

Date	-	26 April 2019
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 provides an update on performance across the Joint Waste Contract. It provides commentary on the total workflow through the Contract, recycling levels, missed bin performance and street cleanliness and considers the current risks to waste services.
2. The previous Joint Waste Committee (JWC) considered the various issues Kier reported as having a negative impact on their ability to deliver the level of performance required (particularly on collection services), Minute JWC18/11 refers. Performance has subsequently improved, however, both Kier and the Councils need to maintain their management efforts to sustain and continue with the improvement achieved to date, until the end of the contract.

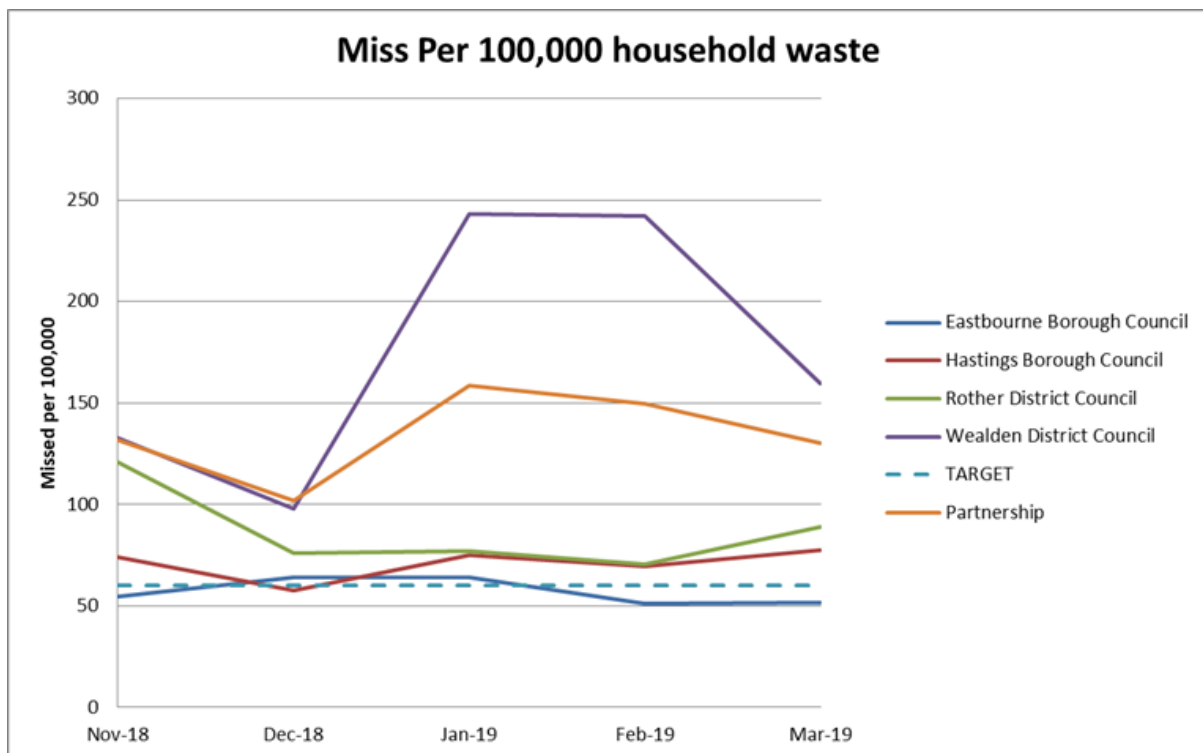
General Workflow and Performance across the Contract

3. Kier's ability to resource and manage scheduled collections and street cleaning work each day has taken a downward turn since the JWC last considered performance in November 2018, with a peak in missed collections over the Christmas and New Year period.
4. Table 1 overleaf displays the total workflow through the Contract. A familiar pattern of work performance continues with the highest volumes created by reports of missed collections and requests for containers. The total workflow for the July to October 2018 period (four months) was 52,264 worksheets, whereas the total workflow for the November 2018 to March 2019 period (five months) was 41,427 worksheets, a significant reduction in total worksheets raised.

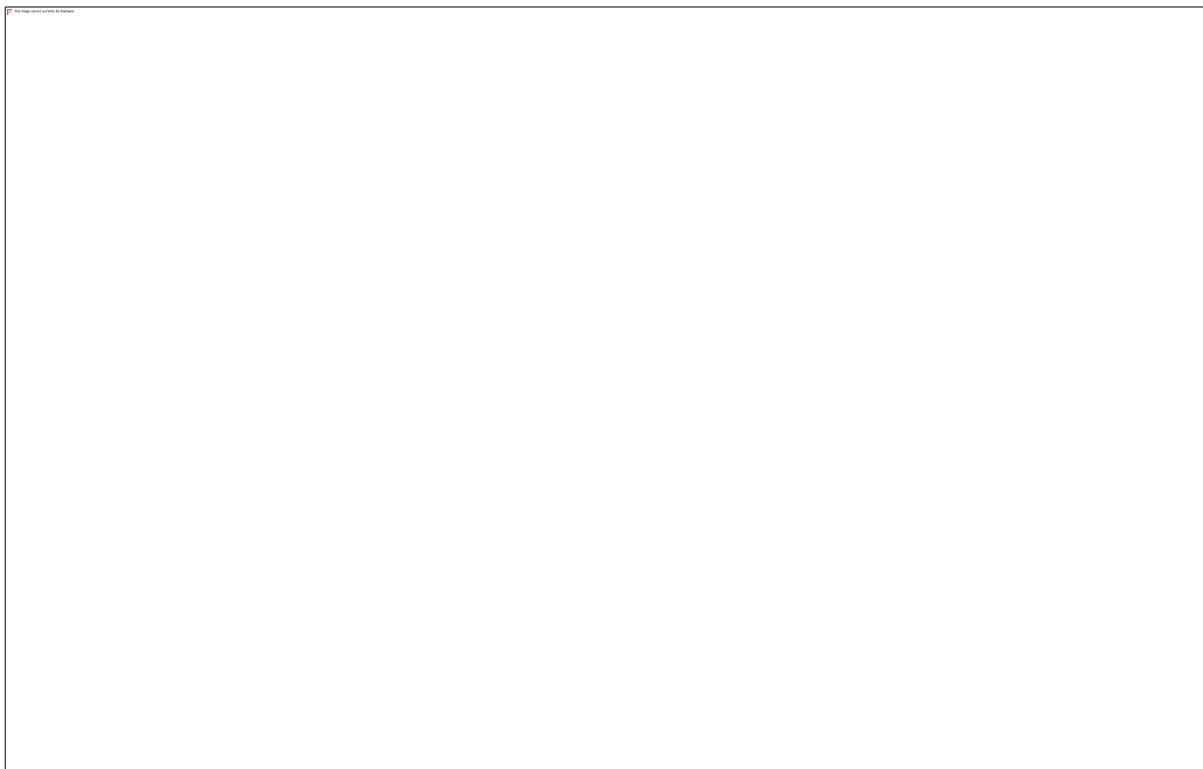
Table 1: Total Workflow (November 2018 to March 2019)

Sum of Unique	Column Labels				
Row Labels	Eastbourne Borough Council	Hastings Borough Council	Wealden District Council	Rother District Council	Grand Total
November/2018	1379	1994	2422	1980	7775
Cancelled	335	163	508	298	1304
Completed	492	1414	846	943	3695
Completed Late	552	416	1053	730	2751
Open		1	15	9	25
December/2018	1214	1568	1572	1313	5667
Cancelled	332	123	256	140	851
Completed	389	1126	625	642	2782
Completed Late	489	317	678	521	2005
Open	4	2	13	10	29
January/2019	2123	2522	3120	2627	10392
Cancelled	831	309	531	512	2183
Completed	516	1627	1335	1053	4531
Completed Late	775	536	1164	923	3398
Open	1	50	90	139	280
February/2019	1330	2465	3128	1881	8804
Cancelled	305	141	509	246	1201
Completed	331	1638	1152	876	3997
Completed Late	686	632	1329	502	3149
Open	8	54	138	257	457
March/2019	1831	1975	2915	2068	8789
Cancelled	394	147	247	195	983
Completed	749	1442	1217	1259	4667
Completed Late	522	182	1010	298	2012
Open	166	204	441	316	1127
Grand Total	7877	10524	13157	9869	41427

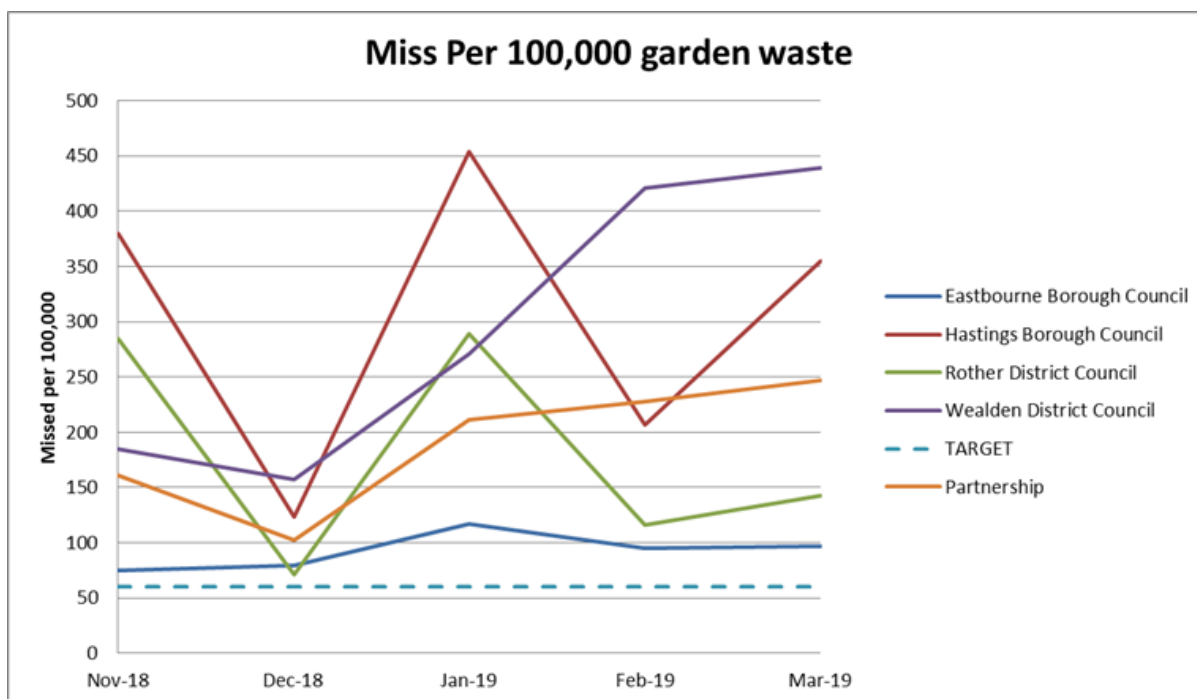
5. Annual analysis indicates that collection performance improves between September and Christmas each year but subsequently falls from mid-January, so this was anticipated. Average performance across the Partnership for collection services in November 2018 was approximately 110 misses per 100,000 collections, increasing to 260 misses per 100,000 collections by the end of February 2019 but decreasing to approximately 175 misses per 100,000 collections by the end of March 2019.
6. Graphs 1, 2 and 3 display missed collections for the primary collection services during the November to March period.
7. The management group tackling the collection performance issues in the Wealden area continue to meet and take the actions needed to maintain a consistent level of collection performance across all services.



Graph 1: Missed Residual Waste: per 100,000 collections



Graph 2: Missed Dry Recycling: per 100,000 collections



Graph 3: Missed Garden Waste: per 100,000 collections

Wealden Area Collections Performance

8. Performance in the Wealden area improved in the lead up to Christmas but decreased again throughout January, although not to the high levels experienced in the summer/autumn of 2018. It has now improved again with most missed bins being collected within 48 hours, but Wealden are keen to see further improvements.
9. Kier has continued with a programme of additional measures to support performance in Wealden, including extra vehicles and staff resources. Wealden officers continue to appreciate and recognise the endeavours Kier are making to enable services to be delivered consistently through to the end of the Contract.

Container Analysis

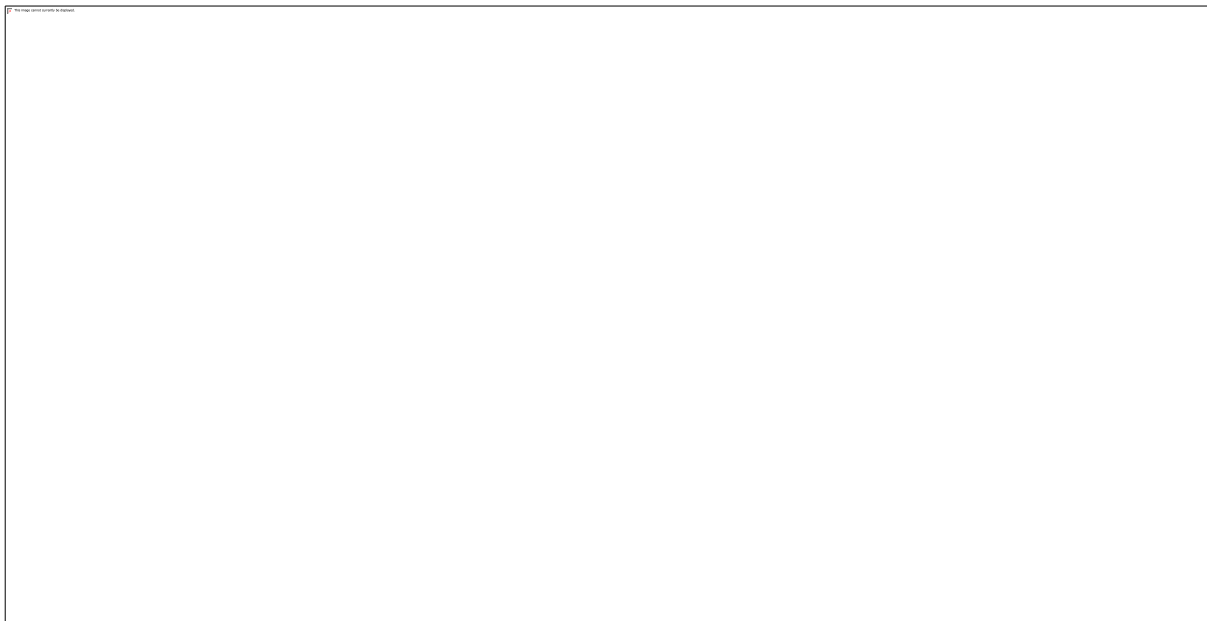
10. At the end of February, there were a significant number of outstanding container deliveries, reported as 3,343 open worksheets. Kier have been asked over a number of months to improve this situation and clear the backlog. The position at the end of March across the Partnership was that 1,726 container delivery worksheets were open on Kierway, with 788 of these being overdue (127 in Eastbourne, 111 in Hastings, 215 in Rother and 335 in Wealden). The items in highest demand are recycling boxes and 240 litre recycling bins. It is worth noting that this is a significant improvement on the position at the end of February, and reflects the efforts that Kier has made and are continuing to make to clear the backlog.
11. The Partnership Manager is discussing the supply of recycling boxes with Kier. From July 2019 residents will not need to use a box for glass recycling and communications messages will go out to them from mid-June to explain the changes in the recycling service. Kier will stop delivering new glass boxes to residents from 1 May 2019.

Street Cleaning and NI195 Surveys

12. NI195 surveys are undertaken every four months in every contract area to assess matters such as litter, detritus and dog fouling. Each four monthly survey is known as a tranche. Tranche 1 (April to July) was reported to an earlier meeting. For Tranche 2 (August to November) the standards were met. For Tranche 3 (December to March) the levels of detritus were higher than the standard required in particular in Hastings and Wealden, with the Eastbourne and Rother levels being below the target standard. This matter has been raised with Kier management and the expectation is that there will be an improvement in street cleaning standards for the final tranche of the Kier contract.

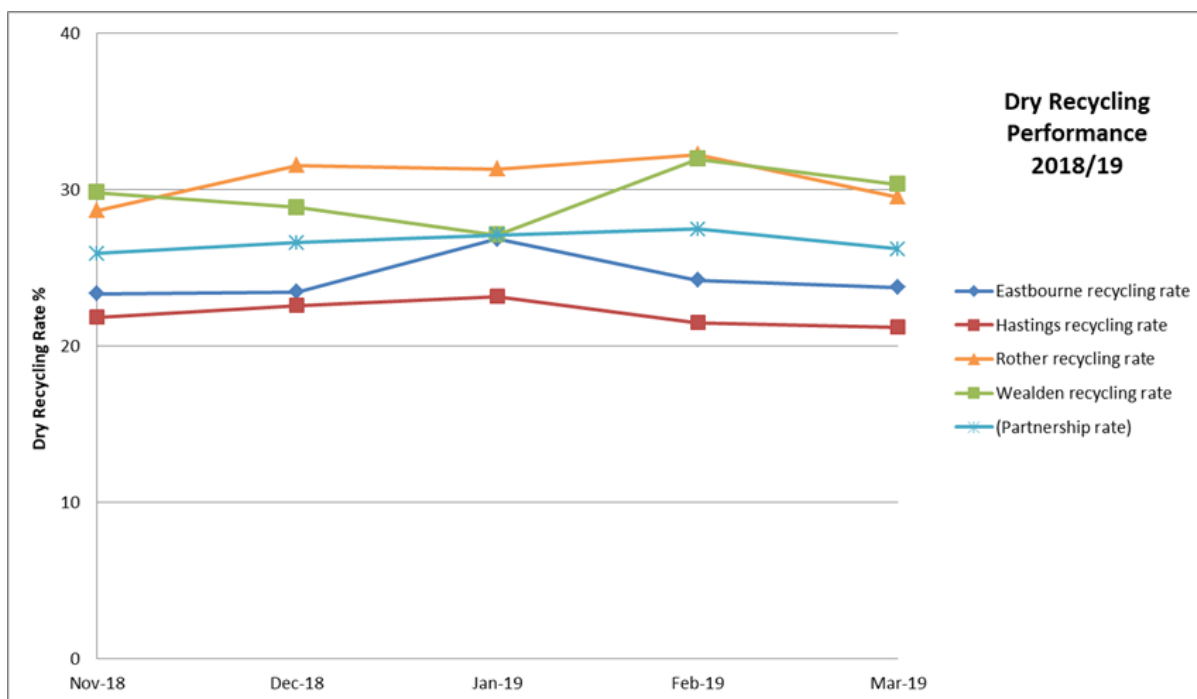
Recycling Performance

13. Graph 4 below displays the monthly total recycling rates for each authority for the November 2018 to March 2019 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).



Graph 4: Total Recycling Rates

14. Graph 5 displays the monthly dry recycling rates for each Council for the November 2018 – March 2019 period. This dry recycling rate is expressed as a percentage of total waste less garden waste, so that the seasonal impact of garden waste is excluded.



Graph 5: Dry Recycling Rate

Local Council Performance

Eastbourne Borough Council

15. A verbal statement will be provided by an Eastbourne officer at the committee meeting.

Hastings Borough Council

16. Service standards in Hastings have been consistent over the last few months, with the number of missed collections remaining relatively low, and the demand for street cleaning levelling out as we head through the winter season. Officers are continuing to work alongside Kier supervisors to address causes of litter, fly-tipping and commercial waste issues, which have seen positive effects. Of particular note is the commendable level of engagement from the local team and the support that has been provided to assist with community clearances. Over the next few months, the focus will be on the upcoming summer season and maintaining a good level of service while ensuring a seamless transition from the Kier contract to HBC's cleansing Direct Services Organisation and the Biffa collection contract.

Rother District Council

17. Rother is seeing a more reliable and consistent service level in most areas of the Rother contract with the exception of a few waste collections issues in January 2019, and bring site container emptying. This generally improved level of service has reduced the volume of formal customer complaints and freed up some officer time to complete joint site visits with Kier to resolve a number of more complex disputes. We continue to work closely with Kier to support this more acceptable level of performance remaining until the end of the current contract.
18. Kier and Rother continue to work jointly on resolving repeat missed bin collections using the 'escalated' missed bins data sheet. This 'intense and

detailed' monitoring system has proved very successful with a 99% success rate of all bins collected from the property noted on the spreadsheet. Once we are confident the crew members have 'learnt' the property collection schedule over a number of months properties are removed from the sheet.

19. Stock levels of containers have been erratic during this period causing delays to residents waiting for replacement bins. Currently all containers are in stock other than boxes, and Kier has implemented a second delivery van to support getting back to a more acceptable service level over the coming months.
20. Access issues due to inconsiderate legally/illegally parked cars and road works remain challenging. The Council continues to work with Kier, the residents living along these roads and the Police to find ways to address these issues. The introduction of Civil Parking Enforcement in 2020 should go some way to address some of the illegal parking but cannot address inconsiderate parking.
21. Adequate emptying of bring site containers remains problematic at some sites. Overflowing containers generates side waste and can increase fly tipping. Rother officers have worked with Kier to address particular problem sites such as Gibbets Marsh where it has been possible to move the bring site to a more exposed and closely managed location. We have increased anti-fly tipping signage at some sites and are considering alternative options for two other sites namely Winchelsea and Northiam bring sites.
22. It is noticeable that fly tips have increased since the introduction of charges at Household Waste Recycling Sites. Builders' fly tips have increased significantly and Rother continue to provide ESCC with details of content, locations etc., and search for evidence to support enforcement and prosecution. Once investigated by RDC officers and approved, fly tips have been removed by Kier in a timely fashion according to contractual obligations.

Wealden District Council

23. Missed bins reduced considerably in the lead up to Christmas but increased again shortly after although not at the previous worryingly high levels. The vast majority of rounds are now operating daily which has improved performance and missed bins are generally returned to within 48 hours. Nonetheless more improvement would still be appreciated to achieve a lower overall level of misses.
24. Collections from recycling bring sites have remained consistently good following the re-introduction of a dedicated collection round. The backlog of container deliveries, although reduced, remains a concern with waiting times for bins still exceeding four weeks. The introduction of an extra delivery vehicle is welcome and has had a positive impact. Assurances have been provided that the backlog will be cleared by the end of March although this may be a challenge to achieve. A verbal update on the most recent position will be provided at the meeting.
25. With regard to street cleaning, roadside litter on main arterial routes through the district remains a concern and officers continue to work with Kier to improve performance and standards. This is a key issue for members and the public and it will be vital to make as much progress as possible over the remaining period of the contract.

26. Whilst increases have been seen in fly-tipping, performance for fly-tip clearance, bulky and clinical waste collections remain consistently good.

Kier Position

27. Kier's position on key matters arising within the Contract is provided in a separate agenda item (Kier presentation).

Joint Waste Risks and Actions

28. The Joint Waste Partnership Risk Register is maintained as a current document by the Deputy Contract Manager and is available upon request.
29. There are currently two high risk scores which are:
- a) Management of performance – this risk focuses on the personnel, plans and systems being used to manage performance. The risk was escalated due to the significant number of missed collections and consequently the number of defaults issued in Wealden from July to September. Although performance improved at the end of 2018, there was a dip in performance in January, and it is anticipated that this risk will be reduced when a consistent level of performance has been maintained for at least three months. It is noted that performance is stable in Eastbourne, Hastings and Rother.
 - b) Extensive use of agency staff – this risk is maintained due to continued reliance on agency staff, in particular at Wealden, and the dependencies that Kier have on these workers. This risk is being carefully monitored in response to Brexit related developments, especially as Kier' agency partner actively recruits from within the EU.
30. At the JWC in November, four high risk scores were reported. The risks that have been reduced are the management of Kier performance due to the stability in senior Kier roles over the past year, and street cleansing performance failure, due to improvements made although there is still room for this situation to improve further.
31. There are now six risks that have been added to the Risk Register, as a consequence of the potential for a no-deal BREXIT. The Government has requested that Local Resilience Fora consider local service risks and Partnership officers have determined that the key BREXIT related risks are:
- the supply of fuel;
 - the recycling export market;
 - impact on workforce due to loss of non-British EU nationals;
 - availability of vehicle spare parts;
 - road congestion especially near Newhaven; and
 - container supply.

These risks are being regularly reviewed as information emerges from Government.

Dr Anthony Leonard
Lead Director

Risk Assessment Statement

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

A number of legal and operational risks are being actively managed.