

Date	-	29 September 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 concerns 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. Daily waste and recycling collections are one of the two primary services being delivered by Kier under the Joint Waste Contract. The ability to resource and manage the collections work scheduled each day is fundamental to customer expectations. In simple terms, residents and the councils expect bins to be collected on the day they are due. Failure to complete the work scheduled each day requires extra management effort and resource to recover that work within the agreed timescales. Of course, such failures are expected to be occasional and a consistent pattern of daily failure to complete, indicates problems with how that work was originally planned and organised.
3. Over the reporting period for this report (summer 2017: June to September), concern that insufficient resource and/or organisation of the available resources has again resulted in high volumes of missed collections for customers. Performance with regard to collection services is considered in more detail at paragraphs 7-10 below.
4. Street cleansing is the other primary service delivered by Kier under the Joint Waste Contract. Typically, volumes of litter, detritus and weeds develop over time and other public works such as verge cutting can suddenly reveal quantities of litter that were previously hidden. Manual cleansing activities along busy roads are subject to stringent health and safety requirements (introduced in 2014) which make it difficult to undertake work without road closures. Visible litter along busy roads has been an issue this summer and concern was raised with regard to the routes serving the main tourism locations. Particular problems have also been experienced in Hastings with high volumes of litter along the seafront and incidents of overflowing litter bins in the town. Performance with regard to street cleansing is considered in further detail at paragraphs 14-16 below.

## **Managing Performance**

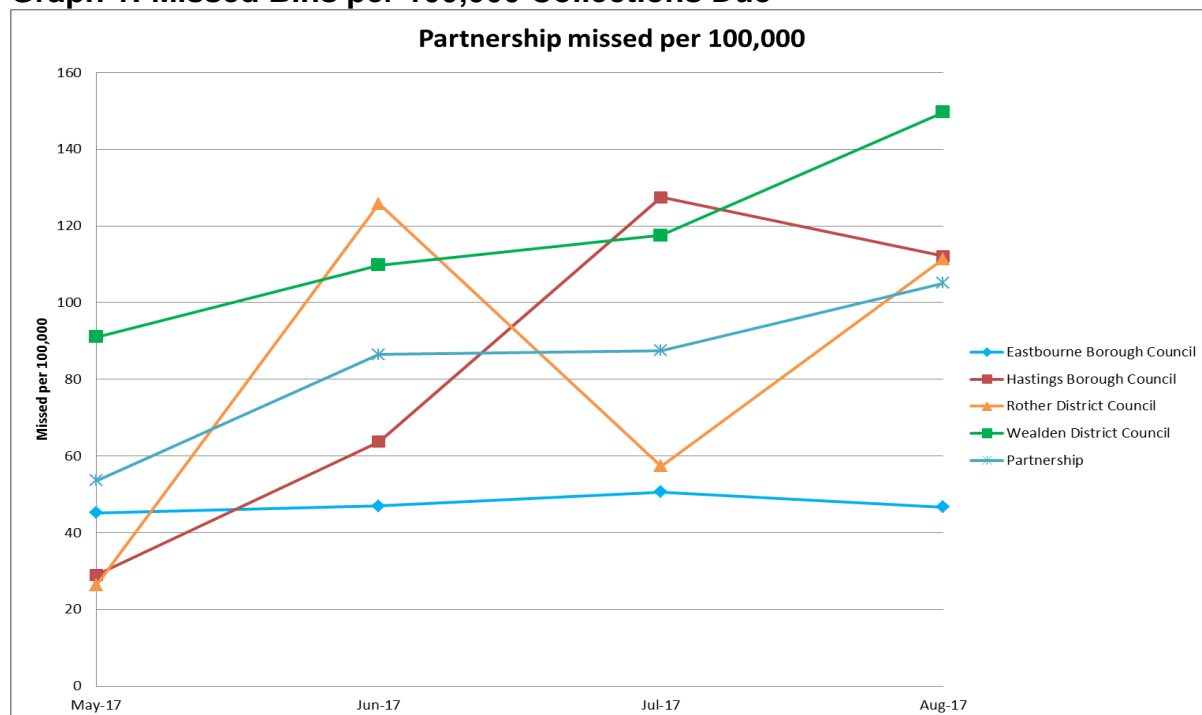
5. The Mutual Exit Agreement requires Kier to ensure that competent persons hold the key roles required to manage the services. It is confirmed that all of the roles listed as Key Personnel have been filled. Over the summer period, two new Operations Managers (in the Wealden and Rother areas) and two new supervisors (also in the Wealden and Rother areas) have started in four of the Key Personnel roles. These personnel are relatively new to their positions and therefore subject to probation periods and ongoing personal appraisals. It is noted that one further management change will take place at the end of September with the departure of the Hastings Operations Manager and consequently, Kier has assured the Partnership Manager that recruitment is underway to fulfil that key role. It is also noted that Kier has changed their regional management structure so a new General Manager has been appointed. Mr Trotter, Business Manager, reports to this new General Manager position. The scale of changes in personnel this summer has had both positive and negative impacts. Client officers continue to work with Kier to manage service performance.
6. Kier has previously reported difficulties recruiting drivers and crews so the councils intend to support the need to advertise as widely as possible for these positions. The Kier arrangement for agency staff has not totally met Kier daily staff requirements over the 2017 summer period. This has been a major factor in Kiers capability to complete the scheduled daily work. Kier has initiated the actions needed to increase the numbers of Kier and/or agency staff available for work each day.

## **Missed Bins**

7. Missed Collections make up 25% of all worksheets sent from the councils to Kier. Graph 1 shows the number of missed bins per 100,000 collection due and presents a mixed picture. When depot staff know that the daily schedule of collections work has not been completed, then missed collection worksheets are cancelled on the basis that the missed work is already known and planned for recovery the following day. From time to time, work that has been knowingly missed has not been recovered, yet the reports from customers had already been cancelled, leading to confusion and frustration with regard to what work remains outstanding. In some cases, bins have remained uncollected until the next scheduled service (i.e. 14 days). The statistics for the summer 2017 period show that 58% of missed collection worksheets were cancelled.
8. It is important to understand that the missed collections reported by residents are for individual property addresses but when daily work is not completed, whole roads are missed. Thus, the number of missed collection worksheets should not be regarded as an accurate reflection of performance because the actual numbers of missed collections each day is higher. Daily completion of scheduled work is therefore fundamental to understanding the service statistics and consequently actual service performance.
9. Kier's ability to complete the scheduled work each day has been a consistent issue previously reported to the JWC and discussed with Kier management. Significant improvements are still being sought to ensure that scheduled work can be completed each day.

10. Effective route planning is a primary factor for the daily collection schedule. Major route reorganisations have significant impact on residents and result in a period of service disruption as crews become familiar with new working areas. The councils have therefore advised Kier that while some very minor route reorganisations could be acceptable, this must be limited to very small numbers of properties and no major route reorganisation will be permitted.

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



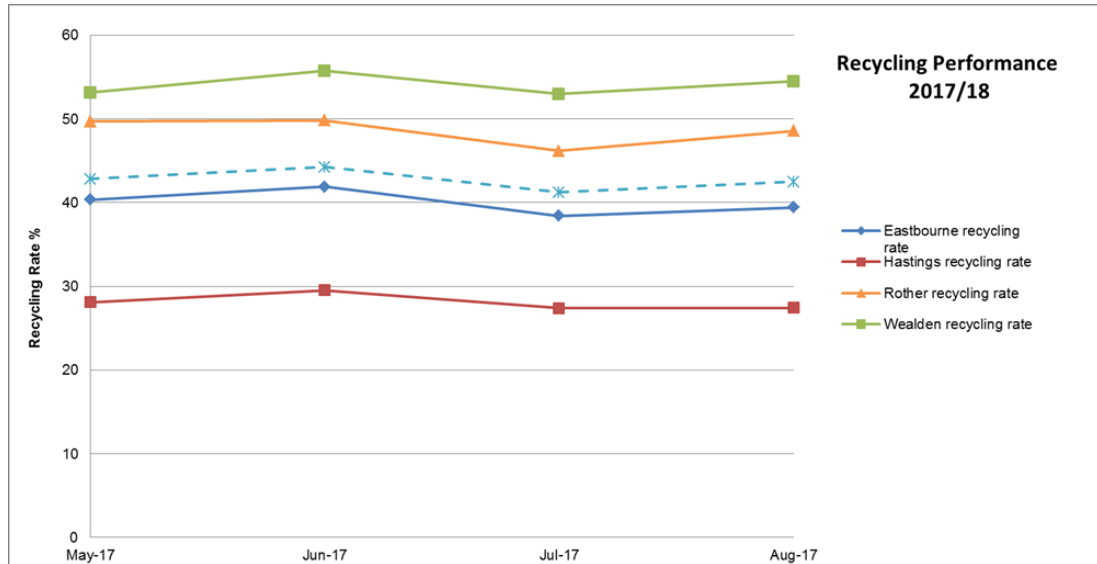
## ICT Review

11. The way that Kier administrate the flow of work remains different at each depot. The Partnership Manager intended to engage with the Kier management team and ensure that greater consistency would be achieved by the end of the summer period. However, the introduction of new Kier managers and supervisors has delayed this intended improvement in how work is being administrated.

## Recycling Performance

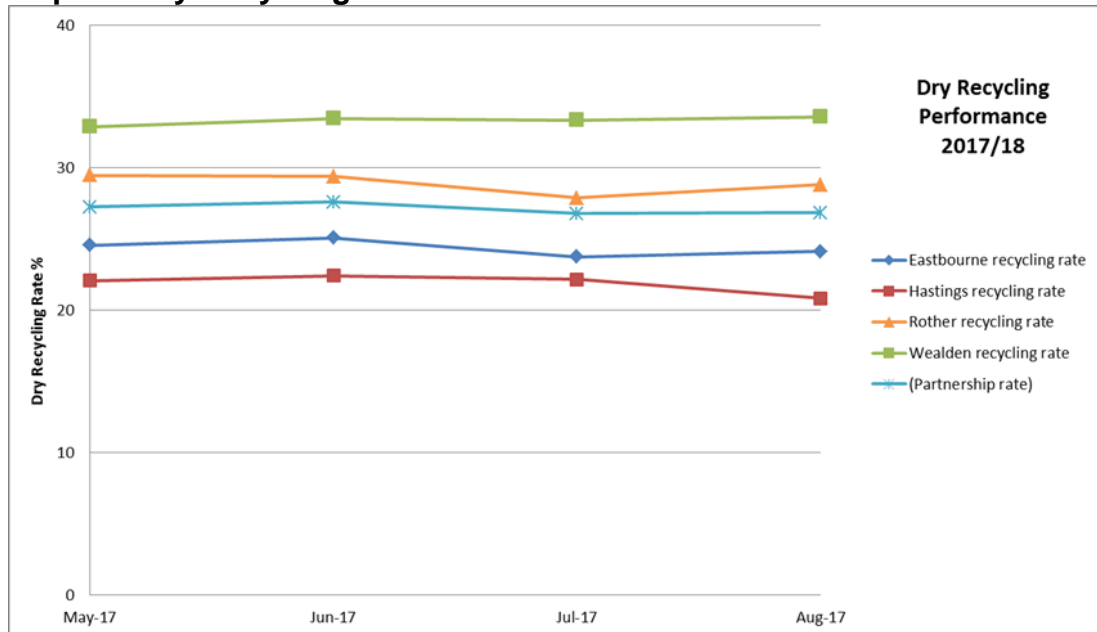
12. Graph 2 below displays the monthly total recycling rates for each authority over the summer 2017 period. The total recycling rate is expressed as a percentage of total waste (including garden waste). This data is the latest available from the kerbside collection service so remains subject to adjustment following final verification of total household waste and recycling by East Sussex County Council (ESCC). The seasonal variation (reduction) in the recycling rate at each council is anticipated and considered normal for this period.

**Graph 2: Total Recycling Rates**



13. Graph 3 below displays the monthly dry recycling rates for each council over the summer 2017 period. This dry recycling rate is expressed as a percentage of the total waste, less garden waste, so that the seasonal impact of garden waste is excluded. The seasonal variation (reduction) in the recycling rate at each council is anticipated and considered normal for this period.

**Graph 3: Dry Recycling Rate**



## Street Cleaning

14. The NI195 surveys for 2017/18 tranche 1 (April to July) were undertaken between 24 April 2017 and 14 July 2017. Table 1 below shows the headline scores for all four councils along with the specified performance targets; any score over the target by 1% or more is highlighted in red.

Table 1: NI195 Survey Results: Tranche 1 2017/18 (1 April to 31 July)

% Fails	Litter (NI195a)	Detritus (NI195b)	Graffiti (NI195c)	Flyposting (NI195d)	Weeds	Dog Fouling
Hastings	11.5%	14.6%	3.8%	3.7%	15.6%	1.0%
Wealden	2.7%	16.9%	1.0%	0.0%	14.7%	0.2%
Eastbourne	5.2%	5.1%	1.3%	0.3%	9.0%	1.5%
Rother	1.8%	6.7%	0.0%	1.3%	15.1%	0.3%
<b>Combined</b>	5.3%	10.8%	1.5%	1.3%	14%	0.8%
<b>Target</b>	4%	8%	1.0%	1.0%	n/a	0.50%

15. These outcomes result in a £60,000 payment deduction, which will be deducted from the August period payments.
16. Escalating concerns in Hastings during the summer period resulted in a senior management meeting with the Director of Operational Services. Hastings Members made a commitment to an improvement plan and this is being monitored through this autumn period.

## Local Council Performance

### Eastbourne Borough Council

17. Service within Eastbourne has continued to be delivered to a high standard for both street cleansing and waste collections. The number of missed bins has remained consistently low for all collection types throughout the last period. Continuing to reduce missed assisted collections along with ensuring that bins are placed back in the correct location are the focus of future improvements. The latest street cleansing survey was generally positive, with a number of areas for improvement including industrial locations and public footpaths. 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

18. Whilst performance on waste and recycling collections in twin bin areas has improved markedly, Hastings has experienced higher than acceptable missed collection rates for the chargeable garden waste service, and in relation to the servicing of communal bulk bins at blocks of flats and areas served by street communal bins. When communal bins are inadequately serviced, the number of residents affected is inevitably very high.
19. The quality of street cleansing in Hastings continues to be of serious concern, as the results of the last two independent surveys carried out by WYG have been very disappointing. For both surveys there were much higher than acceptable failure rates for litter, detritus, weeds, graffiti, fly posting, and dog fouling. As reported by Kier at the last meeting, the results of the customer satisfaction survey they commissioned earlier this year, showed that the level of satisfaction of Hastings residents was significantly less than across the rest of the partnership area. Unfortunately, a busy and very successful summer season in Hastings ended with the Council receiving complaints and very

negative social media coverage at the end of the late August bank holiday weekend. Kier did not deploy sufficient resources resulting in piles of litter and rubbish along the seafront adjacent to overflowing litter bins. Hardly the enduring image of Hastings that they want their visitors to have, after a lovely day on the beach.

#### Rother District Council

20. Despite regular communications and meetings between Kier staff and Rother District Council (RDC) officers, performance in regards to household and recycling waste collections has continued to be inconsistent throughout the summer months, culminating in a particularly poor and unacceptable level of performance in the last week of August 2017. Missed bins have risen significantly from July of 57 per 100,000 to 111 per 100,000 in August. Of particular concern are persistent non servicing of whole roads, and individual residents not receiving a regular collection over a number of weeks, despite these incidences being raised with the management staff in a timely fashion. Garden waste collection has shown an improvement during this period but has since become inconsistent too as resources have been switched to focus on catching up with missed bins. It has been agreed recently by Kier that the poor performance is in the main due to a lack of experienced staff, both drivers and crew, not being available as required. Kier have advised they are addressing these issues through their recruitment agency and performance management and will report to RDC their progress against a management action plan Kier have now put in place.
21. Bring sites have been adversely impacted due to the above staff shortages, and incidences have been highlighted to Kier of overflowing containers in poor condition.
22. Within street cleansing levels of detritus and weeds continue to be the areas of rising concern as highlighted by the NI195 inspection and performance in the other local authority areas. Kier have assured RDC that the spraying of weeds will take place once bin collections are back on track.

#### Wealden District Council

23. Wealden had seen a general plateauing of the missed bins numbers at a level consistently higher than the target agreed between the Council's and Kier on completion of the mutually agreed exit negotiations. Staff shortages, high proportion of agency staff compared to other partner areas and, poor vehicle reliability issues, particularly with regard to the aged hire fleet, are believed to be the primary cause hindering missed bin performance improvements.
24. The ability to empty missed bins within the two working days SLA is also impacted for the same reasons, resulting in a greater potential for defaults to be issued.
25. Container deliveries remain a serious concern with a backlog of over almost 1,000 deliveries and delivery times of up to six weeks. This aspect of the service has also been impacted by vehicle reliability and staff shortages. The issue of container stocks has been largely resolved.
26. Performance for fly-tip clearance, bulky waste and clinical waste collections remain consistently good.

27. For street cleansing high detritus levels remain a concern as highlighted by the latest NI195 inspection where the percentage of failed transects was more than double the target level. Routine schedules recently implemented for mechanical sweepers are intended to improve this situation although the large levels of material that has accumulated may prove difficult to remove without using additional resources.
28. Recycling performance, including Dry and Garden waste, continues to be strong with an overall recycling rate for 2016/17 confirmed to be 51.9%, an increase of 2.8% on the previous year. This is a significant achievement at a time when national recycling rates are stagnating. The Council is continuing its customer communication work aimed at reducing levels of contamination of particular materials e.g. textiles. The numbers of customer complaints received reporting recycling collection crews not collecting glass separately has increased.

### **Kier Position**

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

### **Joint Waste Risks and Actions**

30. The JWP Risk Register is maintained as a current document by the Partnership Manager and is available upon request.
31. A significant risk escalated over the summer period but action taken by Kier subsequently allowed the risk to be reduced again. This risk was concerned with the local presence of Kier managers to commission resources and plan work effectively (see paragraph 5 above).

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.