

Date	-	10 November 2017
Report of the	-	Lead Director, Dr Anthony Leonard
Subject	-	Service Performance Update

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

Report Author: Madeleine Gorman, Partnership Manager

Introduction

1. This report usually concerns performance across the Joint Waste Contract. On 29 September 2017, the Joint Waste Committee (JWC) considered the reporting period summer 2017: June to end August. Nigel Quelch – Kier Commercial Director and Gary Britton – Kier Operations Manager (Wealden area), led Members through Kier's presentation which provided an update on current performance. This report considers and provides an update on the matters referred to in Minute Ref JWC17/14 and JWC17/15.

Completion of Scheduled Work (missed collections)

2. 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 agreed timescales. Failures are expected to be occasional and a consistent pattern of daily failure to complete scheduled work indicates fundamental problems with how that work is planned and resourced. In terms of an acceptable level of service failure, the Councils use a baseline measure of 60 missed collections in every 100,000 scheduled.
3. At the JWC on 29 September, Kier advised that a quality management system had been introduced which included management and responsibility; resource management; service realisation; and measurement analysis and improvement. Members were advised that improvements had been realised during September and Kier monitoring would be ongoing. Concern was expressed to Kier that local depot staff cancelling worksheets meant the statistics being reported corporately were unreliable. This situation has unfortunately continued so the Partnership Manager is most concerned that Kier's corporate understanding of performance differs significantly from the Councils.

Street Cleaning & Events

4. Visible litter along stretches of busy roads continues to be an issue. Traffic management is required to keep staff safe while litter picking close to fast moving traffic but with traffic flows being the priority, full road closures are

very seldom approved and it has only been possible to “piggy back” on some suitable road maintenance projects (e.g. Golden Jubilee Way, Eastbourne). This leaves several kilometres of road verge with visible litter this summer-autumn period.

5. In September, Kier requested co-operation from the Partnership authorities in terms of action to reduce incidents of domestic and commercial waste being deposited in and around litter bins. Such incidents are most prevalent in the Hastings area so Kier staff have been asked to liaise closely with Council officers with regard to the timings and locations of incidents. Council officers can then take the actions needed to deal with this problem.

Management and Staffing Matters

6. Mr Quelch (Kier’s senior representative at the JWC on 29 September) has since advised that he has transferred to another part of the Kier organisation and no longer holds an active management role with regard to this contract. Mr Trotter, Business Manager and Mr Vaz, General Manager are both supporting the less experienced Operations Managers responsible for the delivery of services to each Council.
7. Kier have appointed an interim Hastings Operations Manager and retain competent personnel in each of the key roles required.
8. Kier continue to utilise a high number of agency staff and the agency staffing arrangement still struggles to meet all of Kiers’ daily staff requirements. This matter was discussed at the last JWC and continues to be a major factor in Kiers’ capability to complete scheduled daily work.

General Workflow and Performance across the Contract

9. Performance data for the September 2017 period records a total of 12,977 worksheets raised across the Partnership area, a significant increase on each of the previous five months. The breakdown by council and cancelled, completed, completed late or open status is tabled below:

Table 1

Worksheet Status	Eastbourne	Hastings	Wealden	Rother	Total
Cancelled	302	401	532	714	1,949
Completed	1,020	1,780	689	1,949	5,438
Completed late	525	490	1,351	1,061	3,427
Open	147	641	1,069	306	2,163
Total	1,994	3,312	3,641	4,030	12,977

10. It is noted that 15% of work-sheets were cancelled, a significant proportion of the total number of missed collections reported by residents. The Partnership Manager and Kier Business Manager have been in communication with Kier Operations Managers, Kier Supervisors and local Supervising Officers concerning the local administration arrangements which have led to the cancellation of such high volumes of work.
11. The highest numbers of worksheets for each waste and recycling service in September is broken down overleaf, as follows:

Worksheet Type	Number
Missed collection (next day by 17.00)	2,330
Container delivery	2,055
Contractor notification	1,966
Missed collection (same day by 16.00)	875
Bulky collection request	835
Total	8,061

12. It is worth noting that in September 2016, the total number of worksheets issued was 3,770, so again there is a significant increase for September 2017 compared with September 2016. During the first three weeks of October, the following number of work-sheets have been raised:

Eastbourne	Hastings	Wealden	Rother	Total
288	1,374	2,625	2,183	6,470

13. These figures include cancelled, completed, completed late and open work-sheets. The total of 6,470 stands at less than 50% of the September figure, with one week remaining in the month at the time of preparing this report, so it would appear that October will show a significant reduction in work-sheets raised.

Local Council Performance

Eastbourne Borough Council

14. Performance has remained consistently high for all services under the contract in Eastbourne. For street cleansing, focused efforts are being made to bring industry and warehousing areas up to standard in response to the latest NI195 survey. Minor improvements are being made locally to the waste and recycling collections, particularly focusing on ensuring that all bins are placed back after collection.

Hastings Borough Council

15. Since the meeting on 29 September, the latest (Tranche 2 period) NI195 survey results for Hastings have been published. They are better than the results for the survey carried out in May, but apart from the detritus score they do not meet the contract targets for cleansing. For example litter failures reduced from 12% to 8% against a target of 4%, and dog fouling failures increased from 1.0% to 1.3% against a target of 0.5%.
16. In August and September, Hastings Borough Council senior management raised concerns about street cleansing performance and the availability of Kier local management and supervisory resources with the Managing Director of Kier. This resulted in a meeting of Council and Kier senior management on 1 September, followed by another meeting attended by senior management and local supervisors from Kier and the Council on 19 October.
17. The latter was also attended by Julian Trantor, Kier's Managing Director and it was agreed that the two local teams would work together closely and constructively to develop ways of improving the standard of street cleansing across the borough. They would collaborate on a revised Kier street cleansing action plan, reviewing the seasonal capacity of bins at litter

hotspots, addressing the serious problem with weeds (18% failure during last NI195 survey), and providing the Borough's enforcement services with good intelligence and evidence to enable them to take enforcement action against businesses and residents using litter bins to inappropriately dispose of trade and domestic waste.

18. A further meeting has been scheduled for December to monitor progress with this collaborative approach.
19. It was encouraging to note that the Council received very positive feedback concerning Kier's role on the night of the Hasting's Bonfire procession and display. This was the biggest procession in the history of Sussex bonfire societies, and attracted huge crowds and inevitably generated a lot of litter. Kier worked very well with our waste team and right on cue as the firework display ended, their cleansing teams started the clean-up. The arrival of the two high visibility mechanical cleansing vehicles is also a good way of signalling the end of the event, and the need for the crowds to disperse.

Rother District Council

20. In early September 2017, Kier's waste collection rose to a new level of unacceptable performance peaking at an overall 187 missed bins per 100,000. In particular, missed collections for garden waste reached an all-time level of 749 per 100,000. Following their poor performance in the previous quarter, Kier were requested to provide an action plan to rectify the situation which was presented to the Council at a senior level meeting on 8 September 2017. Following this meeting, the service for waste collection did improve for a few weeks, supported by an improvement in Kier supervision and management. However this did not last and week ending 13 September and week commencing 16 September saw a major slip back into poor performance with whole rounds not collected, affecting up to 1,500 residents, mainly due to Kier unable to cover staff absence. The current performance remains inconsistent with garden waste collections regularly being the collection that suffers most. In turn this poor performance continues to generate a high level of customer complaints and Freedom of Information requests. The Council continues to work closely with Kier operations management and senior management to monitor their performance against the action plan they provided on 8 September to bring the collection service back on schedule but regular discourse has been hampered by changes in Kier's management and annual leave and sickness during September.
21. Street cleansing has benefited from a new Kier supervisor joining their team in September 2017 and Council compliance officers have spent time working with the new supervisor to focus on priority areas that require urgent attention. Unfortunately, the additional leafing team that was promised by Kier in early September to be ready and available to target the clearing of high leaf fall areas has not been mobilised as yet due to lack of staff.
22. Many bring sites remain in poor condition, and as Kier are struggling with providing the waste collection street cleaning service at various locations, the Council decided to take action on those in unacceptable condition. Therefore a third party contractor has been engaged to remove redundant metal containers from key sites.

23. Levels of missed collections have increased over recent weeks and remain considerably above the agreed target. The decline in performance is largely attributable to staff sickness and vehicle reliability. These factors also impact on the ability to collect missed bins within the required service level agreement. As a result defaults are being applied. Kier has advised that the older and less reliable hire vehicles forming part of the fleet operating in Wealden are due to be replaced, although no definite timescale has been given for this to occur.
24. Good progress has been made on reducing the backlog of container deliveries. This has been halved over recent weeks with approximately 500 remaining overdue. Work continues to bring this total down.
25. Performance for fly-tip clearance, bulky and clinical waste collections remains consistently good.
26. Street cleansing performance continues to be a significant cause for concern with on-going high levels of detritus in particular. Additional mechanical sweepers have been brought in temporarily to cover the autumn leaf fall season, however mechanical issues and staff shortages are impacting on the ability to use these to their full potential.
27. Complaints from customers concerning mixed glass contamination levels remain an issue. Currently four of the routine recycling vehicles used to service Wealden residents do not have a separate compartment for collecting glass. This is reflected in the high levels of glass contamination reported back by the Materials Recovery Facility where the recycling is sent for sorting.

Kier Position

28. Kiers' position on key matters arising within the Contract is 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.
30. The Partnership is considering mitigation for the risk that the annual collection calendars for 2018 could be delayed. Residents require calendars prior to Christmas because collection services are re-scheduled over the Christmas and New Year period. At the time of writing this report, this matter is being managed as an "amber" risk. A verbal update on the status of this matter will be given at the meeting.

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.