

Date	-	16 June 2017
Report of the	-	Lead Director, Dr Anthony Leonard
Subject	-	Service Performance Update

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**Recommendation:** It be **RESOLVED:** That the performance and progress made since the last meeting be noted.

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## **Introduction**

1. This report provides an update on performance across the Joint Waste Contract (JWC). It provides commentary on the total workflow through the Contract, recycling levels, missed bin performance and street cleanliness as well as updates on project work being undertaken across the Joint Waste Partnership (JWP). This report also considers the current risks to joint waste services.

## **Total Workflow**

2. The minor changes to the performance standards agreed by JWC in March 2017 were subsequently reflected by amendments to the administration of worksheets in the Kierway system. Unfortunately this also resulted in changes to staff administrative responsibilities and several missed collection worksheets have been cancelled on the basis that the work had already been re-scheduled for recovery. This affects the statistical reliability of the data extracted from the system so the Partnership Manager has not produced the detailed Total Workflow analysis for this report.
3. Analysis of work from 1 April to end May shows that a small proportion of scheduled collections work is being missed almost every day. This work is being rescheduled for recovery the following day or by the end of the week but Kier appreciate that both customer and Council expectations are for bins to be collected on day they are due. Statistically this affects a very small proportion of households but the logistics of collection services mean that even a 1% failure to provide service affects c2,000 households.

## **Managing Performance**

4. Kier and the Councils established a mutual understanding of and commitment to the key performance requirements agreed by the JWC (10 March 2017) because good standards of performance on these services are essential. The management and administration processes to focus on these key performance requirements is still settling in.
5. Unfortunately, Kier have recently experienced an unusual level of management and supervisory staff absence. During the same time, Kier have been trying to communicate and implement various operational and

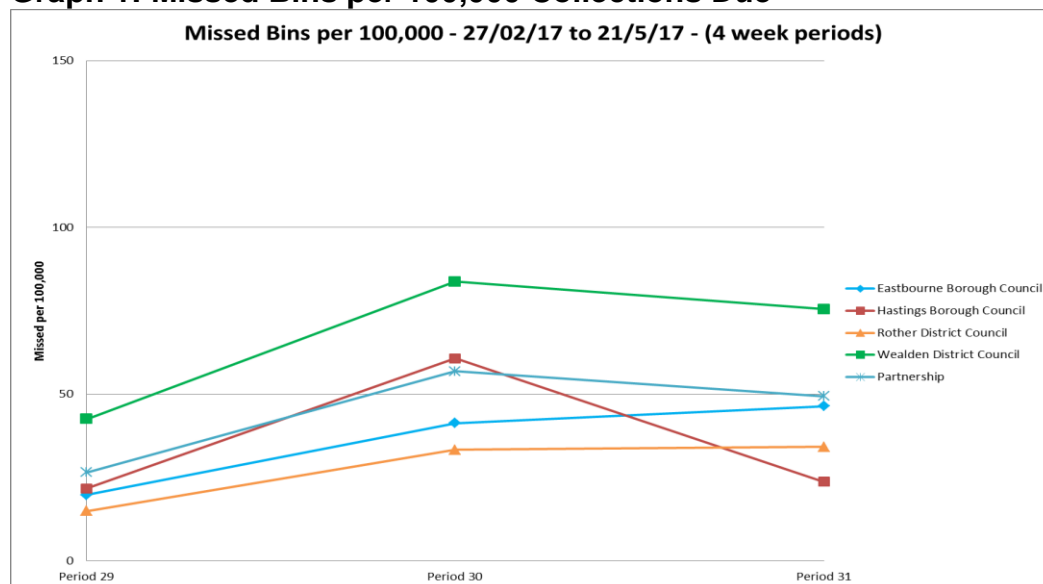
administrative changes to meet their obligations under the Mutual Exit Agreement.

6. Action has been taken by Kier to cover absences and recruit staff but until all positions are filled and the teams are performing well, a level of continued service failure can be anticipated. The Councils are therefore taking action under the performance management provisions of the Contract.

## Missed Bins

7. Missed bins are a primary measure of service for all of the Councils and Kier demonstrated significant improvements across all collection services throughout the winter period.
8. With a different number of households in each Council area, comparison across the JWP area is enabled by calculating the number of missed bins per 100,000 collections due. The local performance data extracted for officers and Members at each Council may use actual number of missed bins each week but the performance trends are the same.
9. Graph 1 below, displays missed bins excluding those which Kier cancelled. As such, this data represents Kier's missed bin performance on daily completed work. When Kier have been unable to complete scheduled work each day this has been recorded on daily deployment sheets and has not been measured as missed bins. The Partnership Manager and Kier Business Manager are in discussion to resolve this situation and ensure that statistical reporting is not misleading.

**Graph 1: Missed Bins per 100,000 Collections Due**



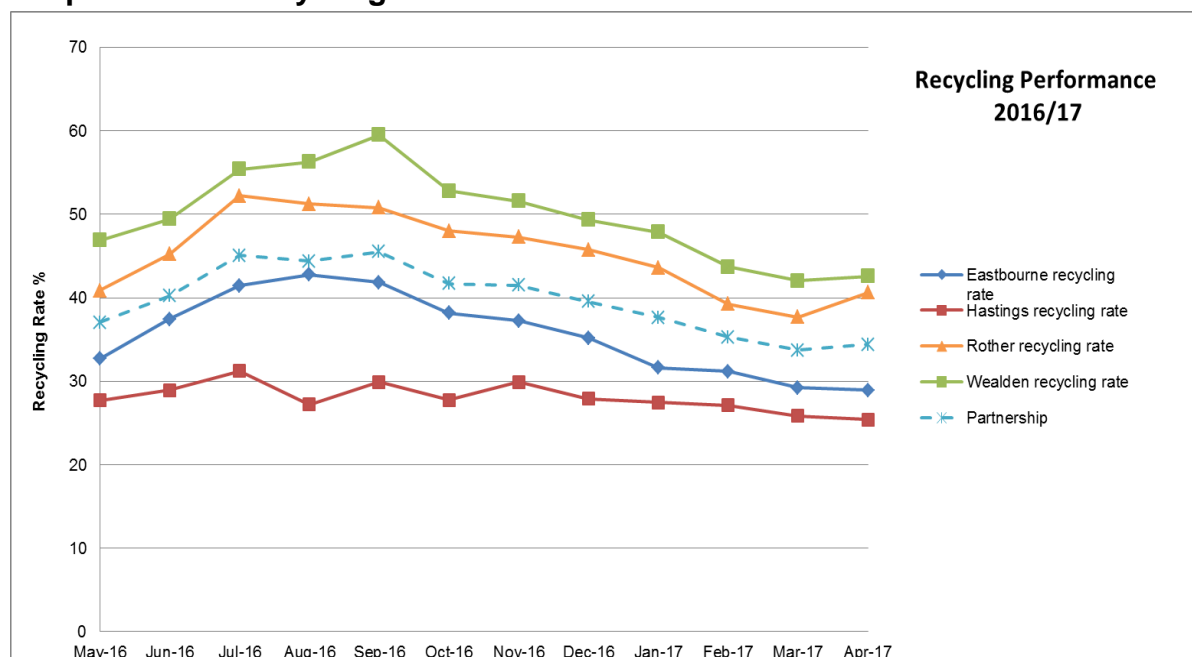
## ICT Review

10. Work continues to develop both depot and customer service staff use of the systems as designed and intended. Differences in the processes used at each depot in response to different local client requests have escalated to the Partnership Manager and Kier Business Manager for resolution.

## Recycling Performance

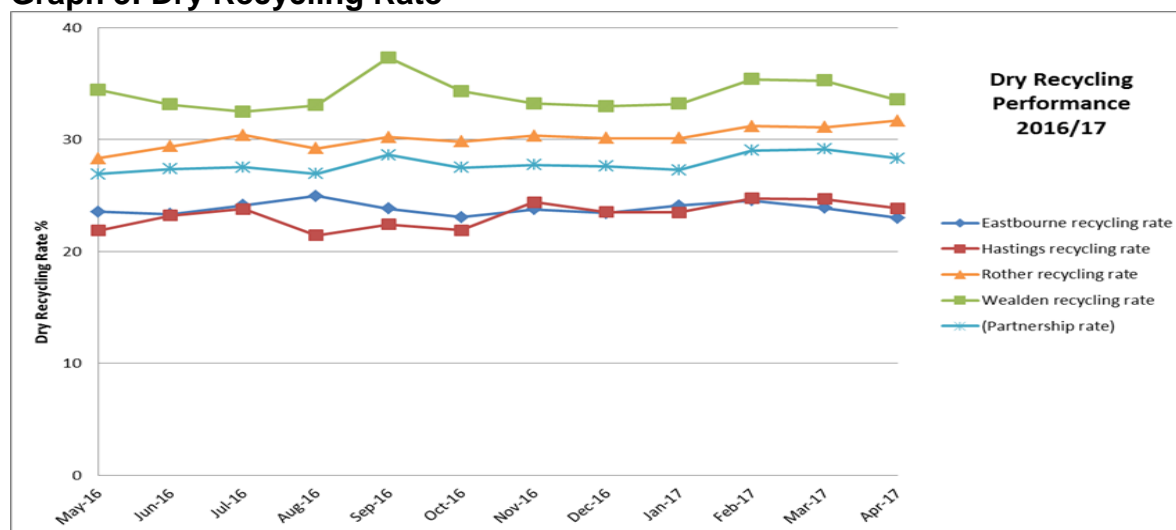
11. Graph 2 displays the monthly total recycling rates for each authority over the last year. The total recycling rate is expressed as a percentage of total waste (including garden waste). This data is the latest available from the kerbside collection service so remains subject to adjustment following final verification of total household waste and recycling by East Sussex County Council. The recycling rate (kerbside collections) for the May 2016 to April 2017 period is 40% for the JWP as a whole. This maintains the 1% increase on the previous annual period (2015-16).

**Graph 2: Total Recycling Rates**



12. Graph 3 below displays the monthly dry recycling rates for each authority. This dry recycling rate is expressed as a percentage of the total waste less garden waste so the seasonal impact of garden waste is excluded. The dry recycling rate for the May 2016 to April 2017 period is 27.8% for the JWP as a whole.

**Graph 3: Dry Recycling Rate**



## **Street Cleaning**

13. Independent external inspectors are commissioned and jointly funded by Kier and the JWP to undertake the NI195 surveys. The survey tranche for the period December 2016 to March 2017 resulted in unsatisfactory results and consequent payment deductions being made.
14. Kier developed action plans for street cleansing which prioritised the work needed to improve standards in key locations and reviewed when cleansing work was being scheduled. This helped to enable reasonable standards for the Easter and May Bank Holidays and this work continues as we approach the peak summer holiday period.

## **Local Council Performance**

### Rother District Council

15. Performance in Rother in regards to household, recycling and garden waste collections has been inconsistent. There have been periods where a good level of service has been experienced with acceptable levels of missed collections being reported. Regrettably these high standards are not maintained as collections are often inhibited by resource shortages in both vehicles and/or staff causing collection delays and erratic recovery of rounds. This is particularly evident with narrow access rounds where any disruption to the service can cause significant problems for recovery due to the limited contingency for smaller collection vehicles. In an effort to address some of these completion issues round changes are being proposed to re-balance some of the rounds, this should result in work being allocated more proportionally.
16. The collection of assisted properties remains to a high standard however there is a need to react to individual cases with greater focus. A small number of assisted collections have not been resolved promptly allowing them to lead into repeated missed collections.
17. The collections of recycling material from Rother bring sites has been difficult with many of the containers now in poor condition and requiring replacement. Shortly an initial programme will be implemented between Kier and Rother to replace the containers at the sites of immediate priority.
18. In relation to street cleansing the two areas of concern currently for Rother are the levels of detritus and weeds. This concern is reflected in the recent NI195 results where poor results were reported. The main contributing factor to these results is driver shortages which inhibits Kier's ability to get street sweeping vehicles on the roads consistently across Rother. The implications of Chapter 8 of the Traffic Signs Manual (temporary traffic management) are also disrupting cleansing activities in mainly rural areas where Chapter 8 is interpreted as being relevant. In these areas manual activities such as litter picking and broom sweeping are not taking place while Chapter 8 procedures are being prepared. Weeds remain an issue with Rother awaiting weed spraying activities to bring them back to a tolerable level.
19. Street cleansing activities in relation to public events in Rother remains to a very high standard with Kier covering events in an organised and professional manner.

### Wealden District Council

20. Wealden had been experiencing a general reduction in the level of missed bins. However, recently there has been an upward trend, particularly with regards to garden waste collections. This has been attributed to staff shortages, vehicle reliability and the increasing tonnages of garden waste being presented at this time of year. As a result many missed bins are not being collected within the agreed two working day service level agreement. Numbers of cancelled worksheets have reduced.
21. Progress had been made to tackle outstanding container deliveries but this has now slipped again and remains a serious concern. Backlog currently stands at over 1,000 deliveries with delivery times of up to six weeks.
22. Performance for fly-tip clearance, bulky waste and clinical waste collections have been good.
23. For street cleansing, litter clearance has improved although high detritus levels remain a concern. Routine schedules have now been implemented for mechanical sweepers. It is hoped that this will improve this situation although it may take up to three months to ensure all areas across the district are cleansed to enable the NI195 target to be met. Additional safety training for Kier street cleansing operatives currently in progress is welcomed to maximise flexibility and responsiveness.
24. Recycling performance, including Dry and Garden waste, continues to be strong with final results for 2016/17 likely to exceed 50%. Contamination levels remain a concern, particularly with glass in the Dry recycling. In addition to reminders to residents to separate the material, work is also required by Kier to ensure vehicles and collection crews are willing and able to separate when collecting.

### Eastbourne Borough Council

25. Performance within Eastbourne remains high both for street cleansing and waste collections. The latest street cleansing survey showed that the overall standard of cleanliness in Eastbourne is within expected parameters, with minor improvements required for the removal of dog fouling from public footpaths. The number of missed bins has been consistently low for all collection types throughout the last period, with missed assisted collections being the focus of future improvements.
26. Areas that need further improvement include the servicing of bring sites, particularly where 3rd party contractors are involved, and the replacement of bins after collections. Efforts are being made at a local level to address these issues and ensure that work is carried out to the right standard and within expected timeframes.

### Hastings Borough Council

27. Officers will provide a verbal update for the Committee regarding local performance in the Hastings area.

## **Kier Position**

28. Kiers' position on key matters arising within the Contract are provided in a separate agenda item (Kier presentation).

## **Joint Waste Risks and Actions**

29. The JWP Risk Register is maintained as a current document by the Partnership Manager and is available upon request. No Very High or High risks are currently recorded.

Dr Anthony Leonard  
Lead Director

## **Risk Assessment Statement**

Service performance incurs reputation risks for Kier and the Councils. Performance has a direct impact on customer service capacity as well as Kier administrative and management capacity.

Action has been taken to mitigate the impact of risks previously reported to the JWC and no further risks arise from this report.