a number of actions taken away by both parties with the aim of reducing contamination. The discharge of a Stafford load and sampling were witnessed during the visit.
- In November, eight loads of Dry Mixed Recycling ('DMR') were delivered to Suez's Landor Street MRF in Birmingham. No additional charges have been made to SBC concerning this contingency measure. The Four Ashes MRF returned to full operations by December 2023.
- Veolia Stafford's Business Manager and Contract Performance Manager attended the Resources Scrutiny Committee meeting on Thursday 16th November 2023. The committee discussed the Annual Report 2022/23 and the Annual Service Improvement Plan 2023/24.
- Veolia met with representatives from Weightron Bilanciai on the 14th and 18th of December to discuss the replacement of the weighbridge onsite. The weighbridge was deemed to be beyond economic repair following two surface cracks appearing in the surface deck in late November 2023. Further quotes were received from Avery Weightronix and Axtec in the ensuing months. SBC continues to consider the quotes for implementation in Q2/3 2024/25.
- Veolia Stafford launched StreetKind on 26th February 2024. The team would like to thank SBC for their involvement in the launch event, particularly the Leader of the Council, Cllr. Aiden Godfrey, Cabinet Member for Environment, Cllr. Ian Fordham, and Neighbourhood Services Group Manager, and Assistant Contracts Manager. Veolia also wishes to thank Police and Crime Commissioner Ben Adams for attending on the day and lending his support to the campaign.

- On 4th March 2024, Veolia submitted documents requested by the Environment Agency following their unannounced visit on 27th February 2024. The Environment Agency has not made a follow-up visit to Tollgate Drive.
- Veolia welcomed the Mayor and Mayoress of Stafford to Staffordshire W2R Energy Recovery Facility ('ERF') and Four Ashes Materials Recovery Facility ('MRF') on 6th March 2024. The team would like to thank the Mayor and Mayoress for their reciprocal invitation to visit the Mayor's Parlour, scheduled for April.
- Following the launch of StreetKind in February 2024, supervisors and Environmental Managers from other contracts in Veolia's North and Midlands region visited Stafford to engage with collection crews to assess the campaign launch's impact and provide updates on recent reported close calls and near misses. These have led to engagement with Staffordshire Police with warning letters and prosecutions brought in some cases concerning careless driving by members of the public.

Veolia is committed to maintaining its strong working relationship with SBC through the coming year as outlined in the Annual Service Improvement Plan (ASIP) section of this report. Reviewing the previous ASIP, significant proposals were completed or progressed during 2023/24. The 'Additional Bins' project template was rolled out to multiple locations across the Borough, including Oxford Gardens and Bellasis Street. This led to the removal of numerous bins, improving streetscene, crew efficiency, and reducing local residual waste arisings. Veolia continued to update SBC throughout the year with updates regarding the Environment Act and secondary legislation. Missed collections have been reduced by 21% and, as noted above, StreetKind was successfully launched at Stafford. For reference, the StreetKind campaign asks residents to treat Veolia staff with respect and encourage staff to report instances of physical or verbal aggression.

2023/24 has been another successful year working in partnership between Veolia and Stafford Borough Council. We have seen continuations of the annual work in the community. Several projects have seen the following increased benefits in the community.

- Easter collections for 'Hearts & Hands', 'A Child of Mine' & 'Rising Brook Methodist Church' increased by over 100 easter egg donations.
- Christmas Food Bank Collections for 'Hearts & Hands', 'A Child of Mine' & 'Rising Brook Methodist Church' received increased goods to an estimated additional value of £500.
- Katherine House Hospice benefited from additional donations in the region of £3000.
- Veolia Orchard extended the offering to include Strawberry plants in addition to fruit trees offered through the annual project.

## 2. Charges Summary

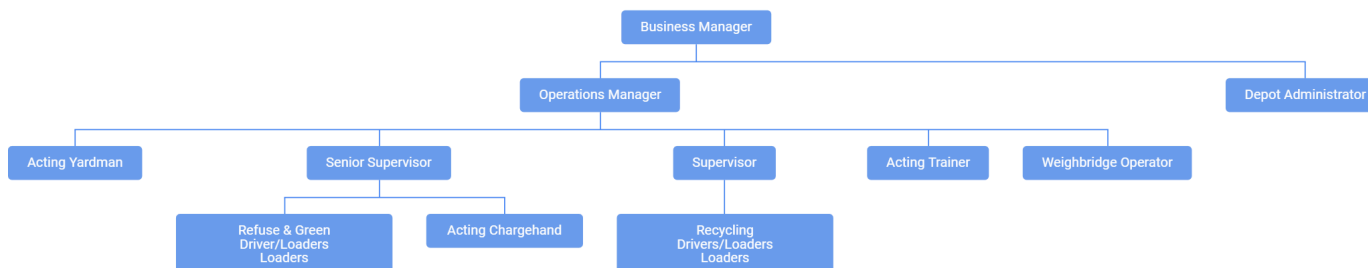
---

The following table summarises all charges made by Veolia to SBC relating to the services provided under the Contract. Each monthly report acts as 'backing data' for the invoice that includes the reporting month's Core charge and the previous month's Variable charge.

Reporting Period Charges	Value (Ex-VAT)
April 2023 Core Mar Var	£xxxxxx
May 2023 Core Apr Var	£xxxxxx
June 2023 Core May Var	£xxxxxx
July 2023 Core Jun Var	£xxxxxx
August 2023 Core Jul Var	£xxxxxx
September 2023 Core Aug Var	£xxxxxx
October 2023 Core Sep Var	£xxxxxx
November 2023 Core Oct Var	£xxxxxx
December 2023 Core Nov Var	£xxxxxx
January 2024 Core Dec Var	£xxxxxx
February 2024 Core Jan Var	£xxxxxx
March 2024 Core Feb Var	£xxxxxx

### 3. Resources

The structure as of March 2024 is as follows. The former Contract Performance Manager changed role to become Operations Manager in October 2023. The team was restructured to report directly to the new Operations Manager.



We continued to invest in staff training and development throughout 2023/24 as can be seen from the table below. Training of particular note includes the Supervisor completing the Operational Excellence programme, jointly developed by Veolia and the Chartered Institution of Wastes Management ('CIWM'), and the Acting Chargehands starting Level 2 Team Leader course in March 2024. This investment adds value to the contract, strengthens operational delivery, and improves staff retention.

The core hours of work for each role are provided in the table below. Note these are not necessarily contractually mandated working hours in all cases and are provided for reference only.

Role	Core Hours
Business Manager	08:30 - 17:00
Operations Manager	08:30 - 17:00
Senior Supervisor	06:30 - 15:00
Supervisor	08:30 - 17:00
Depot Administrator	08:30 - 16:00
Acting Chargehand	06:30 - 14:30
Driver / Loader	06:30 - 15:00
Loader	06:45 - 15:00

The responsibilities allocated to each role are documented in the table below. Please note that these responsibilities are shown for reference only and do not necessarily reflect all of the duties listed in contracts of employment.

There have been no fundamental changes to responsibilities since the previous annual report, with the following exceptions.

- The Contract Performance Manager role has been replaced by the Operations Manager. The Operations Manager has responsibility for all operations staff and has retained responsibility for contractual matters and all reporting. These latter responsibilities will be handed over to Business Manager.
- An existing employee assumed the role of Weighbridge Operator to provide Depot Administrator with additional capacity to explore further responsibilities, including the expansion of Mental Health First Aider provision within the depot.

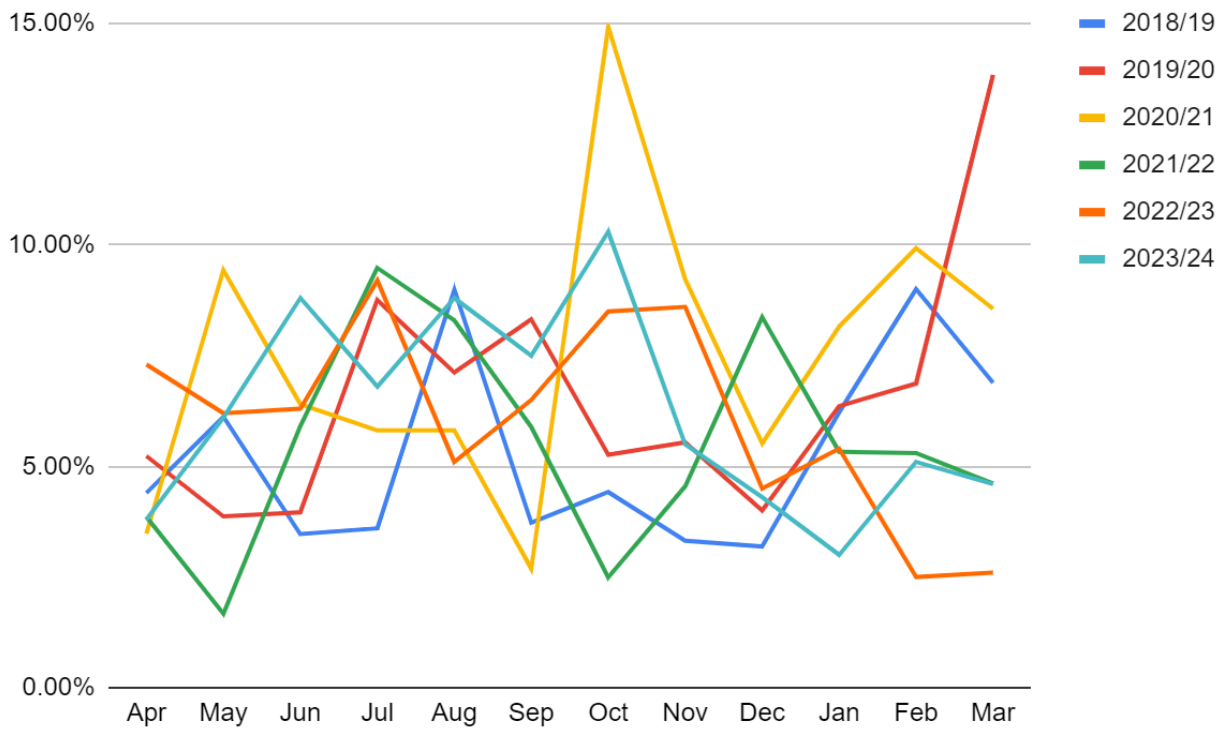
Role	Responsibilities
Business Manager	Responsible for all aspects of service provision, legal compliance, including health and safety and environmental statutes, and financial and transport management.
Operations Manager	Responsible for service delivery. All operations staff report to this role. Responsible for all aspects of Contract compliance, data analysis to identify opportunities for improvement and client reporting. This position is jointly responsible for transport management compliance as TM2. Reports directly to the Business Manager.
Senior Supervisor	Vehicle compliance, supervision of crews, investigations and disciplinary processes and resource allocation. Reports directly to the Operations Manager.
Supervisor	Service management, including resource allocation. Also responsible for vehicle compliance, investigations, and supervision of crews. Reports to the Senior Supervisor.
Depot Administrator	The role includes payroll input, purchasing, and invoicing. Bev is also the depot's Mental Health First Aider.
Acting Chargehand  Acting Chargehand	Distributing keys, folders, and documents at the start of the day. Assisting with the timely dispatch of crews to begin collections at 0700 hours each working day. Monitoring of service throughout the day to ensure completion of tasks within the Contract's Service Level Agreements (SLAs), escalating issues to Supervisor and Senior Supervisor where required. Completing driver/loader debriefs at the end of the day.
Acting Yardman	Responsible for arranging haulage and loading of recyclable materials to ensure compliance with the Environmental Permit and relevant Waste Exemptions and for the general upkeep of the yard.
Acting Trainer	Responsible for delivering training to all depot staff inline with programmes and reactive training following incidents (within Veolia or elsewhere).
Driver / Loader	Driving refuse and/or recycling collection vehicles (RCVs) per relevant licences and regulations, in addition to the collection of waste.
Loader	The collection of waste following relevant regulations, Contractual standards, and training instructions.

Generally, there have been few staff issues throughout the fifth full year of operations.

## Absence Rates

The following chart shows absence rates by month in 2023/24 for all Contract Years in the format required in the Specification. The ensuing chart shows this data annualised for ease of reference.

The average absence rate was 6.22% in 2023/24, compared to 6.06% in 2022/23, 5.48% in 2021/22, 7.50% in 2020/21, 6.59% in 2019/20, and 5.28% in 2018/19. Short-term sickness improved from 3.3% in 2022/23 to 3.0% in 2023/24. Long-term sickness increased from 2.8% to 3.0%.



## Vehicles and Plant

The following table shows the vehicles employed on the contract in March 2023:

Vehicle Type	Count	Utilisation*
26-tonne RCV	14	100%
26-tonne '70:30 split' RCV	8	100%
12-tonne Narrow Access RCV	2	100%
12-tonne Cage Vehicle	1	100%
JCB Telescopic Material Handler	1	100%
Ford Ranger (Supervisor Van)	1	-
Vauxhall Van (Supervisor Van)	1	-
<b>Total</b>	<b>28</b>	<b>100%</b>

\*Utilisation is taken to mean the capacity of the vehicle used. All vehicles are filled to capacity at least once per day so utilisation is given as 100%. The JCB Telescopic Material Handler is used daily.

The following table shows the vehicles employed on the contract in March 2024:

Vehicle Type	Count	Utilisation*
26-tonne RCV	14	100%
26-tonne '70:30 split' RCV	8	100%
12-tonne Narrow Access RCV	1	100%
12-tonne Narrow Access split-body RCV	2	100%
12-tonne Cage Tipper Vehicle	1	100%
JCB Telescopic Material Handler	2	100%
Ford Ranger 4x4 (Supervisor Van)	0	-
Peugeot Van (Supervisor Van - Replacement Van)	1	-
Vauxhall Van (Supervisor Van)	1	-
<b>Total</b>	<b>30</b>	<b>100%</b>



## 4. Health and Safety Summary

Veolia’s health and safety performance in 2023/24 is summarised in the table below.

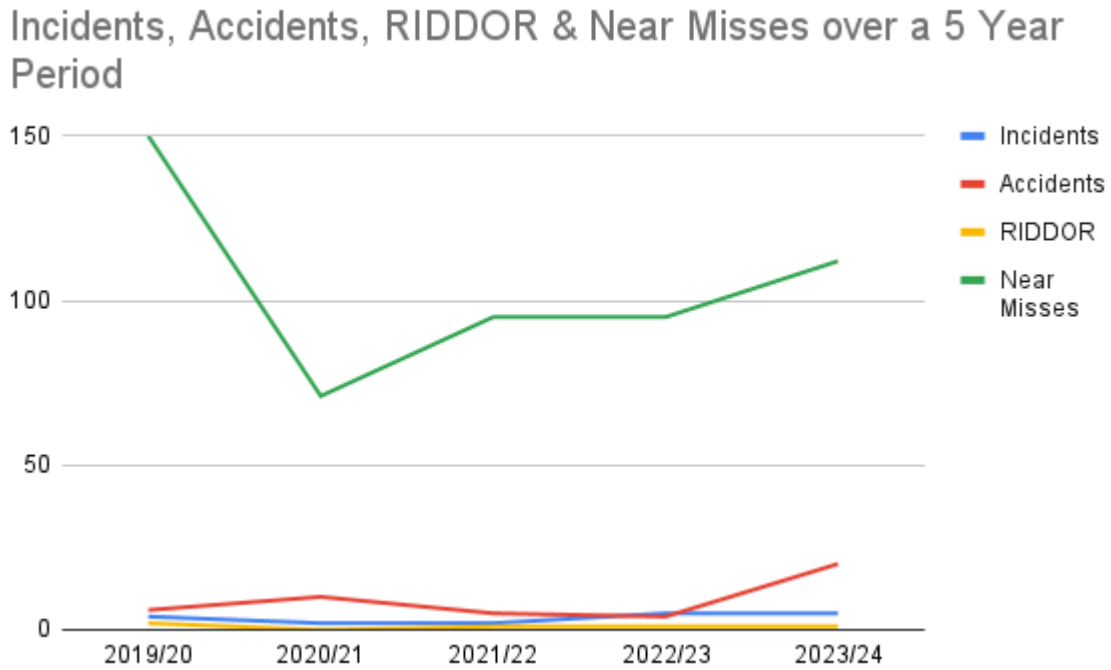
2023/24	Incidents	Accidents	RIDDOR	Near Misses
Apr	1	4	1	3
May	0	1	0	12
Jun	0	2	0	11
Jul	0	2	0	18
Aug	0	0	0	11
Sep	0	3	0	4
Oct	2	1	0	8
Nov	0	2	0	2
Dec	0	3	0	1
Jan	0	2	0	9
Feb	1	0	0	8
Mar	1	0	0	25
YTD Total	5	20	1	112

For reference, a ‘Near Miss’ is defined by the Health and Safety Executive (‘HSE’) as ‘an event not causing harm, but has the potential to cause injury or ill health’. Veolia encourages all staff to report Near Misses for investigation, action, and feedback to address potential issues before an accident occurs, facilitating a proactive safety culture.

Veolia Stafford unfortunately suffered 20 accidents, mainly being slips, trips & falls, in 2023/24, with five incidents, and 112 near-misses reported. One accident resulted in a report being submitted to the HSE under the Reporting of Injuries, Diseases and Dangerous Occurrences Regulations 2013 (‘RIDDOR’). This compares to a total of four accidents, six incidents, and 95 near-misses in 2022/23. The incidents occurring in this period include small vehicle fires caused by Lithium Batteries and Security Breaches such as white vans entering the site without a valid reason.

Veolia Stafford is committed to Health and Safety compliance and as a result of this, Veolia Stafford continued the Health and Safety Committee, started in September 2021, to bring together Trade Union representatives and other members of the workforce with the depot Supervisory and Management teams, along with relevant experts from across Veolia (including Risk & Assurance, and Supply Chain) to raise issues and agree on solutions through open conversation and honest dialogue. This has resulted in the number of ‘near misses’ raised by the workforce increasing and improvements in staff engagement, with a number of prominent issues identified and resolved.

Veolia's health & safety performance over 5 years is summarised in the graph below.



2023/24 has seen an increase in accidents from previous years, however this has been driven by having a focus on open and honest reporting of accidents within the workforce. Following on-going conversations during Health & Safety Committee meetings we have improved the reporting culture within the depot. This has resulted in an increase in reporting of accidents and near misses.

## 5. Collection Operations Summary

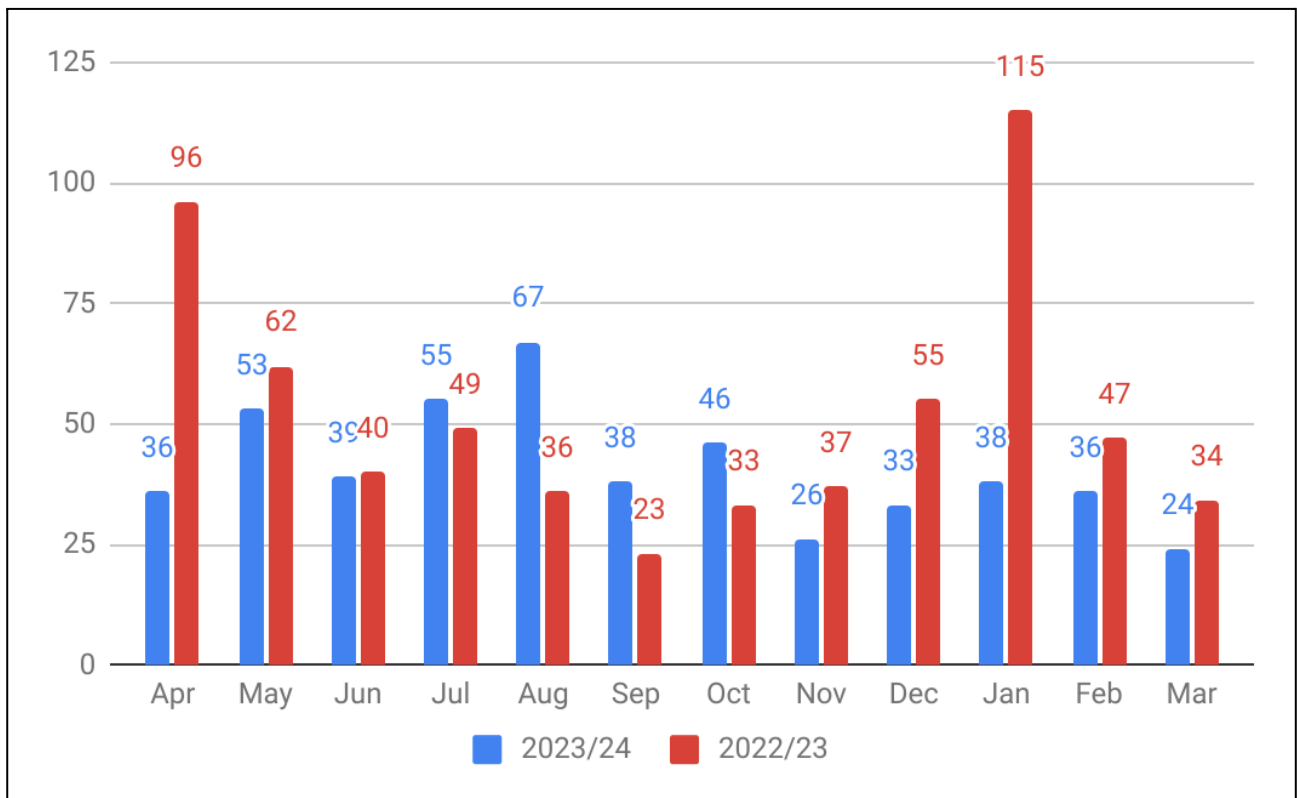
Collection operations were adversely impacted by adverse weather in 2023/24. Despite these challenging conditions, Veolia worked closely with SBC to ensure that disruption to services was minimised.

Investment in the fleet continued in 2023/24 with a new Narrow Access recycling RCV, PN73GHU. This brings the total number of Narrow Access vehicles to three, providing greater operational resilience when Narrow Access vehicle issues arise.

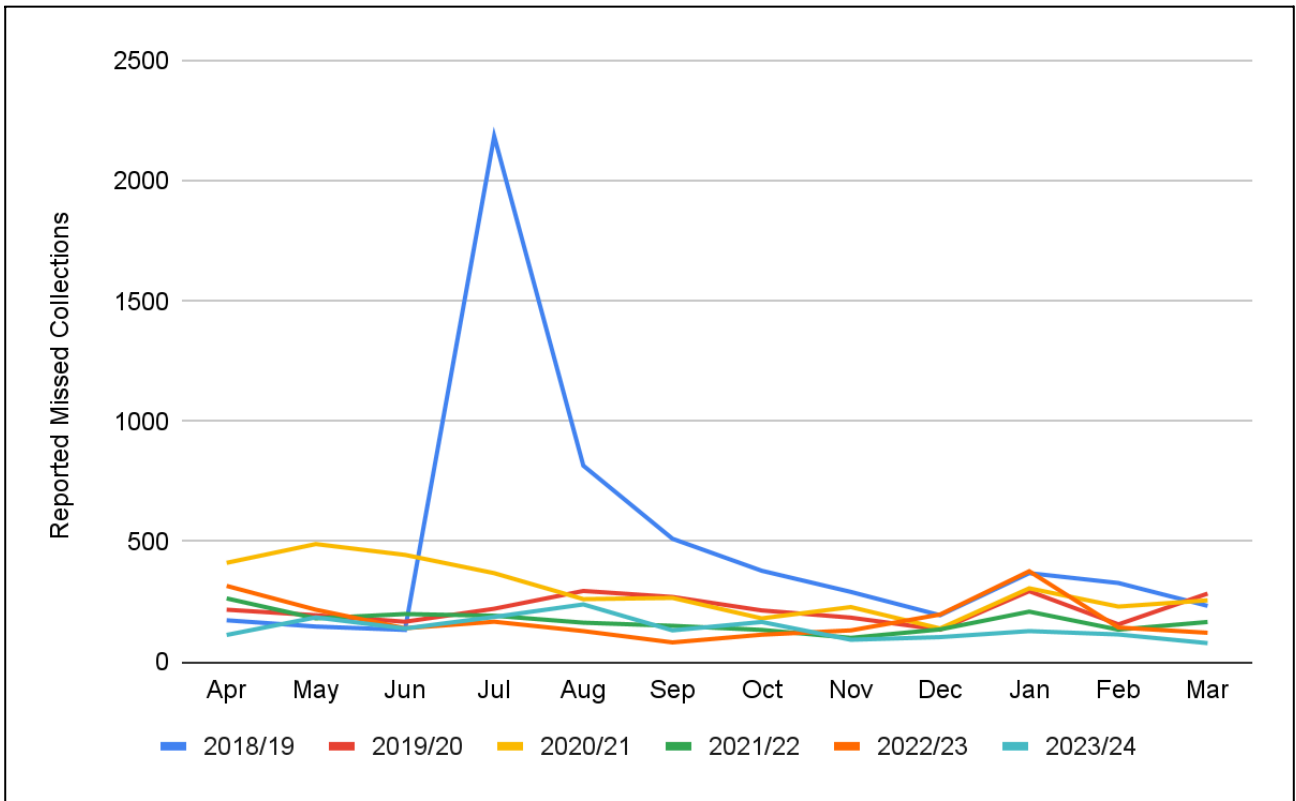
### Missed Collections

The number of reported missed collections decreased by 21% in 2023/24 compared to 2022/23. Reported missed collections decreased from 2,131 in 2022/23 to 1,674 in 2023/24. This equates to a 'strike rate' of 99.99% of collections successfully completed first time.

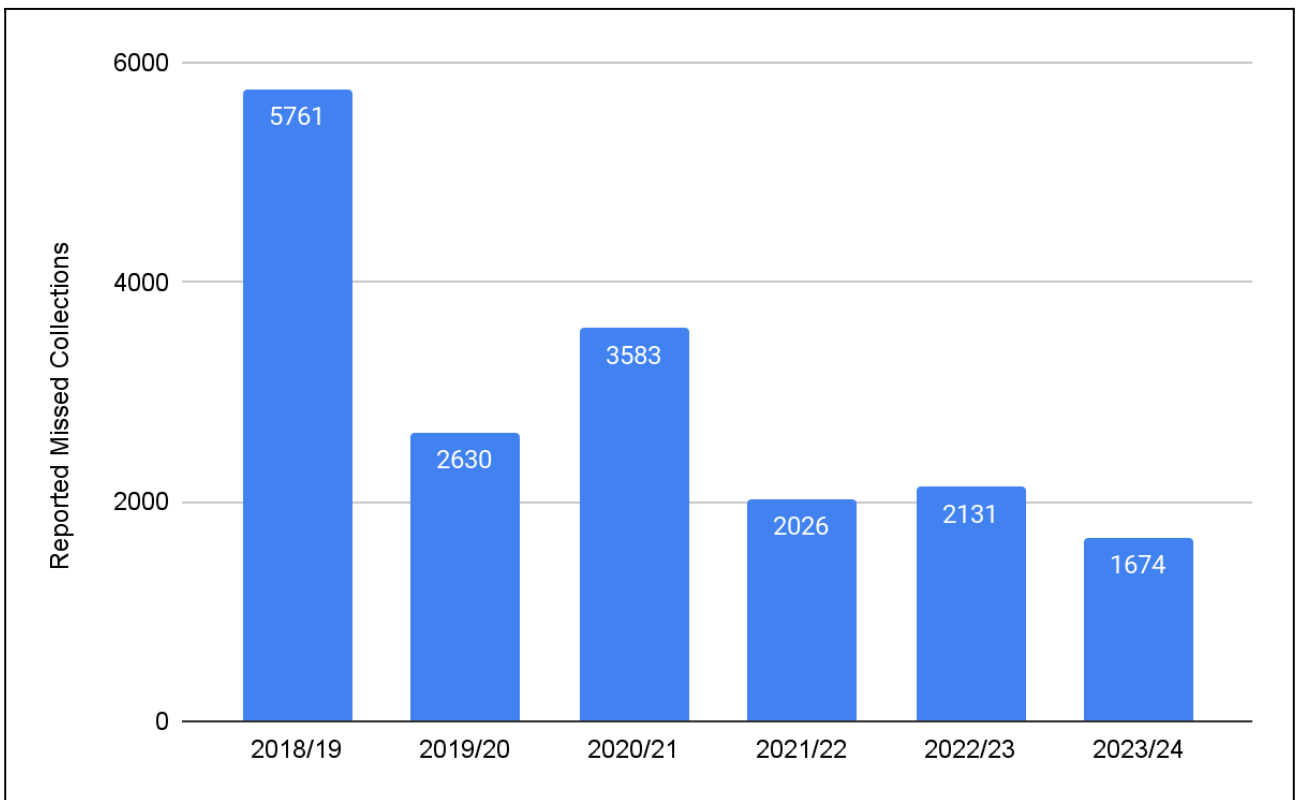
Despite this significant improvement, missed collection performance has consistently fallen below the expected standards, breaching 'Band 3' performance levels in all quarters of 2023/24. We are determined to improve performance through the implementation of the action plans outlined later in this report, in partnership with SBC. The Performance Indicators for the waste and recyclables collections element of the contract are detailed below, beginning with the reported missed collections. The following chart shows reported missed collections in 2023/24 vs. 2022/23.



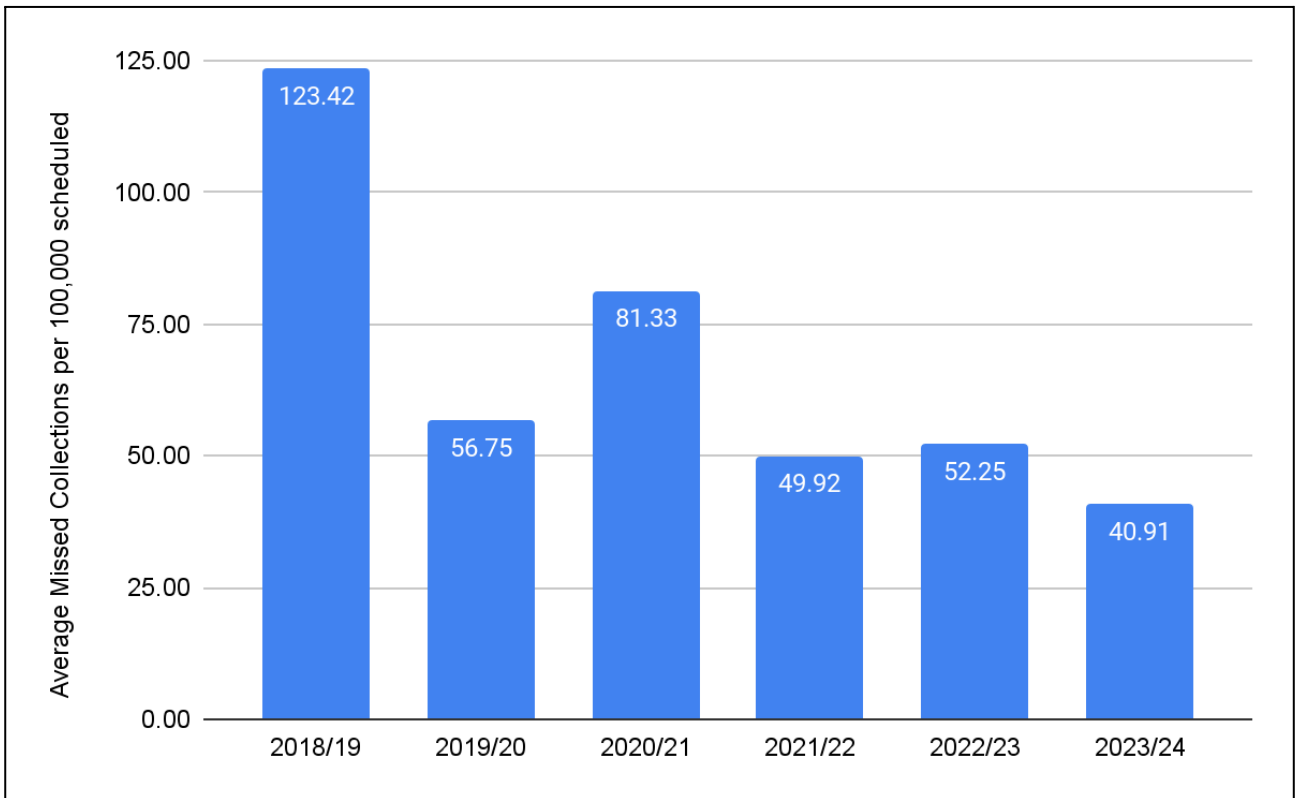
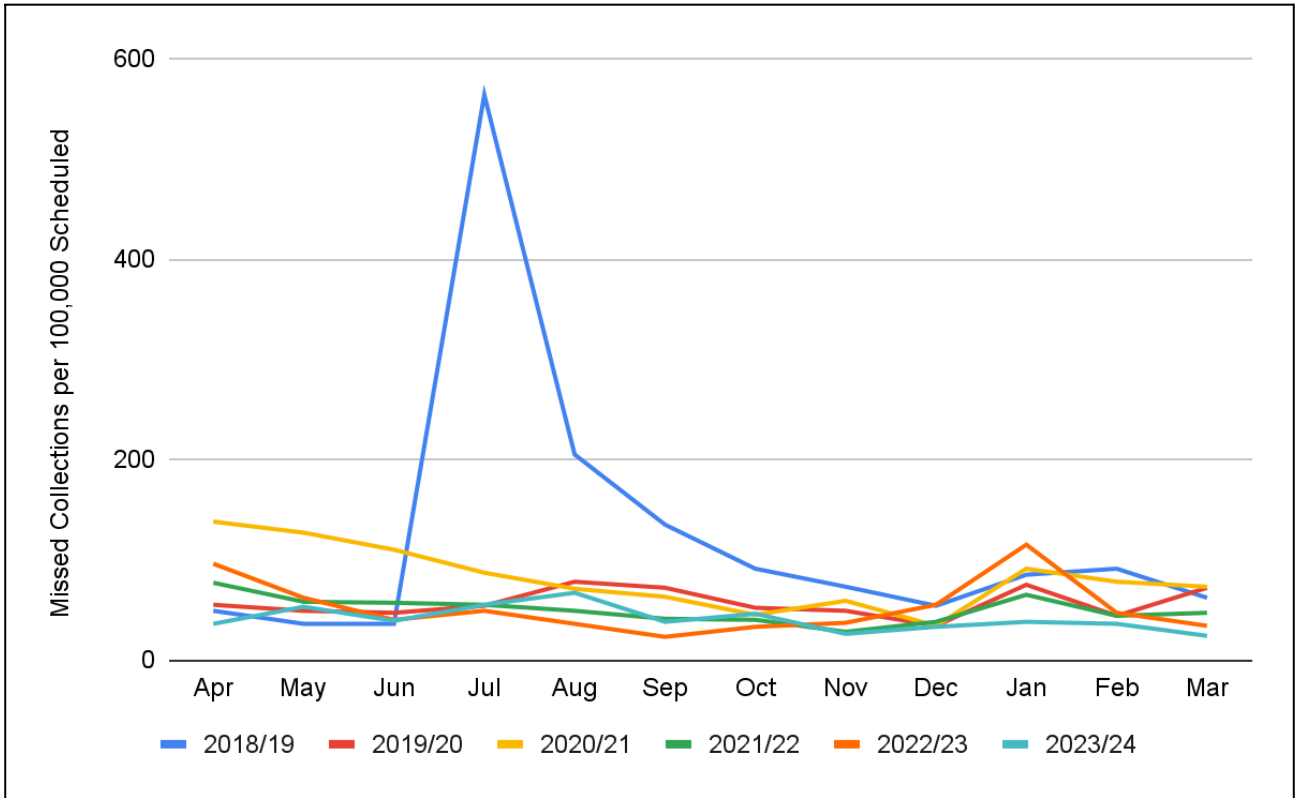
The following chart shows the number of reported missed collections year-on-year from 2018/19 to 2023/24 in the format required in the Specification. It is noted that, with the increasing volume of data, the format requested in the Specification may need to be adjusted. On this basis, aggregated charts are also provided where possible for ease of reference.



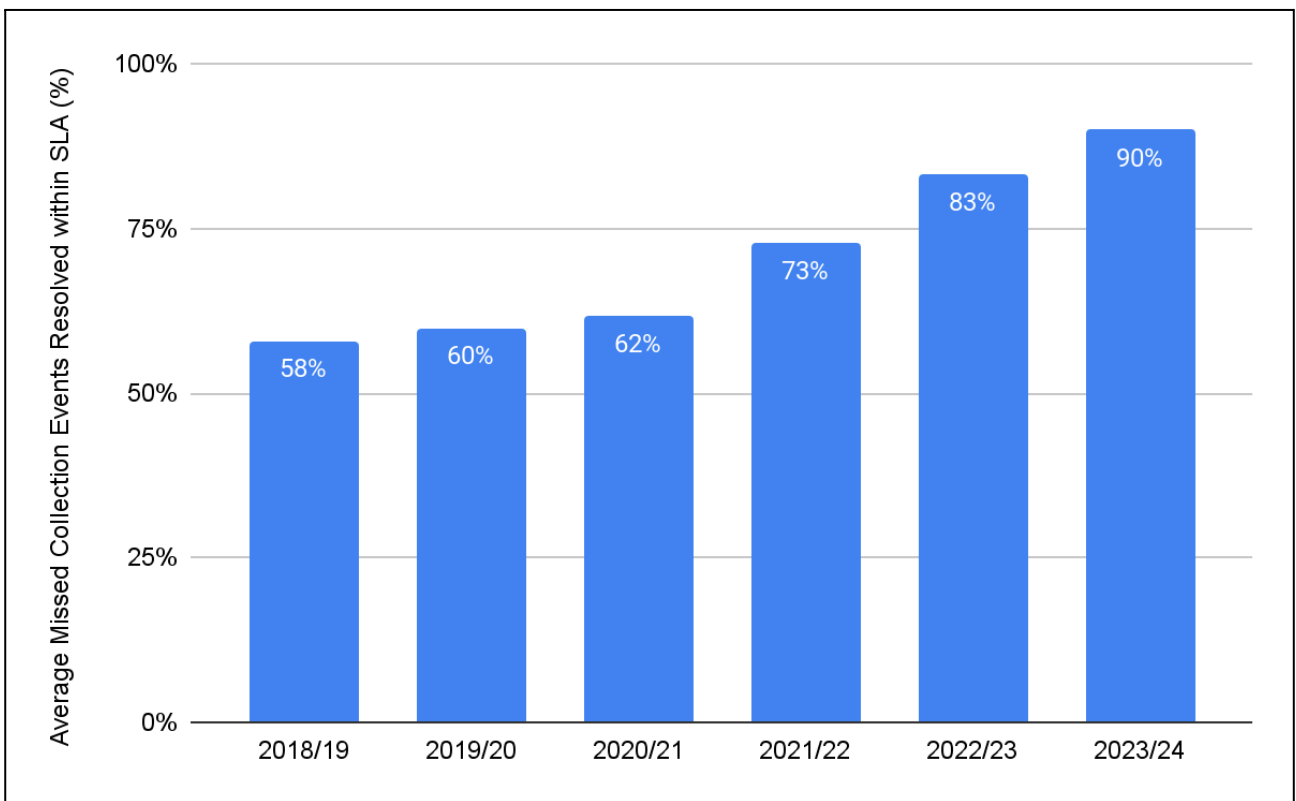
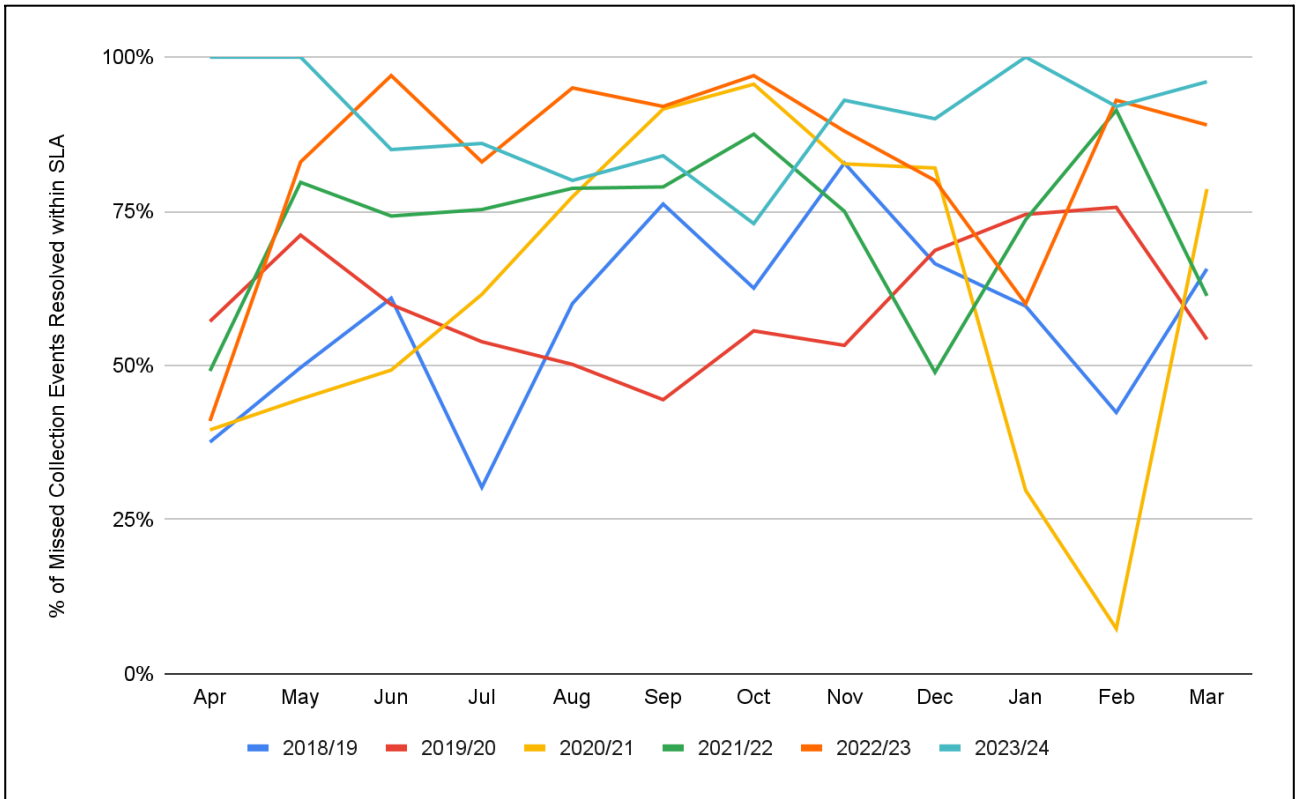
The following chart shows this information on an annualised basis for ease of reference.



The following chart shows missed collections per 100,000 scheduled collections from 2018/19 to 2023/24. The average 'missed collections per 100,000 scheduled' value decreased from 52.25 in 2022/23 to 40.92 in 2023/24, as shown in the ensuing 'aggregated' chart below.

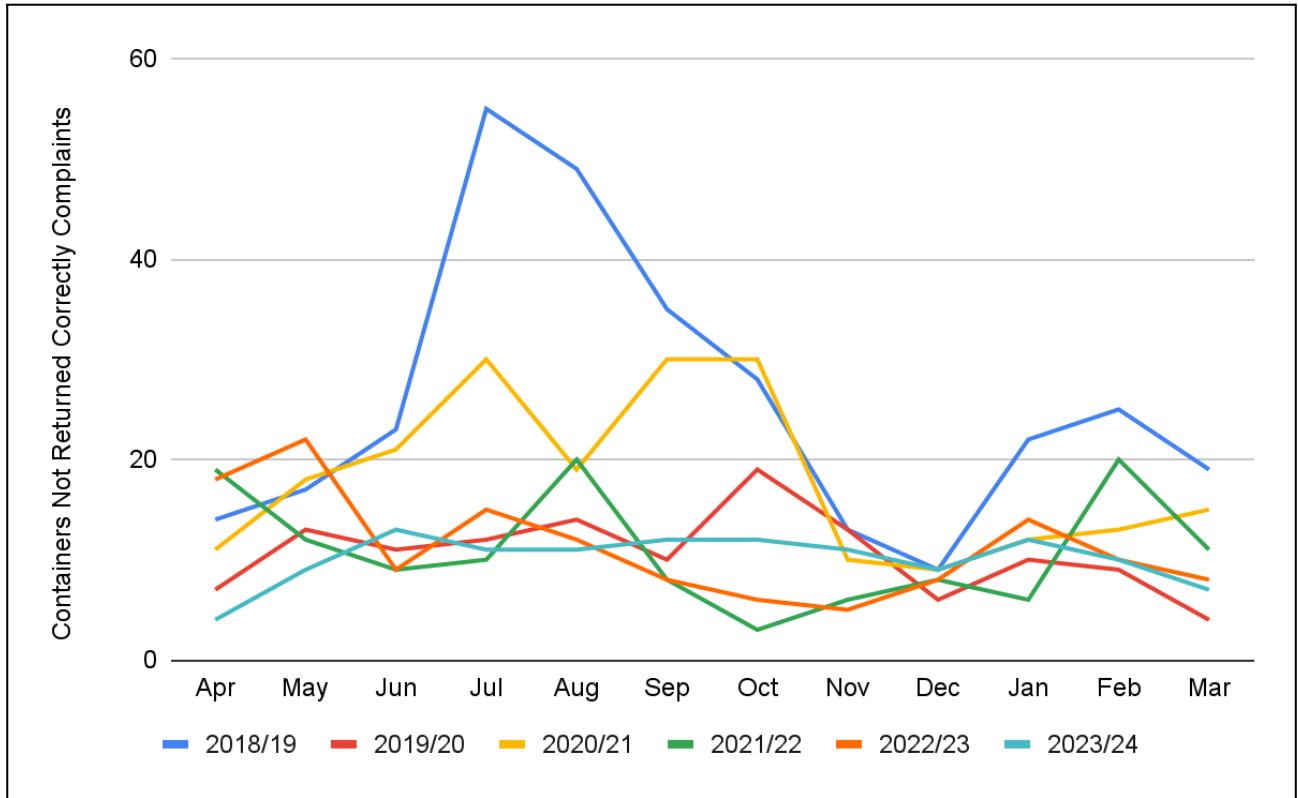


The Operations team has focused on resolving more missed collections within the Contract’s Service Level Agreement (‘SLA’) during 2023/24. The following chart shows a comparison year-on-year from 2018/19 to 2023/24. 2023/24 represents the most successful year for achieving the missed collections SLA at an average of 90% of reported events resolved within SLA.

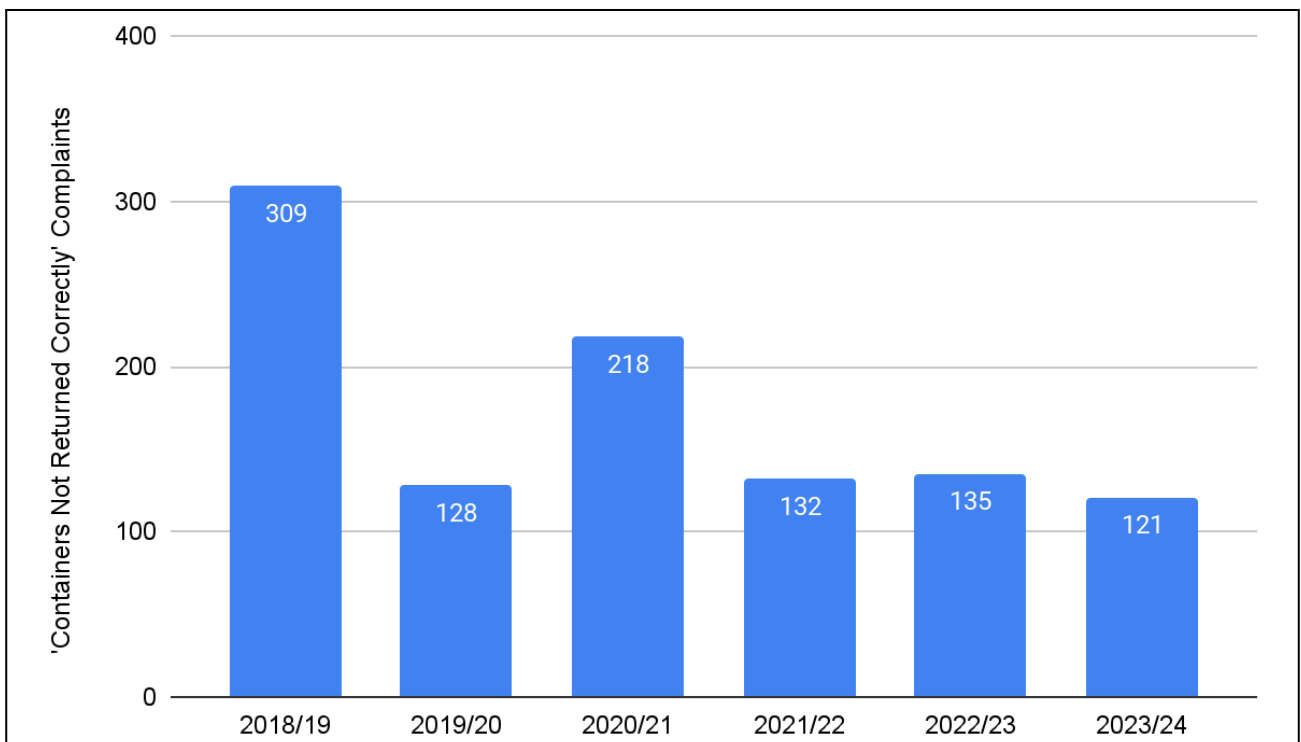


## Containers Not Returned Correctly

There were 121 reported complaints about containers not being returned correctly in 2023/24, compared to 135 in 2022/23. This represents a 12% decrease. Details of the initiatives undertaken to reduce the number of 'containers not returned correctly' complaints are included in the 'Action Plans' section of this report. The following chart shows the comparison year-on-year from 2018/19 through to 2023/4.

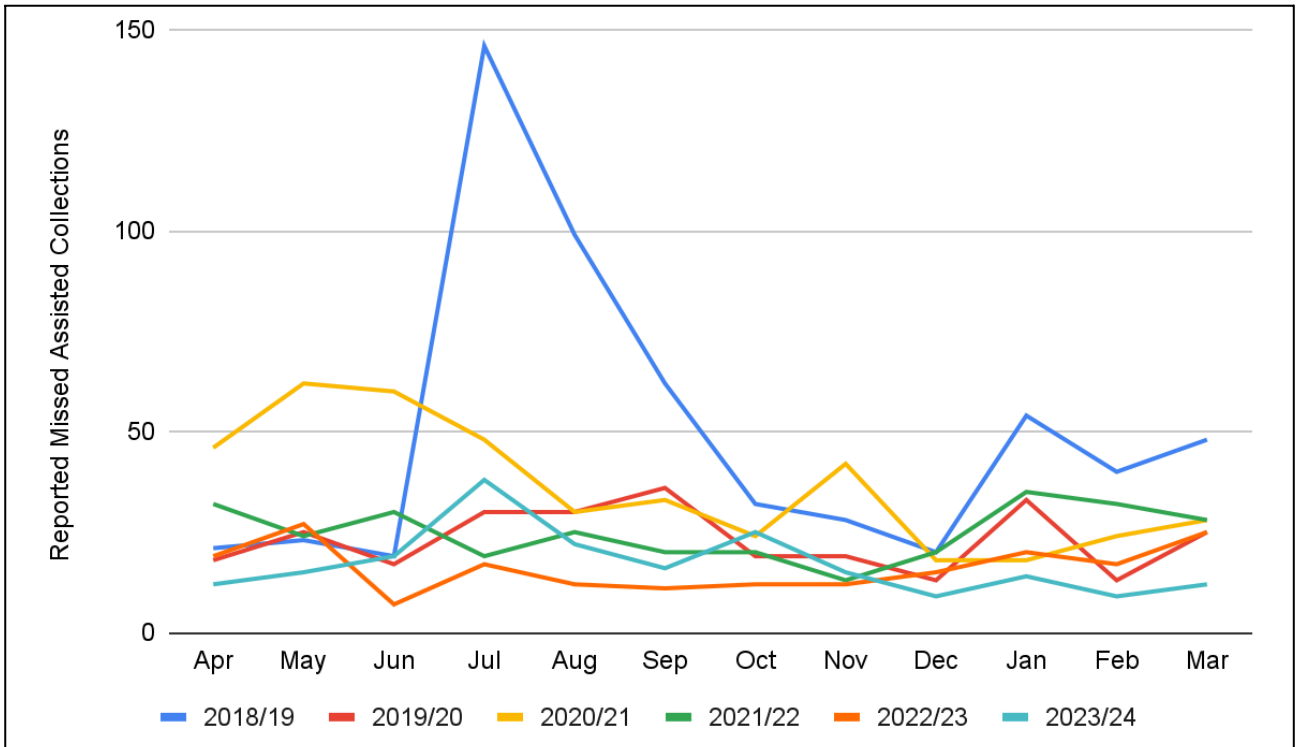


The following chart shows the aggregated number of such complaints per annum since the contract started.

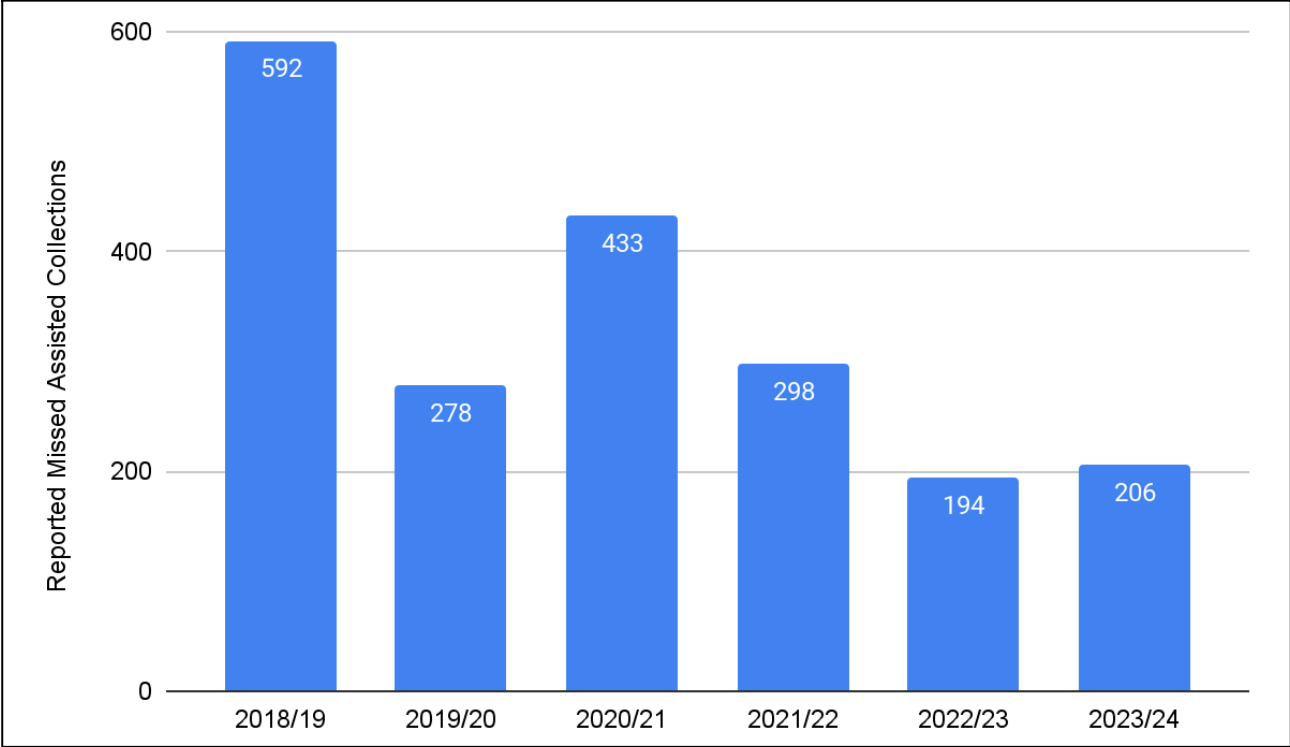


## Missed Assisted Collections

The following chart shows the number of missed assisted collections compared to previous Contract years. 2023/24 saw a 6% increase in missed assisted collections compared to 2022/23 (from 194 reported missed assisted collections to 206). This is in part due to issues with the Echo in-cab software which prevented garden waste collection crews from seeing the assisted collection marker against a property on their in-cab tablets. Veolia is working with its software partner, Selected Interventions to resolve this.





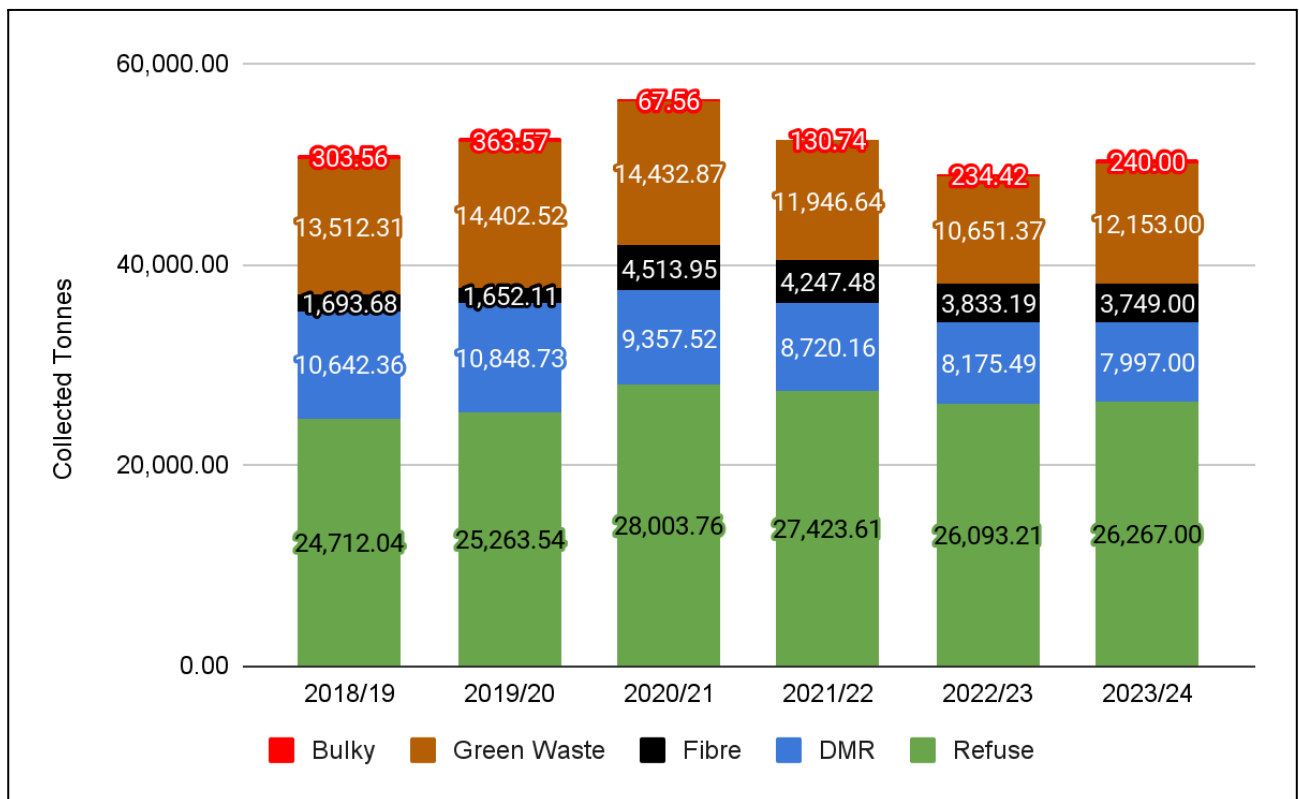


## Collected Weights

Overall, Veolia collected 50,401.39 tonnes of recyclable materials and waste from Stafford Borough properties between April 2023 and March 2024. This compares to 48,987.68 tonnes in the previous year, representing a 2.90% increase.

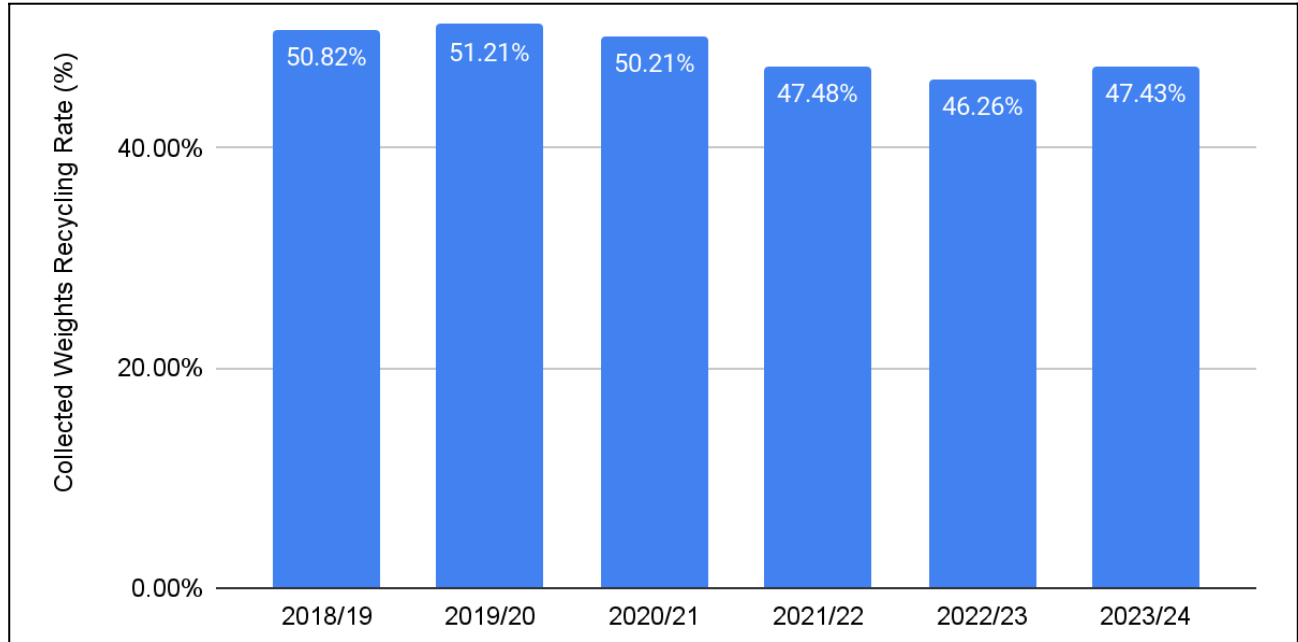
	Refuse	DMR	Fibre	Green Waste	Bulky	Total
2018/19	24,712.04	10,642.36	1,693.68	13,512.31	303.56	50,863.95
% Change	2.23%	1.94%	-2.45%	6.59%	19.77%	3.28%
2019/20	25,263.54	10,848.73	1,652.11	14,402.52	363.57	52,530.47
% Change	10.85%	-13.75%	173.22%	0.21%	-81.42%	7.32%
2020/21	28,003.76	9,357.52	4,513.95	14,432.87	67.56	56,375.66
% Change	-2.07%	-6.81%	-5.90%	-17.23%	93.52%	-6.93%
2021/22	27,423.61	8,720.16	4,247.48	11,946.64	130.74	52,468.63
% Change	-4.85%	-6.25%	-9.75%	-10.84%	79.30%	-6.63%
2022/23	26,093.21	8,175.49	3,833.19	10,651.37	234.42	48,987.68
% Change	0.67%	-2.18%	-2.20%	14.10%	2.38%	2.90%
2023/24	26,267.00	7,997.00	3,749.00	12,153.00	240.00	50,406.00

The following chart shows collected weights from 2018/19 to 2023/24 for reference.



## Collected Weights Recycling Rate

The recycling rate based on collected weights over this period was 47.43%, a 1.47% increase from the 46.26% rate recorded in 2022/23. The increase is mainly due to the 14% increase in garden waste collected weights.



## 6. Waste Transfer Station Operations Summary

---

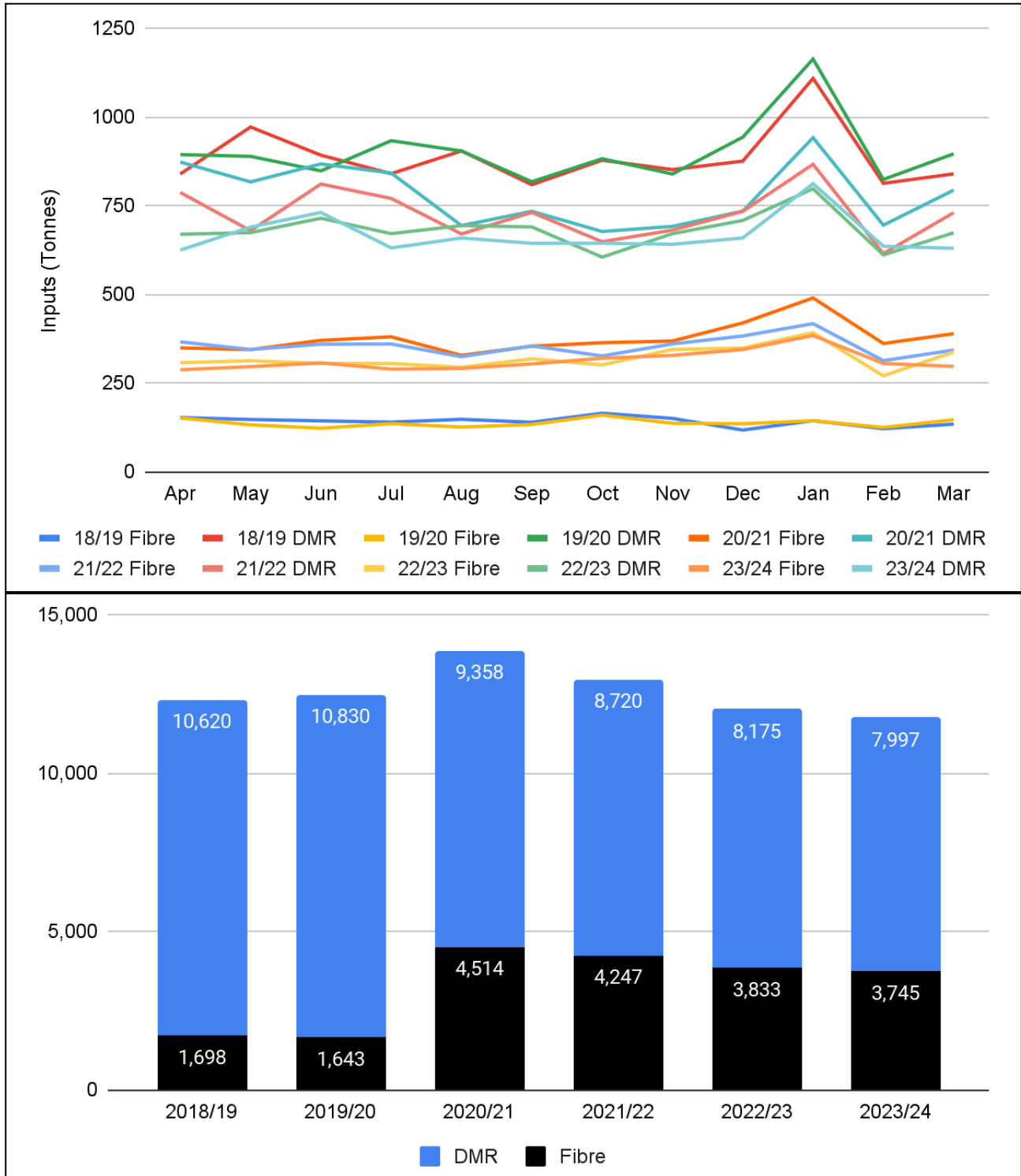
Stafford Waste Transfer Station at Tollgate Drive saw continued investment from Veolia during 2023/24:

- Veolia and SBC welcomed several visitors to Tollgate Drive and other facilities in 2023/24, including Cllr. Ian Fordham and the Mayor and Mayoress were welcomed to Veolia Staffordshire W2R ERF.
- Veolia also welcomed representatives from Avery Weightronix and Weightron Bilancia weighbridge suppliers to quote for the replacement of the Tollgate Drive weighbridge. As an SBC asset, Veolia is not directly involved in the decision making process, though SBC officers have sought advice relating to the quotations.
- A backup JCB WasteMaster 560-80 was delivered on 2nd February 2024 from Veolia Leeds Recycling and Energy Recovery Facility ('RERF'). This provides Stafford and Veolia's North and Midlands region with greater operational resilience to withstand yellow plant issues.

## Waste Inputs

11,741.37 tonnes of recyclable waste (3,744.76 tonnes of paper and card from Stafford's blue bags and 7,996.61 tonnes of mixed plastics, metals, and glass from the blue bins) was weighed into Stafford WTS in 2023/24, compared to 12,008.68 tonnes in 2022/23. This represented a 2.23% reduction.

For reference, the Site's Environmental Permit allows less than 25,000 tonnes of mixed recycling to be accepted to the Site per annum. The Site's Waste Exemption allows 15,000 tonnes of fibre (mixed card and paper) to be stored on-site per annum. The following charts show the inputs on a monthly basis for all Contract Years as required in the Specification and on an annual basis respectively.

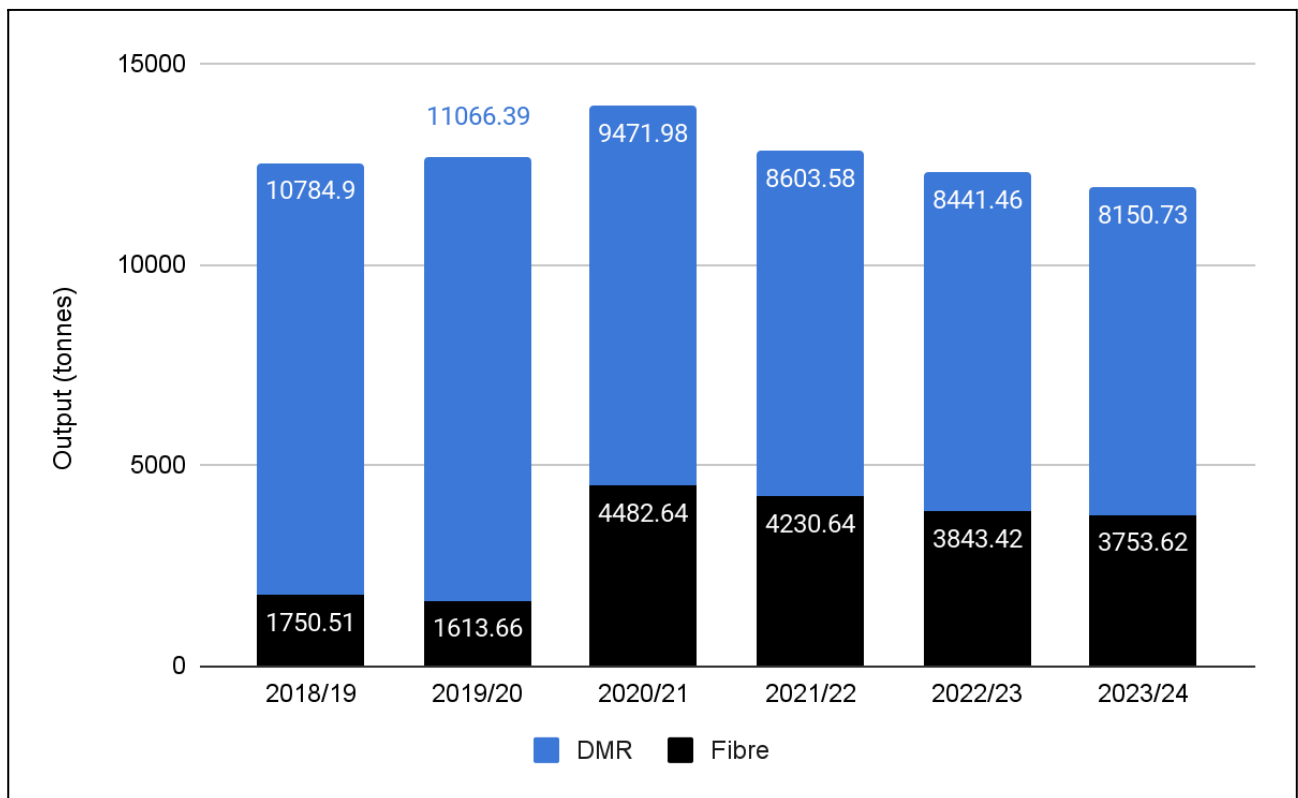


## Waste Outputs

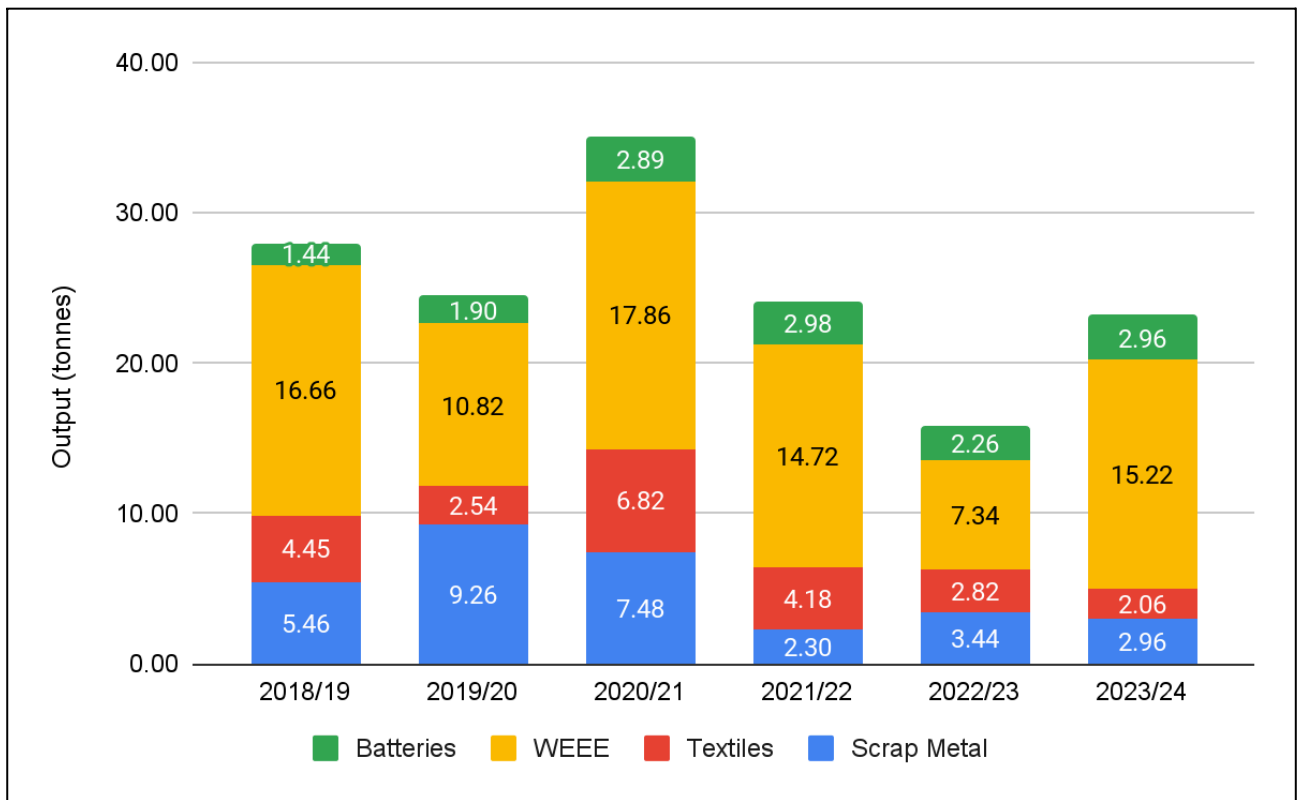
Stafford Waste Transfer Station saw a total of 11,929.83 tonnes of recyclable wastes leave the Site in 2023/24. This represents a 3.02% decrease compared to the 12,300.74 tonnes of recyclable waste in 2022/23. Stafford Waste Transfer Station (WTS) exported, in 2023/24:

Movement	Waste	Destination	Tonnes
Output	Batteries - Non haz	Wastecare - Birmingham Depot	2.96
	Metal - Non Haz	Enablelink Ltd	5.24
	Paper	Smurfit Kappa - Dordon Tamworth 1	2,790.42
		Smurfit Kappa UK Ltd	92.36
		UPM - AM Recycling	870.84
	Recyclate	Four Ashes MRF	7,983.65
		Suez - Landor Street	167.08
	Textiles - Non Haz	Jmp Wilcox & Co Ltd - Bilston	2.06
	WEEE 2 Small HH - Non Haz	EMR Darlaston	15.22
Output Total			11,929.83

The following chart shows the paper and card volumes exported from site aggregated into years.

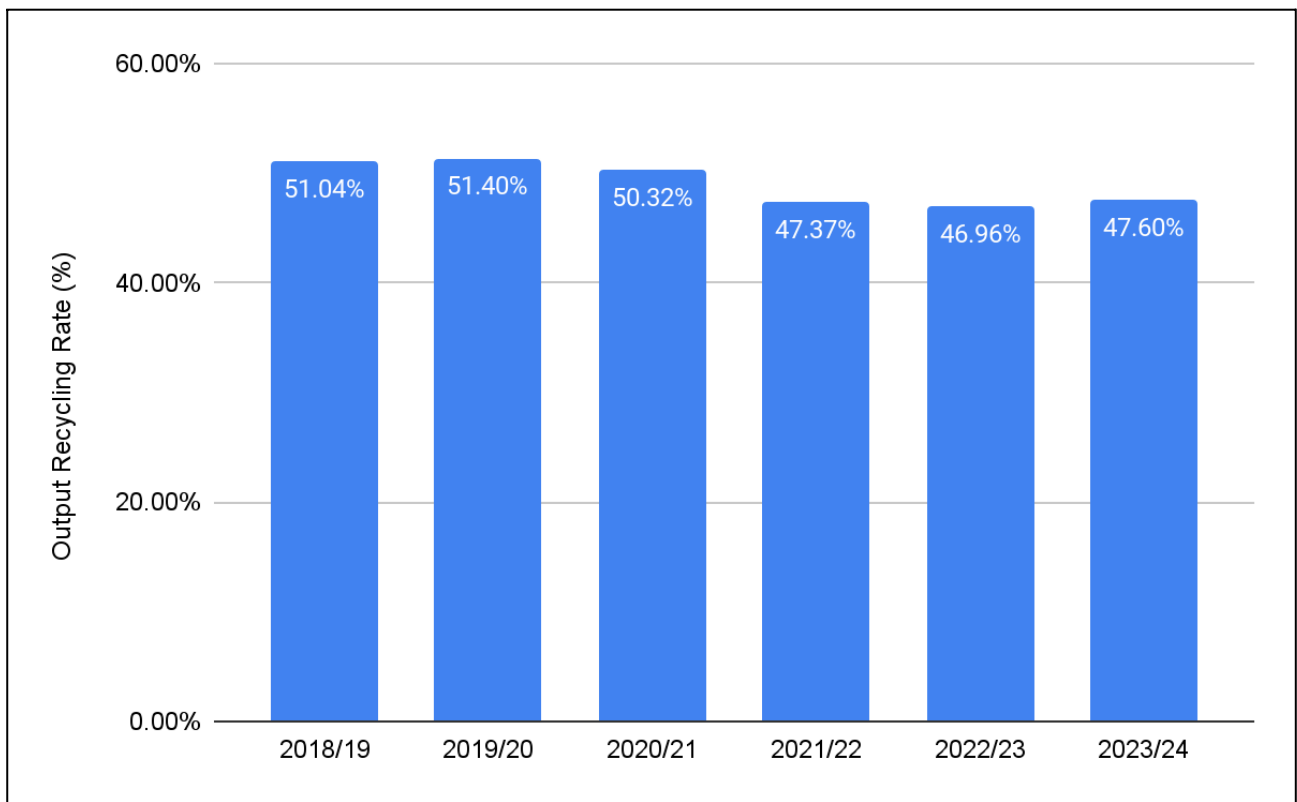


The following chart shows waste volumes to leave Stafford Waste Transfer Station other than DMR and paper by month by each Contract Year.



## Waste Outputs Recycling Rate

The recycling rate based on waste outputs from Stafford Waste Transfer Station for 2023/24 was 47.60%, compared to 46.96% in the previous year. The chart below shows the output recycling rate by contract year.



Veolia submitted a revised recycling rate target proposal to accommodate the impact of the charged-for-garden waste service on recycling rate performance. These target rates were agreed in August 2021. The Output Recycling Rate based on the agreed methodology is 31.04%, slightly lower than the 31.85% in 2022/23. The agreed target table is provided below for reference:

Contract Year	Years	Target Rate	Band 1	Band 2	Band 3
1					
2					
3	2020/21	33.13%	31.80-33.13%	30.48-31.80%	<30.48%
4	2021/22	33.47%	31.80-33.47%	30.48-31.80%	<30.48%
5	2022/23	34.47%	32.47-34.47%	30.48-32.47%	<30.48%
6	2023/24	35.47%	32.97-35.47%	30.48-32.97%	<30.48%
7	2024/25	36.47%	33.47-36.47%	30.48-33.47%	<30.48%
8	2025/26	37.47%	33.97-37.47%	31.48-33.97%	<31.48%
9	2026/27	37.47%	34.47-37.47%	31.98-34.47%	<31.98%
10	2027/28	37.47%	34.97-37.47%	32.48-34.97%	<32.48%

Based on the above, Veolia achieved 'Band 2' of the target. There is a financial penalty related to 'Band 3' of £xxxx. This will be included in the next Monthly Service Report and associated invoice.



## Environmental Performance

Veolia has worked to maintain compliance with all relevant standards at Tollgate Drive:

- The Environment Agency ('EA') made their annual unannounced inspection of Tollgate Drive. The EA visited on 27th February 2024 and the resulting EPR Compliance Assessment Report ('CAR') found no evidence of non-compliance with the Permit.
- Veolia did not receive any complaints in respect of litter in 2023/24.

## 7. Action Plans

We have either continued or introduced initiatives through 2023/24 which will continue to improve performance in the coming months. We will strive to develop additional initiatives in partnership with SBC to improve service quality throughout 2024/25, as described in the Annual Service Improvement Plan (ASIP) section of this report. Whilst only one new action was implemented during 2023/24 concerning 'containers not returned correctly' complaints, existing measures were also reinforced. These include weekly monitoring and feedback to crews, instructing crews to return to replace bins, and Supervisor visits to witness collections and container returns.

### 'Containers Not Returned Correctly' Complaints Action Plan

Ref	Action	Owner	Start Date	Implemented?
27	Appointment of Operations Manager and Associated Restructure	GS	October 2023	Yes - Former Contract Performance Manager assumed the role of Operations Manager in October 2023. He will have responsibility for all operational performance within the depot. The associated restructure will follow in due course.

The following table shows the performance throughout the Contract Year. Efforts will be focused in the coming year on reducing the number of complaints regarding the return of containers.

Target	Target Date	Actual	Achieved
26-30	April - June 2023	26	Yes
26-30	July - September 2023	34	No
26-30	October - December 2023	30	No
26-30	January - March 2024	29	Yes

**'Missed Collections' Action Plan**

Ref	Action	Owner	Start Date	Implemented?
36	Appointment of Operations Manager and Associated Restructure	GS	October 2023	Former Contract Performance Manager assumed the role of Operations Manager in October 2023. He will have responsibility for all operational performance within the depot. The associated restructure will follow in due course.

The following table shows that, despite ongoing efforts, missed collections per 100,000 scheduled collections remain too high. We will work with Stafford Borough Council to implement further initiatives to reduce the number of missed collections in 2024/25 as per the ASIP section of this report.

Target	Target Date	Actual	Achieved
26-30	April - June 2023	43	No
26-30	July - September 2023	53	No
26-30	October - December 2023	35	No
26-30	January - March 2024	33	No

## 8. Annual Performance 2023/24

---

Three key performance criteria detailed in Schedule 8 ISFT Updated Performance Framework of the Contract are monitored during the year with potential performance deductions applied annually. These are:

- Contamination in Garden Waste
- Customer Satisfaction
- Household Recycling Rate

Two other key performance criteria are 'Missed Collections' and 'Containers Not Returned to Collection Point', which have potential performance deductions applied on a quarterly basis, which are summarised in the relevant Monthly Report. The performance against these two criteria is also detailed in sections 5 and 7 of this report.

Performance against the annual criteria detailed above are as follows:

### Contamination in Garden Waste

As detailed in the 'Performance Summary' presentations provided by Veolia at the Monthly Contract Meetings held with SBC, there have been no instances of garden waste contamination reported for Contract Year 2023/24. The Contamination Rate performance target of less than 8% has therefore been achieved and no Contract Performance Deductions apply.

### Customer Satisfaction

The Customer Satisfaction Survey was not completed in Contract Year 2023/24, in consultation with SBC. There is therefore no associated penalty..

### Household Recycling Rate

Revised Household Recycling Rate Targets were agreed with SBC in August 2021 (Contract Correspondence Reference 9) for Contract Year 2021/22 and ensuing years. The revised targets removed garden waste from the recycling rate calculation to account for the impact of the charged-for-garden waste collection service.

A recycling rate of 31.04% was achieved in 2023/24, which falls within Band 2 of the performance criteria. The £xxxxx Contract Performance Deduction will be included in the next Monthly Service Report and associated invoice.

## 9. Annual Service Improvement Plan 2024/25

The seventh Annual Service Improvement Plan seeks to continue the good work in certain elements of the collection service delivery whilst looking to make significant progress with elements that have not improved.

### Review of Previous ASIP

As has been previously referenced elsewhere in this report, 2023/24 has seen an evolution that will bring long-term benefits to both SBC and Veolia, including the microsite, the progression of the 'additional bins' project, and the strengthening of ties with social housing providers across the Borough.

Proposal	Summary	Achieved?	Comments
Anti-Contamination Drive	Implement targeted communications process based on crew-reported incidents.	Ongoing	Veolia and SBC continue to discuss the ant-contamination drive using a targeted data-led approach
Assisted Collection Review	Repeat of annual review.	Ongoing.	Veolia and SBC continue to discuss a more effective process for reviewing assisted collections on an individual basis using crew feedback.
Additional Bins Project Rollout	Launch the 'additional bins' project first phase. This will see additional bins not being emptied in target areas before removal.	Yes	The project template has been successfully deployed in multiple areas of the borough with more areas to be targeted using crew reports via Echo..
Assistance to SBC with Environment Act and other service changes	Veolia will keep SBC informed of legislative developments relating to the Environment Act and associated potential service changes.	Ongoing	Veolia continues to update SBC officers with relevant developments in the regulatory context.
Sustainability Improvements	Veolia will continue to work with SBC to improve the condition of the Premises at Tollgate Drive.	Yes	Significant investment has been made into the office building to bring operational staff, supervisors, and managers closer together..
Missed Collections	Veolia will work with SBC to deliver a variety of measures to reduce missed collections including software development and toolkit training for the crews.	Yes	There has been a 21% reduction in the total number of reported missed collections year-on-year.
Veolia StreetKind Campaign	Veolia will work with SBC to deliver the StreetKind campaign, which aims to educate residents that	Yes	StreetKind was launched in February 2024, with valued support from SBC. Subsequent

	verbal and physical abuse of staff is not acceptable.		follow-up events have maintained momentum with 200% increase in reported close calls from crews.
--	---	--	--

## 2024/25 ASIP

The following proposals are made to drive forward the improvements that Veolia and SBC have achieved through close partnership working. The proposals include:

Proposal	Summary	Potential Impacts	Expected Date
Anti-Contamination Drive	Implement targeted communications process based on crew-reported incidents.	Reduced contamination costs to SBC and Veolia.	Ongoing
Additional Bins Project Rollout	Launch the 'additional bins' project first phase. This will see additional bins not being emptied in target areas before removal.	Additional refuse bins adversely impact SBC's recycling rate, associated recycling credits, Staffordshire County Council's disposal costs, and collection crew productivity and associated carbon emissions.	Ongoing
Assistance to SBC with Environment Act and other service changes	Veolia will keep SBC informed of legislative developments relating to the Environment Act and associated potential service changes.	The Act has the potential to bring significant service changes. Veolia will identify any required changes and act to ensure that any new services are introduced effectively.  Continued consultation on the introduction of food waste.	Ongoing.
Missed Collections	Veolia will work with SBC to deliver a variety of measures to reduce missed collections including software development and toolkit training for the crews.	Improved service delivery, customer experience, and reduced Customer Contact Centre interactions.	Ongoing

## Agenda Item 7(c)

# Work Programme

**Committee:** Community and Wellbeing Scrutiny

**Date of Meeting:** 16 October 2024

**Report of:** Head of Law and Governance

---

## 1 Purpose of Report

1.1 The purpose of this report is to present the Community Wellbeing Scrutiny Committee's Work Programme.

## 2 Recommendations

2.1 That the report be noted.

### Reasons for Recommendations

2.2 The first stage in achieving a Member-led Overview and Scrutiny process is to develop a Work Programme for the Members of the Committee to own.

## 3 Key Issues

3.1 Accordingly, an up to date copy of the Community Wellbeing Scrutiny Committee's Work Programme is provided for Members to consider or amend as appropriate.

## 4 Relationship to Corporate Priorities

4.1 This report is most closely associated with the following Corporate Business Objective 2:-

To improve the quality of life of local people by providing a safe, clean, attractive place to live and work and encouraging people to be engaged in developing strong communities and promote health and wellbeing.

## 5 Report Detail

- 5.1 Members will recall that one of the fundamental philosophies behind the creation of Overview and Scrutiny is that the process should be Member-led and the first stage in achieving this is to develop a Work Programme that is:-
- Owned by all Members of the Scrutiny Committee;
  - Flexible to allow the Committee to react to urgent items;
  - Contain aspects of both Overview and Scrutiny.
- 5.2 Therefore, at each scheduled meeting of the Community Wellbeing Scrutiny Committee, an up-to-date copy of the Work Programme will be provided for Members to consider or amend as appropriate.
- 5.3 The Work Programme includes provision for the Committee to scrutinise appropriate items delivered through the Council's Service Delivery Plan up to twelve months in advance, whilst maintaining the flexibility to respond to any issues that may arise.
- 5.4 Accordingly, attached as an **APPENDIX** is the Community Wellbeing Scrutiny Committee's current Work Programme to consider or amend as appropriate.

## 6 Implications

### 6.1 Financial

Nil

### 6.2 Legal

Nil

### 6.3 Human Resources

Nil

### 6.4 Risk Management

Nil

### 6.5 Equalities and Diversity

Nil

### 6.6 Health

Nil



**6.7 Climate Change**

Nil

**7 Appendices**

Appendix

**8 Previous Consideration**

None

**9 Background Papers**

File available in Law and Governance.

**Contact Officer:** Ian Curran

**Telephone Number:** 01785 619220

**Ward Interest:** Nil

**Report Track:** Community and Wellbeing Scrutiny Committee  
16 October 2024 (Only)

**Key Decision:** N/A

**Appendix**

## **Work Programme - Community Wellbeing Scrutiny Committee**

**Thursday 21 November 2024 at 6:30pm**

**Report Deadline:** **Tuesday 5 November 2024**

**Officer Reports:** **Health and Care Overview and Scrutiny Committee**  
Chair of Community Wellbeing Scrutiny Committee

**Freedom Leisure Annual Report**  
Head of Wellbeing

**Housing Plus (Presentation)**  
Head of Wellbeing

**Health Inequalities Projects (Presentation)**  
Head of Wellbeing

**Q2 Performance Report**  
Head of Transformation and Assurance

**Work Programme**  
Head of Law and Governance

---

**Thursday 20 March 2025 at 6:30pm**

**Report Deadline:** **Tuesday 4 March 2025**

**Officer Reports:** **Health and Care Overview and Scrutiny Committee**  
Chair of Community Wellbeing Scrutiny Committee

**Community Wellbeing Partnership**  
Head of Wellbeing and Chief Inspector Giles Parsons

**Q3 Performance Report**  
Head of Transformation and Assurance

**Work Programme**  
Head of Law and Governance

---

**Future Items:**

Task and Finish Group - Food waste collections

Provision of properties for independent living (large scale development)

Biodiversity / Air Quality in Town Centre and outside schools

Air Quality Annual Status Report

Food Safety Annual Report