

## **MEETING OF COUNCIL ON WEDNESDAY, 28 JUNE 2017.**

### **AGENDA ITEM 10: To receive the following questions for the Cabinet Member for Communities**

#### **Question from Councillor J Williams to the Cabinet Member for Communities**

*“In view of the continuing and overwhelming number of complaints being received by Councillors regarding the poor standard of service currently provided by Kier, what action is the Cabinet Member for Communities taking to address mounting public anger and genuine frustration at this totally unacceptable situation in which we now find ourselves?”*

#### **Response:**

‘Obviously, the service Kier have provided over recent weeks has fallen short of what the Council expects and what local residents deserve, and this position is totally unacceptable to this Council. I completely understand the frustration and anger of some of those residents that have experienced problems and received a poor service.

Since the last Council meeting on May 31<sup>st</sup> officers have continued to be in regular contact with senior Kier managers every day, including most weekends, and Kier are in absolutely no doubt about how disappointed we are about the underperformance issues and their failure to resolve some of them quickly enough. Senior officers also meet regularly with the Leader, Deputy Leader and Cabinet colleagues about this matter and the Leader has escalated our concerns to the highest level within Kier, writing a very strongly worded letter to the overall Kier Chief Executive last week demanding immediate action.

Additionally the Leader and Corporate Director Communities insisted last week that the Managing Director of Kier Environmental Services, Mr Julian Tranter, attend an urgent meeting in Bridgend to address our most immediate concerns, particularly with regard to a build-up of missed collections throughout the County Borough. This resulted in a number of short term actions to clear waste from the streets including;

1. a short term arrangement to allow in some cases the ‘mixing’ of waste to allow collection rounds to be completed more quickly in view of the exceptionally hot temperatures experienced last week.
2. the induction and employment of over 20 additional staff [ including 5 drivers ] to provide greater resilience and allow all available resources to be deployed and targeted appropriately
3. additional rounds arranged to collect recycling from Monday June 26<sup>th</sup>, so that there are now 18 rounds ‘manned’ by a driver plus 2 operatives to collect the significantly increased amount of recycling material that is being generated.
4. an additional vehicle deployed to collect AHP waste
5. a ‘courier’ type company engaged to accelerate the delivery of outstanding recycling container and bag deliveries and remove the backlog. These have again been much more than originally envisaged as each household in theory should have already had a food caddy, but there have been many thousands of requests for new ones.

All of these actions are at no additional cost to the Council.

In addition, the Deputy Leader and Cabinet Member for Communities, together with the Head of Neighbourhood Services, visited the Kier Depot in Tondy this week to meet local managers and look at and discuss the current operation. It is very clear that the contract is now much better resourced than previously and that finally Kier are being much more proactive in seeking to resolve the issues of concern. Kier report that their most significant challenge has been the substantial increase in the amount of recycling collected on the streets, which in these early weeks of the new arrangements has averaged well above what was originally envisaged and modelled. This is good news in that demonstrates that the Council's scheme will be successful and allow us to meet statutory Welsh Government recycling targets but the implementation and execution of the scheme by Kier thus far has not been good enough in some areas.

All Cabinet members have made it clear that in the main the locally based staff and operatives have been performing well and working incredibly hard but in our opinion have been let down by some of the initial resourcing and management of the contract at a regional and UK level.

Kier are confident that now they have substantially increased the resourcing of the contract that the most significant problems will not reoccur. The Council will of course rigorously pursue them on this. The vast majority of waste was cleared by the end of the weekend just gone as planned but there are still a couple of areas where streets were missed and additionally there remain isolated properties that have been missed throughout the County Borough. Clearly everything will not be as specified immediately and some level of missed collections is unfortunately 'normal' in the early days of any new waste contract of this magnitude, the reported national norm is about a 4% 'failure' rate in the early stages. Kier in the main are managing to collect at around about this level but there have been some days where they have slipped substantially below this figure, of course the Council does not condone any failure to provide the specified levels of service.

As a result of the actions that have been implemented and I have outlined above I will now expect to see a rapid improvement in overall contract performance

### **Question from Councillor T Thomas to the Cabinet Member for Communities**

*"What KPI's are specially attached to evaluate the overall effectiveness of the Kier recycling and refuse contract?"*

### **Response:**

'The Contract with Kier includes a comprehensive performance framework schedule which sets out the required performance standards, the performance deductions for failure to meet those performance standards and the monitoring and reporting arrangements on a daily, weekly, monthly and annual basis. The details of this are part of the commercial contract with Kier.

In terms of KPI's the only indicators that need to be reported publically relate to the statutory national requirement to meet and report on the percentage of recycling achieved for waste collected. The new waste contract was designed to ensure that the Council moves from its 2016/17 percentage of just over 58 % to the required level of 64 % by 2019, and moves towards the statutory target of 70 % that is set for 2024. Early indications

are that the restriction on residual waste of two bags per fortnight for most households and the increased recycling options available, will allow the Council to achieve the next statutory target of 64% within the term of this 7 year contract and indeed move towards the top of Welsh Local Authorities in terms of recycling percentage achieved. It is however still early days in term of the new arrangements and we will be better able to accurately predict what Bridgend is likely to achieve in a few months' time'.