

5 March 2018.

Dear Councillor,

A meeting of the **SCRUTINY COMMITTEE FOR CUSTOMER SERVICES AND SERVICE DELIVERY** will be held in the **Council Chamber** at these offices on **TUESDAY, 13 MARCH 2018 at 7.00 p.m.**, when your attendance is requested.

Yours sincerely,

KATHRYN HALL

Chief Executive.

A G E N D A

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|----|--|----------------|
| 1. | To note Substitutes in Accordance with Council Procedure Rule 4 - Substitutes at Meetings of Committees etc. | |
| 2. | To receive apologies for absence. | |
| 3. | To receive Declaration of Interests from Members in respect of any matter on the Agenda. | |
| 4. | To confirm the Minutes of the meeting of the Committee held on 13 February 2018. | 3 - 7 |
| 5. | To consider any items that the Chairman agrees to take as urgent business. | |
| 6. | Landscape Management Contracts – Annual Report for 2017. | 8 - 14 |
| 7. | Waste Management, Recycling and Street Cleansing Services - Contract Review. | 15 - 25 |
| 8. | Questions pursuant to Council Procedure Rule 10 due notice of which has been given. | |

To: **Members of the Scrutiny Committee for Customer Services and Service Delivery** - Councillors M. Belsey, Bennett, Binks, Boutrup, Bradbury, Catharine, Ellis, Fussell, Holden, Anthea Lea, Llewellyn-Burke, Mundin, Page, Sweatman, Trumble.

Minutes of the Meeting of the Scrutiny Committee for Customer Services and Service Delivery held on 13 February 2018 from 7:00 p.m. to 8:00 p.m.

Present: Councillors: Anne Boutrup (Chairman)
Margaret Belsey (Vice-Chairman)

Liz Bennett
Cherry Catharine
Colin Holden
Howard Mundin

Michelle Binks
Sandy Ellis
Anthea Lea
Kirsty Page

Pete Bradbury
Claire Fussell
Judy Llewellyn-Burke
Dick Sweatman

*Absent

Also Present (Cabinet Members): Councillor Thomas-Atkin.

Also Present (Members): Councillor Whittaker and Councillor Webster.

1. SUBSTITUTES AT MEETINGS OF COMMITTEE - COUNCIL PROCEDURE RULE 4

None.

2. APOLOGIES

Apologies were received from Cabinet Member Councillor Gary Marsh.

3. DECLARATIONS OF INTEREST

None.

4. MINUTES

Councillor Catharine noted the incorrect spelling of her name which was recorded as 'Catherine' instead of 'Catharine'. The Minutes of the meeting of the Committee held on 22 November 2018 were subsequently amended and then were agreed as a correct record and signed by the Chairman.

5. TO CONSIDER ANY ITEMS THAT THE CHAIRMAN AGREES TO TAKE AS URGENT BUSINESS.

None.

6. DIGITAL PROGRAMME 2018/19 INCLUDING OVERVIEW OF GDPR PREPARATIONS

Simon Hughes, Head of Digital and Customer Service, introduced report which outlined the progress of the Digital Programme project since it was endorsed at the 8th February 2017 meeting. The report also detailed what the Council intends to do during the 2018/19 financial year to develop the Programme further which will also include preparations for the implementation of new General Data Protection Regulations taking effect in May 2018.

A Member said that the Windows system seems to be changing quite frequently. He enquired if the Council will have to upgrade from Windows 10 to Windows 11 when it is released and questioned how much cost this will incur.

The Head of Digital and Customer Service confirmed that Microsoft does support certain operating systems however does discontinue their support for certain systems usually when it reaches a certain age. The Council intends to use the existing system it has until it is no longer supported to achieve the most value-for-money on their purchase.

The Chairman supplemented the Head of Digital and Customer Service's comments by adding that there is a risk with using the most current software as it may contain bugs which have not been ironed out yet.

A Member raised concern as to what the implications of the new General Data Protection Regulations might be on the Parish Council's, specifically their use of personal emails rather than corporate emails. He queried with the Cabinet Member and the Head of Digital and Customer Service as to what the District Council will be doing for the Parish Councils and the District's Members.

Cllr Mandy Thomas Atkin, Cabinet Member for Customer Services, reminded Members of their recent ICO membership registration which took place after it was found that many Members were not registered; it was confirmed that blanket registration for Members will be taking place in future to ensure that they are always registered as data controllers. She added that online training for Members is being discussed currently and will hopefully be provided soon.

The Head of Digital and Customer Service confirmed that the District Council is in the process of collecting data from the Parish Councils who require the Council's help. Such data would include what the Parish Councils currently have and what they will need in the future. He outlined that this data can be used to scale what the problems are so that the Council can be realistic in how it supports the Parish Councils.

Shelia Harris, Senior Information Governance Officer, informed the committee that there will be a training session in March which will provide attendees with further information relating to the new General Data Protection Regulations. In addition to the training session, the Learning Pool, which is used for staff training, will also be opened for all Members. Within the Learning Pool a mandatory GDPR training module will be provided for all Members to ensure they are well informed by the time the GDPR is in force at the end of May 2018

A Member sought clarification on a point in Paragraph 27, Page 10 of the Report. She questioned what data caused 2,000 properties to have incorrect address records.

The Head of Digital and Customer Service explained that the incident refers to certain Garden Waste Data which was found to be out-of-date. This was due to the way that the data was kept and maintained. He added that the migration of the two systems (Financials and Garden Waste) is currently underway with Sheila Harris leading on the project.

The chairman supplemented this by informing members that these errors are being identified as part of the migration and are one-off events. Once the information is brought onto the Salesforce system and all the systems linked, information will automatically be updated at all locations going forward.

The Member thanked the Head of Digital and Customer Service for his comments and expressed that she would like another visit to the Customer Services office to see how things are getting on.

Karen Speirs, Customer Services Manager, confirmed that the team would welcome any pre- arranged visit of a Member to the Customer Services team.

A Member sought reassurances over the data we keep and enquired if there are any risks to the data we hold.

The Head of Digital and Customer Service explained that they have many arrangements to protect the data the Council owns. One such arrangement is an extra level of authentication when logging-in for Office 365 which requires a telephone number to be provided for a verification number to be sent to it, also known as two factor authentication. In addition, the cloud based storage systems recognises which device an individual accesses the system on so can alert the account holder if an unrecognised person tries to access their account. He added that administrators of cloud-based systems can control where people access the system from such as outside of Europe.

A Member raised his concerns over more mature residents of Mid Sussex who may not be IT literate and questioned how the Council can maintain access for them.

The Head of Digital and Customer Service confirmed that the Council's aim is to make every service more accessible for everyone. Whilst improving the digital platforms for the more capable, the Council still intends to provide telephone and in-person services. He explained that while the Council is receiving calls they are also making calls to residents such as Customer Services making Wellbeing calls. Furthermore, Sheila Harris is currently looking at the format of transactions through the website and how to make it simpler for those who may not be IT literate.

The Customer Services Manager stated that the team are very passionate about providing services and making it more accessible or everyone. She confirmed that they are using the same forms that the customer would be using so that they can also gauge any points for improvement rather waiting for customer feedback. The Customer Services team have become more even more engaged with customers to identify any other services that they may require such as when an individual(s) move house.

A Member enquired what system is the Council using when it is collating their garden waste data.

The Head of Digital and Customer Service replied that the Council is considering which system is appropriate to the requirements of the service. He stated that the Council uses Salesforce software currently which, in the 2018/19 financial year, will connect to a new financial system.

A Member explained that at her work they are currently transitioning away from Salesforce due to capacity issues so questioned how functional the new CRM system is.

The Senior Information Governance Officer confirmed that the system is very good to use with the Customer Services team finding it easy to use.

The Customer Services Manager outlined that the system is easy to use which has made the process of responding to customer queries far quicker and that the version the council is using is Cloud based which grows in line with the amount of data so no issues with space or slowness are anticipated.

A Member sought clarification on how data is kept at the Council.

The Senior Information Governance Officer explained that the Council has a data retention schedule which is required under the current Data Protection Act. This is a record of a variety of timescales that such data is required to be kept and is used as a guide when we intend to retain/destroy any documents.

The Chairman then moved the recommendation which was agreed unanimously.

RESOLVED TO:

- a) Note the progress of the service design and digital programme in the past year;
- b) Consider the outline approach for the service design and digital programme for 2018/19; and
- c) Consider any particular priorities that they would wish to see given within the service design and digital programme

7. OVERVIEW OF COMPLAINTS – 2016/2017

The Head of Digital and Customer Service introduced the report for the overview of complaints over 2016/17 period. He mentioned that the Local Government Ombudsman had received a total of 19 complaints however none were upheld.

The Customer Services Manager stated that she had recently attended a Local Government Ombudsman meeting. She explained that at the next meeting they will be focusing more on the types of complaints rather than how many were received. A report of this will be published in July this year.

A Member questioned whether the Council had received habitual complaints more frequently such as those who continue to complain when they are not satisfied with the answer to their original complaint.

The Head of Digital and Customer Service explained that it hard to quantify as certain complaints morph into other complaints. However it was confirmed that there will be training for management officers to improve how they deal with complaints when it reaches that stage. He also confirmed that the Council is reviewing complaints that stem from parking enforcement actions and re-designing the website to provide more information about enforcement to provide more clarity.

A Member enquired whether a Ward Member is made aware when there is a complaint made by someone in their area or where the issue is centred in their ward.

The Customer Services Manager confirmed that if the Member is copied in to the email then yes they are. The Business Unit Leader of the team that the complaint is directed to usually advises the Head of Service who in-turn advises the Ward Member.

A Member asked if complaints made on social media are monitored by the Council. One such example is the fly-tipping in Hurstpierpoint posted and shared all over Facebook.

The Head of Digital and Customer Service confirmed that the Customer Services Team in liaison with the Communications Team scan for when the Council is mentioned on social

media to identify where and when any response is needed. Customer Services then respond appropriately as required.

A Member queried whether the Council is engaging with complaints made on social media groups such as 'Haywards Heath Gossip' and 'Burgess Hill Uncovered'.

The Customer Services Manager outlined that the Customer Services team does monitor the pages and provide assistance wherever possible. If the answer requires a very detailed explanation then the team requests information from the team concerned and then responds as appropriate.

Simon Hughes, Head of Service for Digital and Customer Services explained that the Customer Services team conducts a triage process to see when the Council can post online to address stories that are incorrect and picks up what they can from social media.

A Member questioned whether there are complaints following on from Freedom of Information requests.

The Senior Information Governance Officer confirmed that they do receive complaints following on from Freedom of Information requests however there is a separate complaints procedure for this which is monitored by the Customer Services Manager.

The Chairman then moved to the recommendation which was agreed unanimously.

RESOLVED

The Committee noted the contents of the report.

8. SCRUTINY COMMITTEE FOR CUSTOMER SERVICES AND SERVICE DELIVERY WORK PROGRAMME 2017/18

Tom Clark, Solicitor to the Council, introduced the Work Programme with two substantive contract reports for the meeting on 13th March 2018

RESOLVED

The Committee noted the Committee's Work Programme as set out at paragraph 5 of the report.

8. QUESTIONS PURSUANT TO COUNCIL PROCEDURE RULE 10 DUE NOTICE OF WHICH HAS BEEN GIVEN

None.

Meeting closed at 8:00pm.

Chairman

6. Landscape Management Contracts – Annual Report for 2017

REPORT OF: Assistant Chief Executive
Contact Officer: Rob Anderton, Divisional Leader – Commercial Services and Contracts
Email: robert.anderton@midsussex.gov.uk Tel: 01444 477374
Wards Affected: All
Key Decision: No
Report to: Scrutiny Committee for Customer Services and Service Delivery
13th March 2018

Purpose of Report

1. The purpose of this report is to provide Members with an overview of the Landscape Grounds Maintenance Contract and the Arboriculture Contract that are undertaken by:
 - (a) IDVerde for the Grounds Maintenance Contract and;
 - (b) County Tree Surgeons for the Arboriculture Contract.

Recommendation

2. **The Committee are recommended to note the contents of this report.**
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Background

Grounds Maintenance Contract

3. Following a tendering process, IDVerde (The Landscape Group) was awarded a 14 year contract to operate the Council's Grounds Maintenance Contract commencing on 1st January 2015. This contract covers all aspects of routine grounds maintenance across the Council's 350 parks, open spaces and sports grounds, including:
 - Grass management and vegetation control
 - Outdoor sports facility maintenance
 - Litter collection and litter bin emptying
 - Border maintenance
 - Hedge cutting
 - Maintenance of streams and watercourses
 - Maintenance of hard surfaces
4. In line with good practice this contract is kept under review to ensure it is delivering the expected outcomes, as follows;
 - (a) Year one – work with the Contractor to gain mutual understanding of the new specifications
 - (b) Year two – work through any errors and omissions for the specifications
 - (c) Year three – identify and address potential deficiencies within the specifications.

Arboriculture Contract

5. The Arboriculture Contract was let in partnership with Crawley BC (CBC), Horsham DC (HDC) and Mid Sussex DC. HDC became the lead authority for the procurement process with CBC and MSDC being co-partners in the process.
6. The Contract documents were drafted by mutual agreement between the three authorities and the procurement exercise was shared between the partners.
7. A ten year contract was agreed with County Tree Surgeons for CBC and MSDC, whilst HDC elected to retain their incumbent contractor, but on the new contract documents. The contract start date was 1st April 2012.
8. The Contract has a five year review clause to enable the Council and/or Contractor to negotiate revisions or terminate the Contract. As with all contracts this contract has been kept under review. During the first 5 years it was agreed that some revisions were required to streamline the documentation to improve monitoring. These revisions endeavour to bring together a variety of separate documents into a meaningful format that will be easier for the Arboriculture Officer and Contractor to work with.
9. The review has also identified a need to revise the Schedule of Rates to include rates for maintenance tasks that have been specified, but not priced.

Conservation Land

10. MSDC has five Designated Local Nature Reserves (LNR's) and a further 10 locations that are conservation managed. Management of these land assets is based on enhancing habitats for wild flora and fauna native to the District. The maintenance of these areas is not included in the Contract as the nature of the work is transient and programmed around the habitat creation of a location.
11. The five LNR's have active Friends Groups who assist with the implementation of the site management plan. Tasks identified for the LNR are scheduled for delivery by MSDC's Contractor or by the Friends Groups.
12. Management of Conservation sites is aided with the input of a Steering Group that meets twice per year. The Steering Groups meetings are chaired by the Cabinet Member for Service Delivery.
13. A formal meeting takes place during the winter months and a walk around the site meeting during the summer.
14. The maintenance of large area mowing, tree works, fences and footpaths required for these sites is carried out by contractors. The Friends Groups are involved with coppicing, scrub clearance, species surveys and litter clearance. The Landscapes Team arrange to aid litter clearance with input from the Grounds Maintenance Contractor.

Monitoring Regime

15. Both the Grounds Maintenance and Arboriculture Contractors attend monthly meetings to discuss the previous period and items required during the coming month. Quarterly meetings are attended by senior officers from both the Council and IDVerde and MSDC's Cabinet Member for Service Delivery. These meetings review performance over each three month period with the information provided in the presentations showing trends and general direction of travel of the service.

16. A revised suite of Key Performance Indicators (KPI's) has recently been drafted for both Contracts. These are being trialled. The trial is expected to complete on 31st March and the new KPI's embedded into the contracts from 1st April.
17. MSDC officers carry out a number of ad-hoc inspections throughout the month to assess whether the contract standards are being met. Records of such inspections are limited to exception reporting of issues noted during the visit. Follow-up inspections are scheduled for all areas that are found to have a maintenance issue.
18. The Contractor manages their own Performance Quality Management System (PQMS) and the results of their quality inspections are shared with the Council on a monthly basis.
19. The Contract is a partnership agreement that requires the Contractor to be equal partners, with a shared responsibility for ensuring the standards of the parks. This relationship has been successfully negotiated and operated. Under the partnership the Contractor have responded to customers on behalf of the Council when delivering the service. Similarly, they are reporting on park refurbishments and/or repairs whilst undertaking routine maintenance.
20. IDVerde installed and maintained the carpet bedding border in Victoria Park at their own expense as a demonstration of their commitment to the Contract and the Mid Sussex Area.

Contract Developments

21. The Council is keen to work with our contractors to constantly improve the management of the contract and how we monitor performance. We are mapping features of the park and allocating unique site numbers to each feature. This will create a record for each hedge, shrub border, bin, bench and grass cut area within individual parks. The project has started with locating and measuring hedges and locating the park litter bins on Ordnance Survey Plans. An example of this can be seen in Appendix 1.

Digitisation

22. The Council is also planning to purchase Arbortrack; an arboriculture database for managing the health of trees. This will keep a computerised log of each tree and its location and will enable the Council to improve the management of trees.
23. Contract Management is being migrated onto the Council's new Technology Forge Data Base. This will improve contract monitoring, by enabling real-time communication from site between Council officers and the contractor, and by providing the ability to create and generate regular performance reports, to identify trends and therefore take a more proactive approach. .

Customer Satisfaction Levels

24. IDVerde carry out customer satisfaction surveys of park users. They provide a minimum of 400 completed surveys per year. The most recent survey results can be viewed in Appendix 2.

25. Mid Sussex has held a Green Flag on Beech Hurst Gardens for 11 consecutive years. The standards of the Green Flag Criteria are being achieved in other high profile parks and a programme is in place to make applications to achieve the award in these parks. An application for St Johns Park, Burgess Hill has been submitted in partnership with ID Verde for judging in this year's cycle of applications.

Summary of 2017

26. Both Contracts are delivering good quality services. However, there is a need to constantly improve.
27. Current trends in the weather patterns over the last two years suggest warmer, wetter periods in Spring and Autumn that will encourage exceptional plant growth. It is expected that this will continue for the foreseeable future. To address this, the Council has agreed variations to the contract to maintain standards.
28. The changes in the weather have also brought about a change in how people tend to use their leisure time, and with increasing numbers of flats development, more people are using parks. There is a marked trend for families to visit parks in the evenings and weekends and spend holidays at home. It is encouraging that the perception of parks is that these are places of choice for recreation and the challenge is to ensure the facilities are of suitable standards.
29. The Council, in partnership with IDVerde, is reviewing the specification, focusing on grass cutting, hedge cutting and litter clearing, to ensure the contract is keeping pace with changes in residents' expectations without the need to agree ad hoc contract variations.

Investment Programme

30. To accompany the existing hard landscaping and playground refurbishment works already identified within the capital programme officers are developing a rolling programme of Park refurbishments that will seek to revitalise the parks throughout the district. It is intended that a master landscaping plan will be produced for individual parks where appropriate.
31. Funding for these plans will be sought from a variety of sources including Lottery Funds, sponsorship, potential crowd funding, capital programme and Section 106.
32. Members will be aware that the Commercial Services and Contracts Division has recently been restructured to reflect the maturity of the contracts, bring all frontline contracted services together to benefit from synergies and create a more focussed and commercial approach to service delivery. We anticipate the new structure will be in place in the coming months.
33. IDVerde have already made an impact on this with their sponsorship of a bedding border in Victoria Park. They are seeking to attract other businesses to sponsor the planting of this border for future years. The success of this model will be the basis for developing further schemes in parks.

Financial Implications

34. There are no financial implications arising from this report.

Equality and customer impact implications

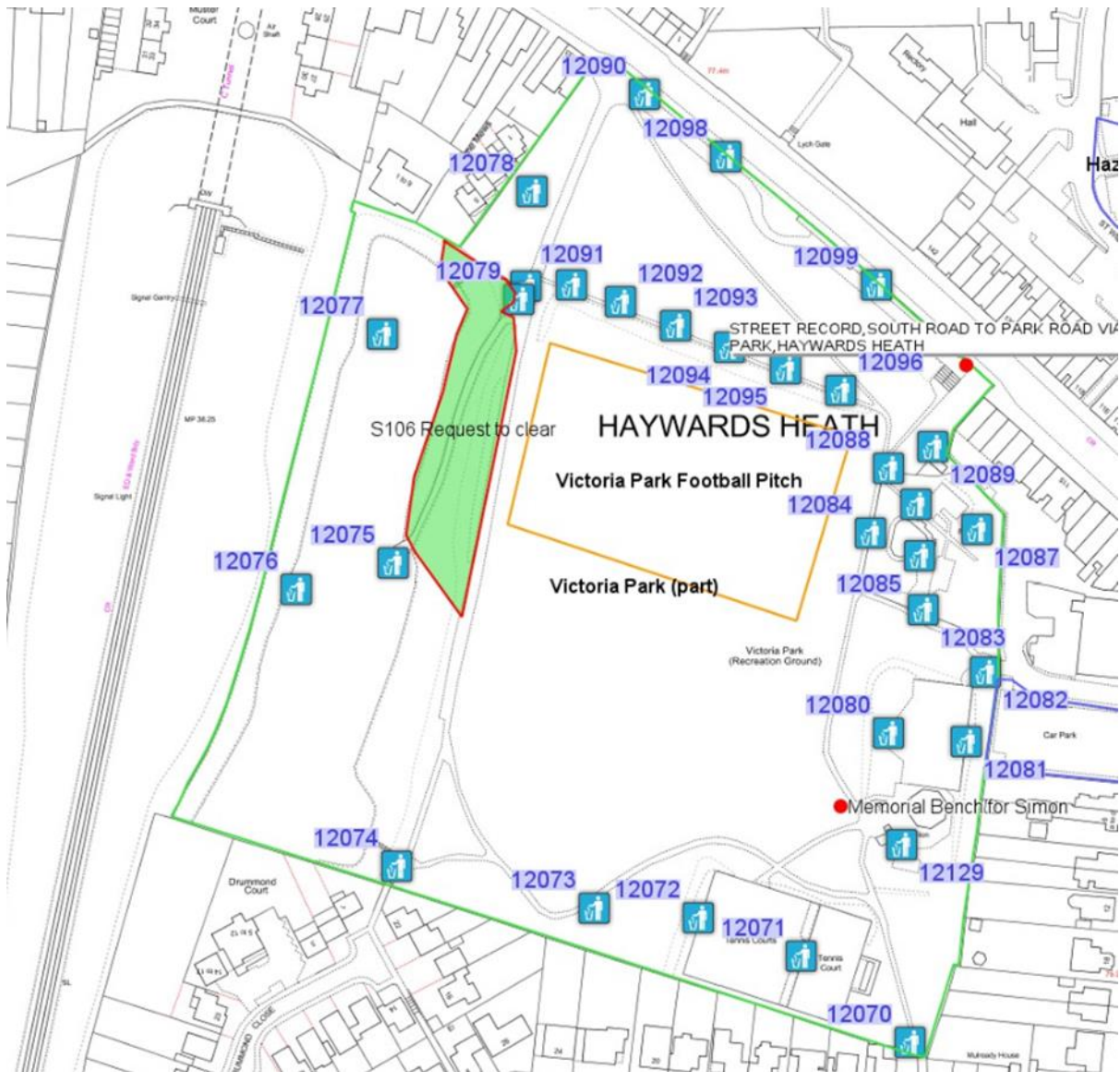
35. There is no direct Equality or Customer Impacts as a result of this report.

Background papers

Appendix 1 – Example of feature mapping

Appendix 2 – Current Park Survey Data

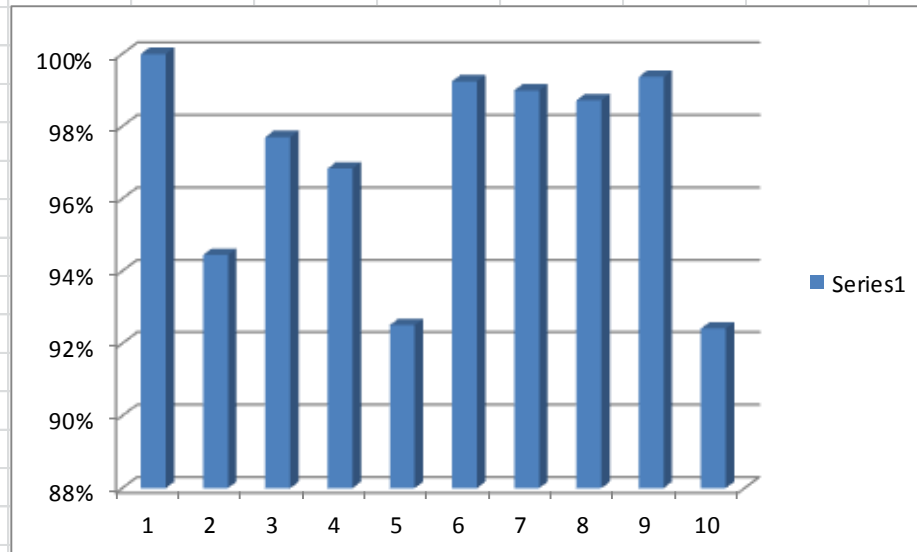
Example of the feature mapping exercise showing the location of litter bins and an area of grass cutting in Victoria Park.



Example of the Park Satisfaction Surveys collated by IDVerde

Park Surveys

| Month | Survey Responses | % Good or Very Good |
|-------|------------------|---------------------|
| 1 | 98 | 100% |
| 2 | 36 | 94% |
| 3 | 29 | 98% |
| 4 | 32 | 97% |
| 5 | 43 | 93% |
| 6 | 44 | 99% |
| 7 | 44 | 99% |
| 8 | 26 | 99% |
| 9 | 35 | 99% |
| 10 | 55 | 92% |
| 11 | | |
| 12 | | |



7. Waste Management, Recycling and Street Cleansing Services - Contract Review

REPORT OF: Assistant Chief Executive
Contact Officer: Rob Anderton, Divisional Leader – Commercial Services & Contracts
Email: robert.anderton@midsussex.gov.uk Tel: 01444 477374
Wards Affected: *All MSDC Wards*
Key Decision: No
Report to: Scrutiny Committee for Customer Services and Service Delivery
13th March 2018

Purpose of Report

1. To provide the Committee with a review of the activity of the Waste Management, Recycling and Street Cleansing Services for the calendar year January to December 2017.
2. The Committee are asked to note that future reports will present the data for the financial year and will therefore be reported in the July meeting cycle.

Recommendations

3. The Committee is asked to note the contents of this report.
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Background

4. The Mid Sussex Waste Management Contract was tendered in 2005/06.
5. The Contract has continually evolved in response to legislative changes and as the Council, as a partner in the West Sussex Waste Partnership, has aligned operations with the Waste Disposal Authority's processing plant and facilities.
6. There is currently a drive to improve dry recycling quality to ensure end destination markets are maintained and to ensure the Council can continue with its simple commingled dry recycling collections. Furthermore the requirement to achieve statutory targets for recycling and composting will require further service changes in the future in order to ensure capture rates of high quality recyclable materials are maximised.

Scope of Service

7. The Mid Sussex Waste Management Contract is delivered by Serco Ltd, from the Bridge Road depot in Haywards Heath. The Contract provides recycling and refuse collections and street cleansing services.
8. Serco employ 73 staff to deliver the combined contract, which includes :-
 - a) Residual or recycling collections from 62,500 properties each week, collecting over 13,500 tonnes of dry recycling and over 27,000 tonnes of residual waste in 2017.
 - b) Garden Waste Collections from over 17,600 bins every fortnight, which has generated 5,850 tonnes of material for composting in 2017. This subscription service is provided at a cost of £65 per annum (£2.70 per collection), and is delivered by three dedicated vehicles and crews.

- c) Special collections for residents requiring Clinical Waste Collections (from 1184 properties) generating 85 tonnes in 2017 collected by a dedicated crew.
 - d) Assisted collections (where residents are unable to present their waste containers at the curtilage of the properties) from 1236 residents.
 - e) Approximately 1,400 Bulky waste collections, generating 93 tonnes in 2017.
 - f) The provision of an average of 53 Mobile Civic Amenity Collections for Town and Parish Councils.
 - g) Prioritised street cleaning operations across a road network of 700 KM, 5 days per week, with a scaled down service at weekends. Over 1,000 tonnes were mechanically swept from the roads during 2017; and since December 2017, these arisings have been recycled.
 - h) 560 tonnes of waste emptied from 600 Street bins and 157 tonnes of dog waste removed from over 400 dog bins in 2017.
 - i) 324 Fly tipping clearances generating over 130 tonnes of waste in 2017.
9. The Waste Management Contract requires that wheeled bin collections commence at 7am and are completed before the waste transfer stations close at 4.30pm. The collection services operate on a Monday to Friday basis, but special Mobile Civic Amenity collections for Town and Parish Councils are undertaken in MSDC car parks or village hall car parks in more rural areas throughout the year at weekends.
 10. Town centre cleansing operations commence early in the morning to ensure high profile town centre locations are cleaned before rush hour, with re-visits taking place throughout the day as required. The street cleansing service operates at weekends but at a reduced level.

Contract Governance & Performance Management

11. The governance arrangements for the Waste Management Contract include monthly operational and strategic meetings and a quarterly Partnership Board, attended by the Divisional Leader, Cabinet Member for Service Delivery, and Serco's Regional Managers.
12. The Contract sets out how inflationary uplifts are calculated based on a basket of market indices. The Contract sum is also reviewed with each additional 500 new properties. In 2012 the Council considered Serco's request to include an uplift for additional street cleansing taking place as a result of growth of housing, and this was approved by the Council.
13. Following negotiations with Serco in 2011 the Contract review point was varied to enable it to be split into two ten and half year periods linked to Refuse Collection Vehicle fleet replacement at the contract mid-point. Savings were made on dispensing with a second vehicle fleet which was due to operate from 2014 to 2021, in favour of a more robust/ enhanced vehicle maintenance plan for the original and second fleet. We have used this contract review point to also redesign workflows and associated responsibilities to provide an improved customer experience.

14. Members will be aware that the Commercial Services and Contracts division has recently been restructured to reflect our maturing contracts with suppliers and to benefit from synergies across these contracts. This is the next phase in developing our customer focussed and commercial approach to service delivery. We anticipate the new structure will be in place in the coming months.
15. The quality of dry recycling has been one of the biggest challenges for both the Council and Serco, in response to the need to meet both West Sussex County Council's input specification and to remain with the simple, low cost and popular commingled recycling collection service. Extensive work has gone into this aspect of the service and this will need to continue for the life of the Contract to ensure the end product meets the needs of the reprocessors / manufacturers. The introduction of mixed plastics into the dry recycling collections in April 2015 was well received and assisted with recycling quality.
16. The drive now is on achieving statutory national recycling rates by 2020 and focusing on the types of recycle that are being thrown away rather than recovered.
17. The main challenge for the cleansing service has been the increased requirements for cleaning of Trunk Roads and High Speed Roads. This has required a lengthy and continuing dialogue with Highways England and its contractors, and a new training plan and service delivery arrangement for Serco.

Key Performance Indicators (KPIs)

18. The Key Performance Indicators (KPI's) governing this contract are as follows:-
 - a) Local Environmental Quality Systems (formerly NI195) litter target to remain below 4%.
 - b) Local Environmental Quality Systems (formerly NI195) detritus target to remain below 6%
 - c) Number of missed bins per 100,000 collections- 19 per 100,000
 - d) Customer satisfaction with Street cleansing- to exceed 83.5%
 - e) Customer satisfaction with Refuse collections- to exceed 86%
 - f) Customer satisfaction with Recycling collections- to exceed 82.5%
 - g) Street Cleansing - Fly tipping removed within 24 hours of consignment notices being issued.

These KPI's are actively monitored and reviewed by the Partnership Board.

19. Performance against these targets has been consistently strong. A summary of performance in 2016/17 is provided at [Annex 1](#).
20. At the anniversary of the agreement the Partnership Board reviews the Contractor's performance against these targets and agrees new targets for the following contract years.

21. Where performance over the previous year has exceeded agreed targets across all measures, the Council pays the Contractor an amount equal to 1% of the Contract Sum; with this figure being paid on a pro-rata basis for each exceedance when one or more targets has been missed. All targets were achieved in 2017, and the requisite payments were made.
22. Equally, where performance over the previous year has not been to the agreed standard, a payment deduction equal to 1% of the Contract Sum (with a 'pro-rata' percentage deduction being made for performance below the minimum standard in one or more of the target areas).
23. These provisions are in addition to any entitlement the Council has to make performance deductions in respect of serious service performance failures. No such deductions were necessary in 2017.

Key Headlines from 2017

24. Alongside the day-to-day management of the waste and street cleansing services, a number of specific projects have been progressed over the previous 12 months, the highlights of which are summarised below.

Garden Waste Growth

25. In 2016/17, with a customer base of over 14,000 and a waiting list of 800 households, the Council agreed to invest in its Garden Waste Subscription Scheme to enable more people to benefit from the service.
26. Through the introduction of a third dedicated collection vehicle and crew, it was anticipated that the customer base could grow from 14,200 to 18,200 subscribers over a 2 year period.
27. In order to facilitate this change, £80,000 was invested across two years, 2016/17 and 2017/18 to finance the purchase and delivery of new garden waste bins, with a further £22,000 allocated for promotion, Serco were required to provide a third vehicle and crew to service these additional customers.
28. As at January 2018, there are around 17,600 subscribers, and new applications continue to come forward at a good rate. At the current rate of growth, it is anticipated that the target of 18,200 customers will be achieved by the end of March 2018.

Cleansing A23 Trunk Road

29. This Council is responsible for removing litter from road verges throughout the district, including all high-speed roads and trunk roads. Litter clearance and cleansing work on the A23 can only be carried out safely with the use of traffic management. Therefore, work has taken place with Highways England (HE) and their contractor to establish working relationships to enable trained litter pickers from Serco to join HE's planned night time road closures to clear the A23 of litter safely.
30. During 2016/17 these operations saw operatives safely join over 50 night closures, resulting in the collection of nearly 10 tonnes of discarded waste from the A23.
31. As a result of this success, a dedicated budget was allocated in 2017/18 for this purpose, and work is underway to formalise a long-term approach to this issue through the provision of a dedicated 'high-speed' cleansing team.

Recycling Quality Project

32. As previously mentioned, securing high quality dry recycling is a key priority.
33. Rigorous performance targets have been established across the West Sussex Waste Partnership to ensure dry recycling contamination rates are maintained below 6 percent, with financial penalties applying for any failures to achieve this.
34. In light of this, MSDC have invested in a number of targeted strategies to improve recycling quality, particularly in low performing areas and communal bin stores. This includes the provision of signage for bin stores, recycling bags for flats, promotion of community recycling champions, provision of lockable bins and door-stepping.
35. This work has achieved significant success, with contamination levels now being consistently maintained well below the 6 percent target.
36. Further work, to provide lockable bins to low performing bin stores and bags for flats at approximately 484 properties is now underway, and will be completed during 2018/19.

British Heart Foundation Pilot (BHF)

37. As part of its agreed Waste Strategy the Council has been exploring ways to increase the volume of textiles and small Waste Electrical and Electronic Equipment (WEEE) recycled in Mid Sussex.
38. This follows a 2015 waste composition analysis, which provided helpful information about the current volumes of these materials present in the residual waste bin, and as contaminants in the dry recycling bin.
39. The Council already provides the opportunity to recycle textiles via a network of over 30 charity bring banks across the district, which are operated and maintained by a number of charities; but despite this, there's still a significant amount of WEEE and textiles in the domestic waste stream.
40. It was therefore decided to carry out a pilot project in partnership with Serco and the BHF, where the BHF provide a doorstep collection service for the collection of these goods.
41. The Pilot commenced at the beginning of November 2017 and involves the provision of 3 doorstep collections of textiles and WEEE from 20,000 properties throughout the year-long trial period.
42. Early indications are that there has been a very strong take-up, with the first phase of the pilot seeing over 8.5 tonnes of reusable textiles, over 7 tonnes of recyclable textiles, and nearly 200 electrical items being collected.
43. The next phase of collections is due to take place in March 2018; and a full report on the project will be presented to this Committee after the completion of the pilot in the summer of 2018; after which a decision will be required as to whether to continue with this, or any other form of doorstep collections of these materials

Round Changes and New Fleet

44. As previously stated, the Contract review point was varied to enable it to be split into two ten and half year periods linked to the need to undertake Refuse Collection Vehicle fleet replacement at the contract mid-point. This programme of replacement is currently underway, and it is anticipated that a new fleet will be in place and fully operational by May 2018.
45. In order to accommodate the increase in property numbers across the district, and to future-proof the service in light of projected housing growth, an additional waste collection vehicle is being introduced in 2018. In preparation for this it has been necessary to make changes to collections for some households across the district.
46. The first tranche of changes took place at the end of January 2018 and covered over 2,000 properties across the district; and further changes are scheduled for March and April 2018.

Digitisation Programme

47. In line with the drive towards digitisation of the council's services, the service is implementing a new Customer Relationship Management (CRM), with the aim of improving workflows and customer experience, and increasing efficiency, freeing up staff time across the Division, enabling officers to focus on adding value by using their expertise rather than spending their time administering systems.
48. A significant number of the key processes are now in place, and have enabled new ways of working with the Customer Services Team and Serco; and work is currently underway on the development of an end-to-end garden waste solution.
49. It is planned to use these developments as a platform from which to introduce in-cab technology over the coming year, which will enable the team to provide more timely information and feedback to customers, and to better manage and monitor contract performance.

Service Priorities for 2018/19

50. Building on these projects, the following key priorities have been identified for the coming 12 months:

| | |
|---|---|
| Garden Waste | <ul style="list-style-type: none">• Further increase the tonnage of compostable waste collected by continuing to promote and increase uptake of the Garden Waste Subscription Service; increasing subscription numbers from 18,200 to 20,000 during 2018/19. |
| Food Waste | <ul style="list-style-type: none">• Carry out a targeted food waste reduction project involving a "Love Food, Hate Waste" communications campaign and promotion of home composting/food digesting in conjunction with WSCC.• Consider the business case for implementing a kerbside food waste collection pilot within the district. |
| Textiles/ Waste Electrical Goods (WEEE) | <ul style="list-style-type: none">• Diverting textiles from the residual waste stream and increasing recycling rates through improved communications and management of textile bring banks.• Increase the capture rate of WEEE goods through the |

| | |
|-------------------------------|--|
| | <p>promotion of furniture and bulky waste re-use via local re-use charities.</p> <ul style="list-style-type: none"> • Completing the kerbside collection trial with the British Heart Foundation and considering options for longer-term solutions. |
| Recycling Contamination | <ul style="list-style-type: none"> • Maintaining the level of recycling contamination below 6% by continuing to monitor and address issues of contamination and recycling quality- particularly in flats. This will involve working on an inter-authority basis on a project to improve recycling at multiple occupancy properties. |
| Technology and Digitalisation | <ul style="list-style-type: none"> • Continue with the implementation of the Salesforce CRM system; reviewing and improving workflows to enable the provision of more timely information and feedback to customers, and to better manage and monitor the performance of the contractor. • Progress the implementation of in-cab solutions across the waste and recycling fleet, to enable the provision of real-time information and thus further enhance the efficiency of the service. |
| Performance Management | <ul style="list-style-type: none"> • Update and improve the use and implementation of Performance Management systems across the contract, carrying out detailed analysis of current performance data to ensure that the information is representative of the service standards achieved and that appropriate contract management practices are being employed to address any performance issues. |
| Recycling on-the-go | <ul style="list-style-type: none"> • Support the Landscapes team with a trial of recycling in key parks and open spaces. |
| Street Cleansing | <ul style="list-style-type: none"> • Continue the joint working with Serco, A one+ and Highways England to allow for night time litter picking of the A23, with the aim of achieving improved levels of cleanliness and reduced volumes of litter on the Mid Sussex stretch of the A23, and improved levels of customer satisfaction with the cleansing service. |

Legislative / Policy Context

51. The Waste Management Contract states that should legislation change, the Contractor may approach the Council to seek a variation to the Contract and to seek costs associated with meeting the new legislative requirement.
52. The current key drivers for the waste industry include the waste hierarchy which requires the Council in conjunction with the Waste Disposal Authority (WSCC) to get the best environmental outcome for each waste stream collected. Decisions on the type of material that can be processed are made by the West Sussex Waste Partnership, which is focused on collection of dry recycling materials that are going in the wrong bin.
53. The Waste (England and Wales) Regulations 2011 sets out the requirement to collect the four elements of dry recycling (glass bottles, paper, card, metal cans and plastic bottles) separately unless the Council can prove that it can collect and process materials to the standard required by national processors. This complex argument

was reviewed by this Council following a combined Technical, Environmental, and Economically Practicable (TEEP) review across the West Sussex Waste Partnership which agreed to process all dry recycling through the Material Recycling Facility (MRF) at Ford. This opened in 2009 and produces very high quality dry recycling material streams for re-processing.

54. The existing requirements for UK local authorities to meet the target of 50 percent dry recycling and composting by 2020, were driven by European Legislation. The Council's Cabinet approved the initial TEEP assessment in February 2015.
55. Litter clearance on Trunk Roads including the A23, requires Principal Litter Authorities such as Mid Sussex District Council to adhere to Highways England requirements. These are to follow the best practice guidance set out in the traffic safety measures and signs for road works and temporary situation's Chapter Eight best practice guidance. This has been endorsed by the Health and Safety Executive as the primary reference point for work on public highways.

Financial Implications

56. The annual value of the Waste Management Contract in 2016/17 was £ £3,911,420.

Risk Management Implications

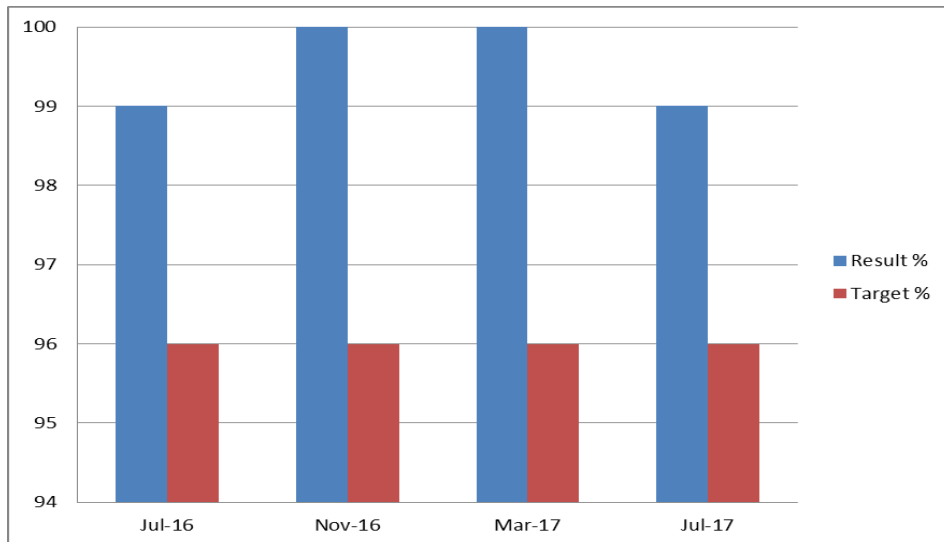
57. Serco has a good reputation and relationship with the Council, and their performance has been above average throughout the period of the first ten years of the Contract. The following key risks have been identified regarding this contract and the waste service more generally:
 - a. Failure to provide a collection service that copes with the tonnages and volume of dry recycling and garden waste materials needed to deliver a 50 percent recycling and composting performance by 2020, and the potential risk of fines.
 - b. Potential legal challenge to commingled service delivery due to poor quality recycling.
 - c. Potential challenge to littering on roads through service, under the Environmental protection Act 1990, of a Section 91 Litter Abatement Notice on the Council.

Background papers

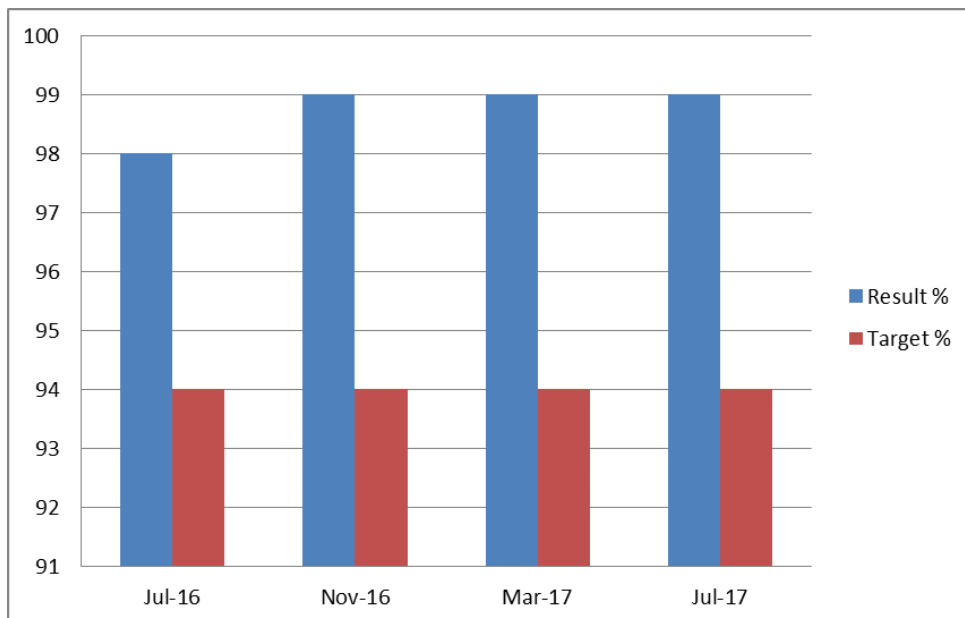
None

Annexe 1- Contract Performance Data

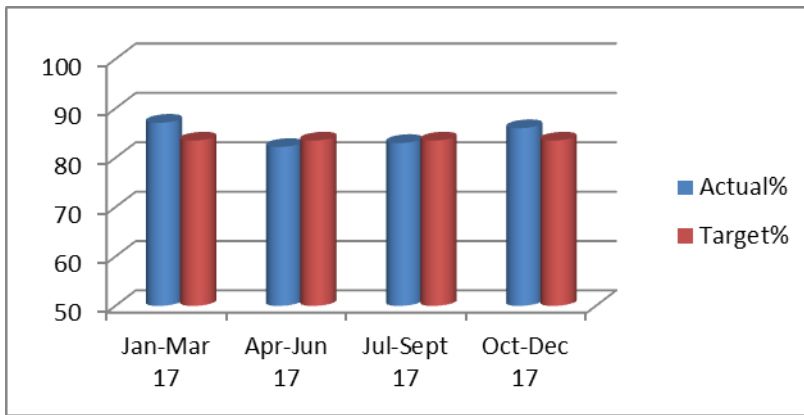
Local Environmental Quality Systems (formerly NI195) litter target to remain below 4%. Graph shows inspection 'pass rate'.



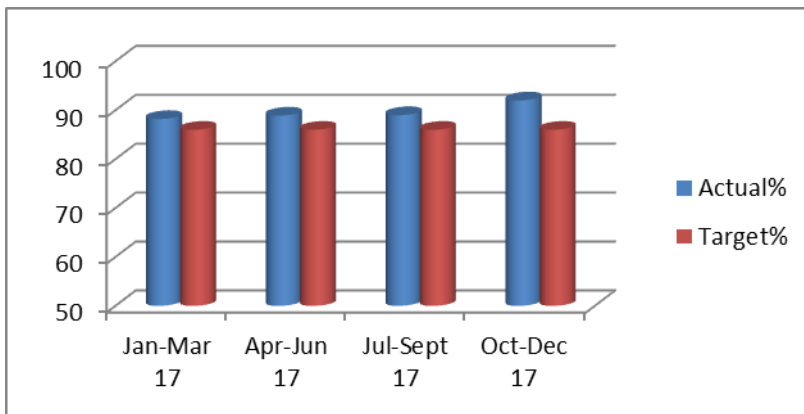
Local Environmental Quality Systems (formerly NI195) detritus target to remain below 6%. Graph shows inspection 'pass rate'.



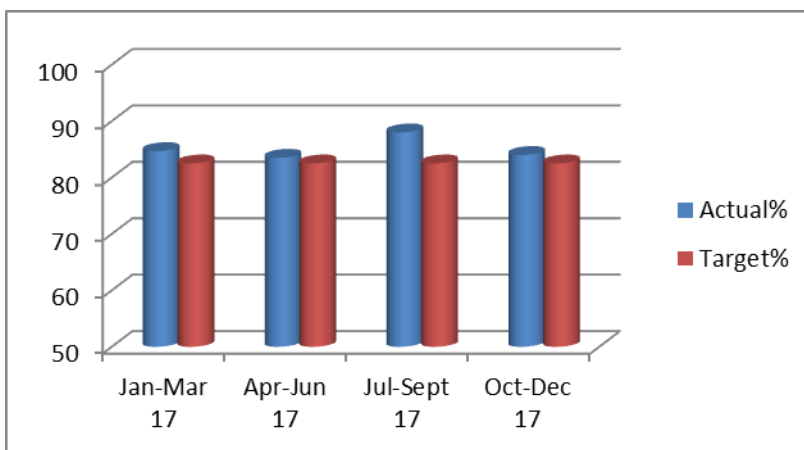
Customer satisfaction with Street cleansing- to exceed 83.5%



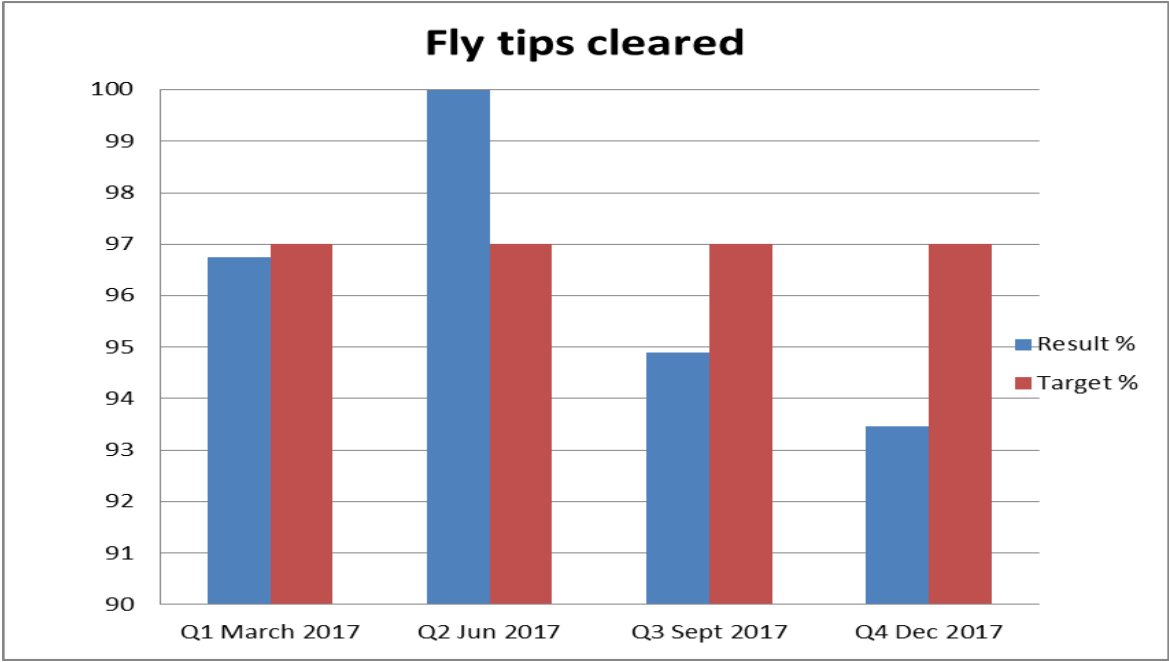
Customer satisfaction with Refuse collections- to exceed 86%



Customer satisfaction with Recycling collections- to exceed 82.5%



Street Cleansing - Fly tipping removed within 24 hours of consignment notices being issued.



NB- This shows an overall end of year result of 96.27% based on the 2017 calendar year. The Result for the last full financial year 2016/17 (which is the figure on which Serco are measured) was 97.44%.