



JOINT WASTE COMMITTEE MEETING

Friday 27 July 2018 – 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 27 July 2018 at 2:00pm.

Joint Waste Committee Members present: Councillors N. Bennett (ESCC), P. Chowney (HBC), C. Fitzgerald (HBC), P. Franklin (LDC), R. Galley (WDC) (in part), A. Ganly (RDC), M. Kenward (RDC), A. Shuttleworth (EBC) and R. Standley (WDC).

Advisory Officers present:

East Sussex County Council:	Head of Transport and Operational Services.
Hastings Borough Council:	Assistant Director Environment and Place and Marketing and Major Projects Manager.
Lewes District and Eastbourne Borough Councils:	Strategy and Partnership Lead for Quality Environment and Specialist Services Manager.
Rother District Council:	Executive Director (Lead Director), Executive Director (Secretary), Assistant Director Resources, Neighbourhood Services Manager and Democratic Services Officer.
Wealden District Council:	Director of Environment and Community Services, Lead Head of Service and Waste Manager.
Central Client Team:	Joint Waste Partnership Manager and Interim Deputy Contract Manager.
Kier Services Limited:	General Manager and Business Manager.

Publication Date: 6 August 2018

The decisions made under PART II will come into force on 14 August 2018 unless they have been subject to the call-in procedure.

JWC18/01. ELECTION OF CHAIR

RESOLVED: That Councillor Fitzgerald be elected Chair of the Joint Waste Committee for the ensuing municipal year.

JWC18/02. **ELECTION OF VICE-CHAIR**

RESOLVED: That Councillor Kenward be elected Vice-Chair of the Joint Waste Committee for the ensuing municipal year.

JWC18/03. **MINUTES**

The Chair was authorised to sign the minutes of the meeting held on 6 April 2018 as a correct record of the proceedings.

JWC18/04. **APOLOGIES FOR ABSENCE**

Apologies for absence were received from Councillor J. Dow (EBC), Justin Foster – Waste Team Manager (ESCC), Simon Hubbard – Director of Operational Services (HBC), Lee Michael – Senior Specialist Advisor (Open Space and Contracts) (LDC/EBC), Cameron Morley – Waste and Cleansing Manager (HBC) and Karl Taylor – Assistant Director Operations and Contract Management (ESCC).

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 13 August 2018.

JWC18/05. **KIER SERVICES UPDATE**

(9)

The General Manager 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.

Health and Safety Performance: RIDDOR (Reporting of Injuries, Diseases and Dangerous Occurrences Regulations) were consistent with expectations and remained low. Kier had recently received a 'Gold' award in the RoSPA Health and Safety Awards Scheme.

Kier Losses: During 2018/19 Kier expected to lose approximately £4.6 million. Despite this loss, assurance was given that Kier were committed to providing a good level of service until the end of the contract.

Missed Collections: Kiers' key aim was to focus on high quality service to all Partners. Service performance had improved across the Partnership in May / June 2018 despite driver shortages and variations to garden waste collections. Assurance was given that monitoring would be ongoing to ensure that service performance was maintained / improved.

Key Contract Challenges: The General Manager highlighted a number of key contract challenges which included collection issues for schedule 2 properties e.g. care homes, schools, churches etc.; disposal issues at the Maresfield Waste Transfer Station (MWTS) and Woodland In-Vessel Composting Facility (WICF); variations across the Partnership; properties with multiple containers; poorly presented and

excessive collections; servicing private events; collection of commercial waste; increased fly-tipping; and interpretation of the contract. Kier would continue to work closely with the local teams to maintain service requirements.

Key Operational Challenges: Operational challenges included national shortage of drivers and increased driver rates; interpretation of the contract; length of time to make decisions; differing Partnership standards (understanding requirements and setting appropriate actions); communication channels (joint utilisation of the Kierway system by the Partnership); and vehicle and staffing reliability.

Wealden Overview: The following measures had been implemented to improve performance: turnaround times and reopening of WICF and MWTS respectively; driver recruitment (performance related bonuses offered); vehicle workshop opened at Amberstone depot; deployment of mobile mechanics; sweeper solution in progress with national supplier; dedicated vehicle for bring bank collections; and deployment of 26 tonne vehicle to support all services.

Other: Additional 15 tonne vehicle and beachfront bins deployed in Rother and Hastings respectively. Eastbourne Borough Council's new subscription garden waste service was embedded and operating efficiently. Collection variations were awaited for Camber.

Litter: Continued focus on litter collection along main 'A' routes and rural roads, as well as improvements to staff training. A significant additional challenge was the reduction of annual grass cutting by East Sussex County Council from three to one or two per annum.

Staffing (Agency): Kier was addressing all staffing issues with its sub-contractor (Smart Solutions Ltd). A 'central pool' of agency staff would be held at Wealden and Bulverhythe and staff deployed across the Partnership. 110% of drivers sought and deployed across East Sussex. Second tier suppliers would be utilised, if and when required. Kier had introduced internal LGV driving licence training and implemented weekly induction training for all new employees.

Planned and Unplanned Events: Increased resources had been and would continue to be deployed to assist with public / private planned and unplanned events across the Partnership.

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

- **Missed Collections:** Concern was raised that Kier's graphical data inaccurately reflected "on the ground" service performance. Many collections were not collected on the due day, but collected within the authorised timeframe of two working days. Persistent missed collections (whole roads) were still being experienced by customers, sometimes up to three to four weeks. Therefore, Members considered it was important that Kier's management understood and appreciated the level of complaints (sometimes abusive) some of the Partnership authorities were experiencing / receiving.

- Use of Agency Staff: The reliance on agency staff was a significant concern for the Partnership. Consistent, reliable and geographically knowledgeable employees were considered essential to provide an efficient and effective service.
- MWTS: Information had been received that Kier was not utilising this facility. The Business Manager advised that waste was deposited on alternate weeks at the MWTS. Initial issues had been experienced, which had subsequently been resolved therefore the MWTS would be utilised.
- Street Cleansing: Street cleansing issues were still being experienced in Hastings, particularly along the seafront. Hastings Borough Council had bought and located additional bins in high profile areas to assist with alleviating increased litter and fly-tipping. It was important that a regular schedule was followed particularly after extensive footfall and seasonal events.
- Presentation: Questions were raised regarding the accuracy of Kier's presentation. Some Members felt that it did not sufficiently address the issues / problems the Partnership was experiencing.

The Lead Director advised that Kier and the Partnership had mutually agreed to terminate the contract four years early, enabling the Contractor to save up to £20 million. Therefore it was disappointing that these savings were not being utilised to support the current contract. He also advised that Julian Tranter, Managing Director had left Kier and that the contract was now being overseen by the Regional Managing Director, Kier Services Limited who had given assurance that the contract would be appropriately maintained. General frustration was expressed regarding unacceptable levels of performance across the contract and, in particular, that Kier constantly reverted to contract, rather than just seeing it out with satisfactory performance, as agreed within the Mutual Exit Agreement (MEA). The Committee agreed that it was important Kier honoured the MEA and provided an acceptable level of service until 28 June 2019.

Kier assured the Committee of their commitment to resolving the issues highlight above, maintaining and improving service performance across the Partnership.

RESOLVED: That the presentation be noted.

JWC18/06. **SERVICE PERFORMANCE UPDATE**
(10.1)

The report of the Lead Director updated Members on performance across the Joint Waste Contract including total workflow, recycling levels, missed bin collections, street cleanliness and the current risks to joint waste services.

Since the Partnership and Kier agreed the Mutual Exit Agreement, management, supervisory and staff changes had constantly continued. Members noted that daily collection service failures were still being experienced despite Kier taking action to cover absences, recruit new staff and source HGV drivers, as well as ensuring vehicle availability. Assurance was given that key management and supervisory roles would be fulfilled as required. To improve productivity and day-to-day

efficiency, a mechanical workshop had been opened at the Amberstone Depot to service vehicles onsite. An additional 15 tonne and 26 tonne vehicle had been deployed in Rother and Wealden areas respectively. Issues had also been experienced with depositing garden waste materials at both the Maresfield Waste Transfer Station and Woodlands In-Vessel Composting Facility. These issues had been resolved and turnaround times were improving.

Performance data for the March 2018 to June 2018 period recorded a total of over 45,000 worksheets (excluding those subsequently cancelled) raised by the Partnership, of which approximately $\frac{1}{3}$ were missed bin collections. The highest volume of work involved missed collections, requests for container deliveries and new garden waste customers. Missed bins were a primary measure of service so remained a concern for all of the Councils. For comparison across the Joint Waste Partnership (JWP), the numbers of missed bins were calculated per 100,000 collections due; current figures indicated over 100 missed bins (JWP target was 60). Kier's ability to complete daily scheduled work had been inconsistent and remained a concern for the JWP. Monitoring would be ongoing.

Two Contract variations had been agreed and signed by the JWP to accommodate the introduction of a charged garden waste service by Eastbourne Borough Council (EBC) which had financial implications for each authority. Proportionate container bandings had also been reset to ensure fairness across the contract.

Container stock/delivery performance had significantly deteriorated partnership wide. Between April and July 2018, 4,620 additional containers had been requested (from 1 July, 2,496 were still outstanding of which 1,200 were overdue by more than one month). Stocks of brown garden waste bins had been affected by the implementation of EBC's garden waste subscription service. Spare containers from EBC would be used to service residents in other locations.

Members were advised that a minor dispute regarding weed spraying was actively being resolved by officers and Kier.

The NI195 Street Cleansing (tranche 2 and 3) surveys (from August 2017 to March 2018 period) were disputed but subsequently resolved. April to July 2018 surveys indicated positive improvements. Street standards were generally improving across the JWP however increased fly-tipping was reported therefore adequate enforcement by the Councils would be essential. To alleviate litter issues in Hastings, additional bins had been deployed along the seafront to prevent rubbish accumulation and fly tipping. Further work was required to tackle the root causes in other known hot spots.

A low cost six month recycling social media campaign would be launched by the JWP in July, with support of East Sussex County Council's Communications Team. The campaign would involve all social media platforms and, in particular, a series of paid-for Facebook adverts.

Over the past 12 months, contamination of dry recycling had reduced however the level remained significantly high at 5.63%. It was noted that this contamination was residual waste rather than glass which was occasionally collected mixed into other dry recycling.

Results of a Health and Safety Audit launched in July would be reported to the Committee at the next scheduled meeting on 2 November 2018.

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

Eastbourne Borough Council: Performance remained consistent for all collection services however weed control remained an area of concern. Operational, performance and financial issues were initially realised as a result of the introduction of the new Garden Waste Service; monitoring would be ongoing. Local issues continued to be dealt with expediently with the support of contract supervisors and improvement sought where possible.

Hastings Borough Council: The number of missed collections continued to fluctuate. Generally missed collections were completed by the end of the working week. Street cleansing remained a serious concern, particularly in high profile areas such as along the seafront/beach and weeds removal was an issue across the town. Officers would continue to work with Kier to resolve all issues.

Rother District Council: Inconsistent performance was a concern, with most collections running behind schedule due to vehicle breakdowns, lack of vehicle capacity and shortage of drivers. Garden waste collection improvements had been realised and were anticipated to continue. The Council was working with Kier and residents to resolve access issues in private / unadopted roads. Garden waste containers would be delivered once stocks were replenished. Action was still awaited to improve bring site collections across the district.

Wealden District Council: Overall collection performance had significantly deteriorated resulting in 3,000 missed bins per day. Despite Kier deploying additional resources, issues continued and work carried over into subsequent weeks. Bring site collections remained erratic, resulting in overflowing containers. A significant issue was the backlog of container deliveries with over 1,000 outstanding (customers were waiting up to 10 weeks). Kier had implemented an action plan to reduce the backlog. High levels of detritus remained a concern. Insufficient resources and faulty equipment were attributed to deterioration in performance. All issues would be closely monitored. Fly-tip clearance, bulky and clinical waste collection performance remained consistently good.

The JWP Risk Register was maintained as a current document by the JWP Manager and was available to Members on request. Five areas were currently considered as 'high risk', these included management of performance; Kier contract manager role; street cleansing performance; extensive use of agency staff; and collection service

disruption. Short-medium term disruption was anticipated as a result of further Kier management changes.

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

JWC18/07. **DATE OF NEXT MEETING**
(11)

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

CHAIR

The meeting closed at 2:43pm

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