



JOINT WASTE COMMITTEE MEETING

Friday 10 November 2017 – 2:00pm

Council Chamber, County Hall, Lewes

Minutes of the Joint Waste Committee meeting held in the Council Chamber at County Hall, Lewes on Friday 10 November 2017 at 2:00pm.

Joint Waste Committee Members present: Councillors J. Dow (EBC) (Chairman), P. Chowney (HBC) (Vice-Chairman), N. Bennett (ESCC), D. Elkin (ESCC substitute), C. Fitzgerald (HBC), R. Galley (WDC), A. Ganly (RDC), M. Kenward (RDC), G. Mattock (EBC) and R. Standley (WDC).

Advisory Officers present:

East Sussex County Council:	Assistant Director Operations and Contract Management, Head of Transport and Operational Services and Waste Team Manager.
Eastbourne Borough Council:	Strategy and Partnership Lead for Quality Environment and Specialist Advisor (Waste).
Hastings Borough Council:	Director of Operational Services and Assistant Director Environment and Place.
Rother District Council:	Executive Director of Business Operations (Lead Director), Executive Director of Resources (Secretary), Service Manager – Finance and Welfare, Service Manager – Community and Economy, Neighbourhood Services Manager and Democratic Services Officer.
Wealden District Council:	Director of Environment and Community Services and Lead Head of Service.
Central Client Team:	Joint Waste Partnership Manager and Deputy Project Manager.
Kier Services Limited:	General Manager and Business Manager.

Publication Date: 20 November 2017

The decisions made under PART II will come into force on 28 November 2017 unless they have been subject to the call-in procedure.

JWC17/18. **MINUTES**

The Chairman was authorised to sign the minutes of the meeting held on 29 September 2017 as a correct record of the proceedings.

JWC17/19. **APOLOGIES FOR ABSENCE**

Apologies for absence were received from Councillor P. Franklin (LDC) and Kevin Boorman – Marketing and Major Projects Manager (HBC).

PART II – EXECUTIVE DECISIONS – subject to call-in procedure under Item 10 of the Joint Waste Committee Constitution by no later than 4:00pm on 27 November 2017.

JWC17/20. **KIER SERVICES UPDATE** (7)

Sean Trotter led Members through Kier's presentation which provided an update on the current performance of the East Sussex Waste Collection, Recycling, Street & Beach Cleaning and Associated Services Contract. Darrell Vaz was introduced to the Committee, he had been recently appointed as General Manager to oversee management of the contract.

Safety Performance and Initiatives: A key strategic priority of Kier's Vision 2020 was to operate a safe and sustainable business / service. Several initiatives had been implemented or were being upheld, as follows: annual induction / reinduction for all staff (purpose, responsibilities and approach); risk assessments completed for all tasks (understanding, controlling and reporting); safe system of work / method statements completed for all medium to high risk tasks; competency, ensuring all operating licences were prepared / maintained; ensuring standards maintained through an operational excellence programme; controlling and managing all tasks until completion; and promoting / celebrating good practice with staff. Injuries experienced during June 2017 to October 2017 were consistent with expectations and remained relatively low; the overall aim was to strive for no incidents. RIDDOR (Reporting of Injuries, Diseases and Dangerous Occurrences Regulations) incidents had slightly increased compared to 2016. Drivers and crews received regular risk assessment training.

Missed/Assisted Collections: Kiers' key aim was to focus on high quality service to all Partners. Unfortunately service performance had deteriorated significantly in missed and assisted collections for both Rother and Wealden. The summer had proved significantly challenging and the deterioration in service performance was attributed to management changes, high levels of staff sickness and lack of agency staff, as well as vehicle unreliability. Assurance was given that preventative measures had been implemented and monitoring would be ongoing to ensure that service performance was maintained / improved. In the last month, improvements had been realised.

Street Cleansing: Improvements had been realised in Rother however sub-standard performance was still being experienced in Hastings. Actions plans and had been implemented and client liaison increased.

Management Focus: Darrell Vaz would be overseeing the contract. Several management initiatives had been implemented, as follows: daily focus on structure and routines, as well as primary objectives (safe and efficient operations); all communications were timely, relevant and focused; engagement with the Partnership and staff to share results and expectations; and critical analysis and commercial awareness undertaken.

At the conclusion of the presentation, Members had the opportunity to ask questions and the following was noted:

- Vehicles/Fleet: concerns were raised regarding reliability of the fleet and usage of incorrect / inappropriate vehicles. Kier advised that they held a small contingent of spare vehicles for scheduled / unscheduled work. On occasions vehicles would be off-road, however this happened infrequently. A short-term solution was to hire vehicles. Kier was currently sourcing a new fleet supplier.
- Collections: complaints had been received that bins were not being placed back to the correct location after collection. Members were encouraged to report incidents (date, time, location and vehicle registration number) to the Partnership Manager for investigation. Kier supported this approach.
- Fly-posting: Kier confirmed that they were responsible for removing all inappropriate fly-posting material from public property.

Kier assured the Committee of their commitment to maintaining and improving service performance across the Partnership.

RESOLVED: That the presentation be noted.

JWC17/21. **SERVICE PERFORMANCE UPDATE**
(8.1)

The report of the Lead Director updated Members on current performance of the Joint Waste Contract and some issues raised at the last meeting held on 29 September 2017.

Missed bin collections were a primary measure of service for all of the councils. For comparison across the Joint Waste Partnership (JWP) area, the numbers of missed bins were calculated per 100,000 collections due; the acceptable target was 60. Kier's ability to complete daily scheduled work had been inconsistent and remained a concern for the JWP. To alleviate these issues, Kier had introduced a quality management system to monitor responsibility, resource, service realisation, measurement analysis and improvement. Members were advised at the last meeting that improvements had been realised during September and monitoring would continue. The JWP Manager advised that there still were discrepancies on how missed collections were logged between Kier and the Partnership. Significant improvements were required and a consistent approach agreed to ensure that daily scheduled work was logged and completed.

Street cleansing issues particularly, litter / detritus clearance along main roads across the JWP area was still a significant concern. Traffic management was required to ensure staff safety measures. Full road closures seldom occurred and therefore street cleansing works over the summer / autumn period had been sporadic. Members were advised that Kier were in contact with the Highways Authority and where appropriate, simultaneous works would be completed.

Domestic and commercial waste deposits had increased, particularly in the Hastings area. Partnership officers would be liaising with Kier to minimise and eradicate these issues.

Members were updated on management and staffing matters. Nigel Quelch no longer held an active management role. Sean Trotter, Business Manager and Darrell Vaz, General Manager would both be supporting the contract. An interim Hastings Operations Manager had been appointed. Kier's arrangement for agency staff had fallen short of service expectations, despite an increase in the number of agency staff.

Performance data for the September 2017 period recorded that 12,977 worksheets were raised across the JWP, a significant increase on the previous five months. It was noted that 15% of worksheets had been cancelled. Work was continuing to reduce these figures.

An update position for each individual Partner authority was provided as follows:

Eastbourne Borough Council: Performance remained high for all services. Street cleansing in industrial / warehouse areas and improvements to waste and recycling collections, particularly focusing on bins being placed back after collection were being addressed at local level.

Hastings Borough Council: The latest NI195 survey indicated that street cleansing was below target. Kier was collaborating with officers to develop an action plan to address all issues; monitoring would be ongoing. Positive feedback had been received regarding clean-up after the Hastings Bonfire procession and display.

Rother District Council: Despite regular communications, performance overall and, particularly garden waste collections were still inconsistent. Missed bin collections had risen to 187 per 100,000. An action plan was developed and implemented. Performance momentarily improved, however significant inconsistencies reoccurred; monitoring would be ongoing. Poor performance was again attributed to staffing issues (shortages, inconsistency and lack of experience). Priority areas of street cleansing had been dealt with however leaf fall areas remained a concern. Bring sites remained in poor condition therefore the Council had engaged a third party to remove redundant metal containers from key areas.

Wealden District Council: Overall missed bin performance had increased and remained above the agreed target. Decline in performance was attributed to staff sickness and vehicle reliability.

Vehicle / fleet replacement was anticipated however timescales were unknown. Progress had been made on reducing the backlog of container deliveries; only 100 remained outstanding and work would continue to reduce this further. Performance for fly-tip clearance, bulky and clinical waste collections remained consistently good. High levels of detritus remained a concern. To improve performance routine mechanical sweeper schedules were implemented; monitoring would be ongoing. Complaints from customers concerning mixed glass contamination levels remained a concern. Kier advised that co-mingled collections only happened, as a result of non-participation by residents; separate glass pods not fitted to vehicles; and operatives inappropriately mixing materials. It was commercially valuable / vital to Kier that commodities were collected separately. Assurance was given that this issue would be closely monitored.

The JWP Risk Register was maintained as a current document by the JWP Manager and was available to Members on request. The Committee were advised that the 2018 annual collection calendars had been escalated from 'amber' to a high 'risk'. Production was two weeks behind schedule; local officers were managing the situation. There were no other 'very high or 'high' risks currently recorded.

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

JWC17/22.
(8.2)

PARTNERSHIP BUDGET 2017/18 AND EXPENDITURE FORECAST TO THE END OF MARCH 2018

Consideration was given to the report of the Lead Director which updated the Committee on the Joint Waste Committee's (JWC) budget costs incurred to the end of September 2017 together with the expenditure forecast to March 2018, as well as a forecast for 2018/19.

The contract costs showed an annual total budget of £12,871,000; expenditure was £6,375,000 and forecast was £12,760,000. The administering authority budget showed an annual total budget of £197,690; expenditure was £91,600 and forecast was £197,610. An overspend was anticipated due to maternity absence / cover and would be offset by an underspend on supplies and services ensuring that the net position remained within budget. The Administering Authority was assuming a 1% pay award for 2018/19 (from 1 September) and would be subject to inflation forecasts. Therefore arrangements would need to be in place to ensure that staffing costs were fully covered. Maternity funding was not sufficient, therefore £12,000 of additional monies would be required from the Partnership's 2018/19 salary budget.

The report also highlighted other expenditure incurred to the end of September 2017 (six months) and forecast expenditure to end of March 2018 which included training and external consultancy costs. The budget was £84,430; expenditure was £39,470 and forecast was £49,930. An underspend by the Waste Operations and Recycling Group (WORG) of £48,307 in 2016/17 would be carried forward into 2017/18 and used for advertising purposes. A further underspend of

approximately £35,000 was still anticipated. The WORK group would be considering further options. The 2017 annual audit identified that an overpayment of £3,579.87 had been made in 2016/17 by each partner. Each authority would be reimbursed by year end.

Future inflation rates were anticipated to rise by 3% during 2018/19. For financial planning purposes, it was recommended that a budget allowance of 0.5%, subject to variation be made for quantity increases across the Partnership area.

RESOLVED: That each council ensures sufficient budget provision in 2018/19 to fund Joint Waste Contract and Partnership costs.

JWC17/23. 2018 MEETING DATES

(8.3)

The Committee was required to agree its meeting dates for 2018 as currently there were no dates in place for future meetings.

Due to the fact that each Partner authority published their timetable of meetings at different times of the year, the approach had been taken to 'set' dates in advance of all timetables being available. Members were therefore asked to agree committee dates for 2018 as follows: 16 March; 8 June; and 9 November.

RESOLVED: That the following meeting dates be agreed for the Joint Waste Committee for 2018:

- 16 March, to be held at 2:00pm, Town Hall, Bexhill;
- 8 June, to be held at 2:00pm, Muriel Matters House, Hastings; and
- 9 November, to be held at 2:00pm, Town Hall, Eastbourne.

JWC17/24. DATE OF NEXT MEETING

(9)

The next meeting was scheduled to be held on Friday 16 March 2018 at 2:00pm in the Town Hall, Bexhill.

CHAIRMAN

The meeting closed at 2:53pm

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