

ENVIRONMENTAL SERVICES JOINT SCRUTINY COMMITTEE

9 FEBRUARY 2015

2013/14 ENVIRONMENTAL SERVICES CONTRACTS ANNUAL REPORTS

REPORT OF SERVICE MANAGER (CONTRACTS MANAGEMENT TEAM)

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RECENT REFERENCES:

None

EXECUTIVE SUMMARY:

This report provides a summary of the third year of the three joint contracts, covering the contractors' operational performance and developments within the Joint Client Team.

RECOMMENDATIONS:

That the Committee raise any significant concerns regarding performance during the 2013/14 contract and these are referred to a future JESC meeting for consideration.

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#### REPORT OF SERVICE MANAGER (CONTRACTS MANAGEMENT TEAM)

##### DETAIL:

##### 1 Introduction

- 1.1 This report provides a summary of the third year of the three joint contracts, covering the contractors' operational performance and developments within the Joint Client Team. These reports were considered by the Joint Environmental Services Committee at their meeting on 26 November 2014 and the relevant minutes of that meeting are attached as Appendix D.
- 1.2 The Joint Client Team summary of the year is attached as Appendix A and each of the two principal contractors (Biffa and Landscape Group) provided their own summary of the year as attached at Appendices B & C. Representatives of the contractors were at the JESC meeting to answer questions on service development during 2013/14 and plans for future developments in 2014/15.
- 1.3 Significant changes are planned within the next contract year to both the structure and function of the JCT and also service changes by contractors. It will be important to ensure that such changes are properly planned and resourced if they are to be implemented with minimum disruption to residents.
- 1.4 In April 2014 JESC received a report regarding the cleaning of public conveniences across Winchester City Council and East Hampshire District Council which is carried out through a joint contract operated by Superclean Services (Wothorpe) Ltd.
- 1.5 Over the last year there was a deterioration in the level of performance provided by this company and inspections showed some work was not been carried out. Of particular concern was the number of unsatisfactory Health and Safety issues identified.
- 1.6 Following these concerns a full review of the service was carried out by Joint Client Team officers which included a full Health and Safety audit as well as more detailed inspections of each facility with regards to cleanliness. As a result a Service Improvement Plan was agreed in February 2014 highlighting key areas of concern and proactive monitoring by the Joint Client Team was increased in order to check compliance.
- 1.7 When JESC were made aware of these problems they gave delegated authority to terminate the contract if necessary to the Executive Head for Neighbourhoods & Environment without further reference to the Committee.

- 1.8 Following this, there was another serious incident so the decision was made to terminate the contract early.
- 1.9 Superclean challenged the decision to terminate the contract but this was rejected and arrangements put in hand to bring in an alternative contractor upon termination in order to ensure continuity of service and legal and HR representatives were involved in this process. This process has now been completed and the service is now running satisfactorily.
- 1.10 Options for future service provision are still being investigated and a further report confirming the options will be considered by JESC shortly. .

#### OTHER CONSIDERATIONS:

#### 2 COMMUNITY STRATEGY AND PORTFOLIO PLANS (RELEVANCE TO):

- 2.1 The delivery of the contracts services contributes towards the aims of the High Quality Environment outcomes of the Community Strategy

#### 3 RESOURCE IMPLICATIONS:

- 3.1 The cost of the various services and that of the Joint Client Team are covered by approved revenue budgets at both councils
- 3.2 There will be additional costs incurred engaging an alternative contractor to deliver the public convenience cleaning contract on a temporary basis. It should be possible to offset some of these costs using the performance bond secured from Superclean at the time the contract was let which is for approximately £15,000.

#### 4 RISK MANAGEMENT ISSUES

- 4.1 The proposed changes by Biffa to round reorganisation carry significant risks unless implemented in a careful and well structured manner. The aim will be to avoid the problems experienced during initial mobilisation in October 2011 using the lessons learnt at that time.

#### BACKGROUND DOCUMENTS:

None

#### APPENDICES:

Appendix A - Joint Client Team Annual Report  
Appendix B - Biffa Annual Report  
Appendix C - The Landscape Group Annual Report  
Appendix D – JESC minutes 26 November 2014

## **Joint EHDC/WCC Environmental Services Client Team**

### **Annual Report 2013/14**

#### **1. Introduction**

- 1.1 2013/14 has been a transitional year for the JCT with changes in the management of the team part way through the year and the completion of contract variations with the Landscape Group as part of a value engineering exercise in order to focus resources in service areas of the greatest need in terms of customer expectations.
- 1.2 Throughout the year work has continued to ensure that contract monitoring processes and team structure are fit for purpose which culminated in a Joint Client Team Review which is considered elsewhere on this JESC agenda.
- 1.3 The improvement work has been informed by not only internal reviews but also recommendations within audits conducted during the year, progress in relation to which were reported to JESC at its meeting on 13 October 2014.
- 1.4 This third annual report considers the following aspects of the year which cumulatively have an impact upon contractor performance:
  - a) Contract monitoring data and reporting
  - b) Processes and procedures
  - c) Team structure
  - d) Service planning & Innovation
  - e) Customer Service Centre
  - f) Scrutiny

#### **2. Contract monitoring data & reporting**

- 2.1 This year the JCT dealt with 31,885 Lagan cases in total during the year of which 21,197 related to the Biffa contract. Of these, the JCT had to carry out investigations and raised rectification notices on 280 occasions, for a variety of service failures including non-collection of bins and sacks, non-delivery of new waste bins and not replacing bins properly at assisted collection locations. Biffa failed to resolve the service failures in these rectification notices on 75 occasions for which they received default notices.
- 2.2 The JCT also dealt directly with 4,201 Lagan cases for TLG. The JCT raised 283 rectification notices for works that were either not carried out to correct contract standards, or where they had not done work at all. These were escalated to a default notice on 47 occasions; where TLG did not either remedy the failure in time, or to the correct standards.

2.3 The following table summarises how these figures compare with the previous 2 years of the contract:

	Year 1	Year 2	Year 3	Notes
Biffa – Service Requests	22,599	19,107	21,197	
Biffa – Rectification Notices raised by JCT	584	514	280	
Biffa – Default Notices raised by JCT	191	75	75	(1)
TLG – Service Requests	4,913	4,011	4,201	
TLG – Rectification Notices raised by JCT	320	292	283	
TLG – Default Notices raised by JCT	27	74	47	(2)

#### Notes

- (1) Although number of defaults has not increased the ratio of defaults to rectifications has increased from 14% to 27%.
- (2) Number of defaults reduced by ‘amnesty’ period during completion of contract settlement period.

- 2.4 In order to improve data collation and reporting performance dashboards for each of the contract areas have been developed and following consultation on their format and content work is progressing to roll these out during the early part of year 4 of the contract. The dashboards will not only be of uses a management tool but will also provide the necessary data for scrutiny meetings which are reviewed later in this report.
- 2.5 Work has also begun on investigating the options for mobile recording of data by CMOs which will speed up the collation process and provide live data for contract managers and staff within the Winchester CSC.
- 2.6 During this year the contract monitoring regime for grounds maintenance and street cleaning has been adapted to a thematic approach with a focus on key services for a particular month such as grass cutting, weed and moss treatments, leaf removal, shrub bed maintenance, hedge cutting etc.

### **3. Processes and procedures**

- 3.1 During the year both an internal review and an audit undertaken by the Council's internal auditors identified the need to improve the business processes within the JCT and a programme of reviews is underway with a number of processes already completed.
- 3.2 As part of the contract resolution agreement with TLG the Rectification and Default Notices procedure has been updated and now provides a more transparent and robust mechanism for dealing with service failures.
- 3.3 This has been linked to revised Strategic Performance Frameworks for both the Biffa and TLG contracts which provides a more proportionate approach to significant failures using a cumulative escalation process from rectifications to defaults and then SPFs
- 3.4 Significant improvements have been made to the financial procedures in order to streamline both the purchase ordering and payment processes. It has also been possible to include budgets for ad hoc works within the JCT in order to speed up decision making timescales.
- 3.5 The JCT Risk Register has also been updated and management plans are being developed to address each risk.

### **4. Team Structure & management**

- 4.1 This year there have been changes to JCT management arrangements. The need for one manager to be responsible for the Biffa waste contract and another for the TLG streets and grounds contract was agreed but the locations of each manager have been switched in order to ensure that the lead manager for a particular service was correctly located. This was particularly important for the grounds maintenance element of the contracts which are primarily focused on the Winchester District.
- 4.2 In order to supplement this change, meetings with Client Officers e.g. housing and car parks have been increased so that the appropriate contracts manager can receive feedback on contractor performance and confirm what measures are being taken to deal with any deficiencies. These meetings now dovetail into a new cycle of meetings within the JCT for staff on a 1:1 basis, meetings of managers and also the JCT as a whole.
- 4.3 Lead contract monitoring officers have also been established for key service areas in order to provide a focus for service delivery and also personal and professional development. It is proposed that eventually lead roles will have been established for the following areas:
  - Grass cutting
  - Leaf clearance
  - Shrub bed maintenance

- Hedge cutting
- Public conveniences
- Cemetery maintenance
- Car parks
- Sports pitches

- 4.4 Work has also continued to expand the contract monitoring capacity of the JCT through the use of 'surrogate' monitoring staff within the car parks and housing services particularly at WCC. These staff will either act as triage responders, and report back problems to the JCT for action or if authorised serve rectification and default notices to deal with contract failures.
- 4.5 Over the last year it has become increasingly apparent that the volume and complexity of the administrative and data reporting processes require clear leadership and co-ordination. The trial arrangement of Projects and Administrative Manager since April 2014 to manage those individuals involved in these processes has worked well and the JCT review recently carried out recommends that this post should continue.
- 4.6 Finally the recently completed JCT review has recognised a need for the JCT to focus on core contract monitoring functions by relocation of non core functions elsewhere within both Councils in the future.

## **5. Service Planning & Innovation**

- 5.1 Despite being in its 4<sup>th</sup> year lessons are still being learned about potential service changes in order to improve the overall quality. This year there has been a focus on the grass cutting programme and a recent review has concluded that changes to the cutting programme would help to improve customer experience. These options are considered elsewhere on this JESC agenda and if agreed will be monitored closely during the 2015 cutting programme.
- 5.2 Changes were also made to the leafing programme with a review of the priority areas which again will be monitored closely during the current leaf removal season.
- 5.3 This year the previous Waste to Resources Action Plan was significantly revised and rebranded the Waste Minimisation Plan so as to dovetail into existing Government and County wide plans with similar aspirations.
- 5.4 In reviewing how to deliver this programme the option to leave Recycle for Hampshire was considered during this summer and this could still be an option for 2015 unless it can demonstrate improved value for money following its own review of delivery mechanisms.
- 5.5 The future approach to delivering the Waste Minimisation plan will be important with a focus on waste minimisation, increased capture of recyclables and reduction in contamination. The trend data on these latter 2 aspects is shown below.

		Apr 11 – Mar 12	Apr 12 – Mar 13	April 13-Mar 14
<b>EHDC</b>	Recycling Rate	36.3%	34.5%	33.3%
	% Contamination	7.88%	6.85%	8.9%
<b>WCC</b>	Recycling Rate	36.5%	35.9%	34.4%
	% Contamination	6.73%	8.22%	8.57%

- 5.6 Both councils continue to experience reductions in recycling rates during which are a common trend across all of the other Project Integra councils. There are a number of reasons for this including a reduction in the amount of recyclable materials being disposed of by residents due to economic climate and the increasing popularity of electronic media as opposed to print which provided significant proportion of the weight within recycling bins.
- 5.7 To counter these trends there is the potential for Project Integra to change the range of recyclable materials which can be collected including the inclusion of pots, tubs and trays. These developments will need to be monitored closely as well as the issue with reductions in recycling income due to market values and a possible removal of the recycling credit regime.
- 5.8 In addition work continues to expand the options available to residents and this year a network of textile banks have been rolled out across both districts with the aim of capturing these materials and using net income to support local charitable causes. Further publicity of these banks will follow in 2015 to support existing promotion using the collection calendars delivered to households.
- 5.9 Contamination rates of recyclables are still a concern with WCC having rate of 8.57% and EHDC 8.9%. As part of a plan to address this a revised bin returns policy has been developed and approved by JESC in order to provide a consequence to residents that do contaminate. The Policy will be rolled out across both districts as part of a Biffa service Development Plan for 2015.

## 6. Customer Service Centre

- 6.1 Last year the Winchester CSC received 28,486 service enquiries and requests from the public via the 0300 300 0013 telephone line and another 1,607 on-line requests. Of the enquiries logged 50.7% were from EHDC, 47% WCC with 1.7% out of area.
- 6.2 Approximately one third were for Garden Waste services – the majority of which were residents calling to renew their licence for the EHDC chargeable service or make enquiries about the newly offered wheeled bin option. The Winchester calls mainly related to the non-return of garden waste sacks.

- 6.3 The remaining calls dealt with by the CSC will have been requests for information or guidance that the CSC staff were able to provide to the caller and required no further action. Overall volumes of service requests has now stabilised after the initial mobilisation period in the first 6 months of the contracts and reflects broadly similar levels of activity to those before the joint partnership was formed.
- 6.4 There have been performance issues within the CSC at times during the last year caused by staff turnover and increases in workloads. Action has been taken to address these issues even though this is an ongoing challenge and new manager of the CSC has recently been appointed to oversee this process.
- 6.5 The CSC also continues to work on options for customer channel shift using IT solutions and during the last year has rolled out a My Council Services App for mobile phones and increasing the options for reporting issues outside of normal working hours.

## **7. Scrutiny**

- 7.1 This year has seen a slight change in the primary scrutiny arrangements for the work of the JCT. In previous years the main focus for such scrutiny has been through the WCC Overview & Scrutiny Committee and the EHDC Environment Panel. Whilst a Joint Environmental Services Scrutiny Committee was created it has taken a while for it to become established and at a recent meeting it carried out a review of its Terms of Reference and considered how it inter-related with other scrutiny functions at both Councils.
- 7.2 This process is now complete and the committee has re-named itself the Environmental Services Joint Scrutiny Committee in order to avoid confusion with the JESC. Following this review and changes it is expected that this committee will provide the primary focus for scrutiny with any areas of concern being referred back to parent committees as required.
- 7.3 In addition to this committee JCT members also attend a tenant stakeholder group at WCC to discuss service issues and concerns about contractor performance. In preparing this report the Group have provided their own summary of the year and this is attached at Appendix 1.
- 7.4 Now that the performance dashboards for each service area have been developed it is hoped that this will be used to provide a focus for scrutiny and will also be able to provide trend data throughout the year and between separate years.
- ### **8.0 Year 3 Contractor Performance – The Landscape Group**
- 8.1 **Dilapidated Shrub Beds** - this year all dilapidated beds as identified following detailed site visits during the year have had all work completed. The beds will now be tended as per the Grounds Maintenance specification and work will continue to raise any required variations and the GIS maps and contract details amended accordingly. This particularly applies to shrub beds which are no longer present and the area is to be returned to grass, or where the shrub beds have now become trees/hedges over a period of many years.

- 8.2 **High Profile Shrub Beds** – Work has continued on the programme of work for High profile shrub beds and there have been some improvements. Work will continue to ensure that these are seen through to completion in time for the 2015 growing season.
- 8.3 **Standard Shrub Beds** - The last standard shrub bed containment prune visit was completed on the 29<sup>th</sup> September. Subsequent inspections have highlighted some issues with specific aspects of the work carried out, with particular reference to the mulching of beds for EHDC. Rectifications were raised accordingly and TLG advised that top up mulching is to take place at each visit.
- 8.4 **Weeds & Moss removal** – performance in this area has again been disappointing following problems experienced during 2013. Any spraying carried out has not been properly accompanied by removal of weeds or moss following treatment. Contract sanctions have been used to address the problems.
- 8.5 **Grass Cutting** – the 2014 grass cutting programme was recently reviewed with the following conclusions:
- In general the programme worked well
  - Problems experienced were due to equipment breakdowns and lack of spares/business continuity planning to ensure the cutting programme was not delayed
  - Breakdowns were due to grass length which impacted upon the load on the equipment resulting in the failure of clutches and cutting equipment
  - It became apparent that some areas were incorrectly classified in terms of cutting frequencies with Mornhill Cemetery in WCC being a particular problem as it was designated as G4 and therefore only cut approximately every 3-4 weeks
  - The designation of the cutting calendar as an indicative programme only led to problem in terms of contract monitoring as it was difficult to establish whether cuts were carried out on the planned date
  - The lack of proper returns at the outset from the contractor hampered contract monitoring as it was unclear about the progress made. The lack of information regarding problems such as breakdowns was a particular problem as CMOs were not aware of possible delays in completing cutting cycles.
- 8.5 TLG introduced some improvements to the management of the cutting teams including tracking data on mowers to check operational efficiency. They also began a review of the type of equipment used which on current cutting frequencies struggles to cope with the length of grass it encounters.
- 8.6 Potential changes to the 2015 cutting programme fall into 2 categories
- a) A re-categorisation of areas known to experience problems in order to change the cutting frequencies. For example Mornhill cemetery will be reclassified as G2 (weekly cut) instead of G4 (3/4 weeks)

- b) A change to the regime applied to the G4 grass which is the largest proportion of grass across both districts.

Both of these options are included within the draft JESC 2015/16 growth items report elsewhere on the agenda.

- 8.6 **Hedges** – scheduled hedge cutting work during the year was in most cases completed with rectification and default notices used where required to ensure contract compliance. Options for different hedge cutting frequencies for 2015 will be examined as part of a value engineering exercise which could be used to offset any additional grass cutting costs.
- 8.7 **Leaf Clearance Programme** – this has just begun for 2014 using a new priority roads list based on the previous 3 years experience. The priority roads are those areas deemed to require special attention because of the degree of leaf fall and high profile nature. All areas do receive cleansing but this will be as part of routine street sweeping in line with the contract requirements.
- 8.8 The revised Priority leafing list has been converted into a work programme which is being used for contract monitoring purposes and also within the Customer Service Centre. Information has also been sent to WCC and EHDC Members for information.
- 8.9 The leafing programme was incorporated within the JCT Contract Monitoring Plan using the 'seasonal' approach described in paragraph 2.6 above and led by a CMO as described in paragraph 4.3. Early performance of the contractor has been unsatisfactory due to deviations from the agreed programme and delays in completing work on time. Performance is now improving as the programme becomes more established.
- 8.10 On completion of the 2014 programme a review will be carried out based on performance of the contractor and any requests or issues raised by the public or members including additional priority roads. This process will become part of the annual performance monitoring cycle of the JCT.
- 8.11 **Litter bin emptying** – there have been no significant issues with bin emptying procedures and arrangements are in hand for more frequent emptying during high usage events over the Xmas period. Changes to bin emptying frequencies have been proposed within the 2015/16 budget to address areas where current contract frequencies are considered to be insufficient.
- 8.12 **Dog waste bin emptying** - there have been no significant issues with bin emptying performance.
- 8.13 **Schedules and Returns** - there have been issues with the lack of provision of timely and suitable schedules and returns for contracted services. This is an important aspect of contract management as the information is required to ensure that inspection processes are carried out within agreed time windows. In 2015 TLG will roll out an IT system which it is claimed will provide the information required. In the meantime interim requests for information in an

alternative format have been submitted by the JCT and if the information is not provided contract sanctions used to address the issue.

## **9. Year 3 Contractor Performance – Biffa Municipal Ltd**

- 9.1 **Bin emptying** – During 13/14 missed bin collection numbers were within acceptable tolerance levels although there is still a need for improved supervision of crews arising from these staff covering for regular HGV drivers due to staff turnover.
- 9.2 **Replacement bins** – this year has seen a marked increase in the number of requests for replacement bins. The reason for this increase is not yet known but may be relate to old bins coming to the end of their useful life. Biffa have struggled to meet delivery timescales and have requested that the JCT work with them to try and understand the reasons for the increase and adopt a suitable procedure in order to ensure that only legitimate replacements are provided. A draft procedure has been developed and this will be rolled out during the current contract year.
- 9.3 **Contamination** - Recycling contamination levels are still at high levels as described earlier. Measures to address this are included with the Waste Minimisation Plan recently agreed by JESC including a change to bin returns policy which will discourage the practice.
- 9.4 **Bins return policy** – this aspect continues to be a contentious issue with residents who fail to report any missed collections by the 12pm deadline the following day. However, there are no plans to change the policy which will remain in place for 2015.
- 9.5 **Green Waste collection service** - there has been an issue with the high number of replacement green waste sacks within the WCC area and discussions are underway with Biffa on how to address this during 2015. The project will include measures to reduce the number of duplicate bags which have not been paid for in order to improve round completion rates.
- 9.6 Take up of the bin option for the EHDC garden waste service is encouraging with many residents switching from sacks to this service. Additional promotion of the scheme has been included with the 2015 collection calendars with the aim of increasing income from this service.
- 9.7 **Kerbside Glass** – there have not been any significant issues with this service but discussions are taking place with Biffa regarding the removal of unauthorised containers during the current contract year as these can present a health & safety hazard.
- 9.8 **Collection Calendars** – delivery of the 2015/16 calendars was completed on time and in general ran very smoothly with few complaints.
- 9.9 **Recycling Bring sites** - **there** have been no significant performance issues with this area of the contract. Discussions are taking place with Biffa regarding possible replacement of the EHDC Igloo banks with 1100l bins during 2015 which could provide efficiency savings to both Councils.

9.10 **Round reorganisation** - Biffa have approached the JCT to discuss options for possible reorganisation of the existing collection rounds during 2015. This option could have benefits in terms of contracts savings as well as operational benefits as well as planning for future housing development. Discussions will continue to take place once a detailed proposal has been submitted. Any final proposal will need to be considered by JESC before any approval might be given. Such a project would have major implications for the JCT and as such Biffa will be expected to fund any additional JCT resources required to satisfactorily deliver a change programme.

## 10. Year 3 Performance of Contractors – Superclean Wothorpe Ltd

10.1 The latest developments in relation to this contract are covered elsewhere on the JESC agenda. During the next contract year arrangements will need to be put in place in order to ensure service delivery from 1<sup>st</sup> October 2015 which is when the current arrangements come to an end.

## 11 Year 4 – Key Actions

11.1 **Joint Client Team** – to continue to deliver the JCT improvement Plan and any actions within the JCT Review which are agreed by JESC.

11.2 **Biffa** - The key priority for the JCT in 2014 will be to progress work with Biffa on agreeing a 2015 Service Development Plan which will include a programme of actions to address some of the issues described in this report including

- Rounds reorganisation
- Removal of unauthorised containers including sacks, bins and glass boxes
- Changes to the bin returns policy
- Consideration of alternative options for recycling bank collections
- Agreeing a procedure for bin replacement requests.

11.3 **The Landscape Group** – the key focus for this contract will be the following :

- Conclude the review of the grass cutting regime and implement any changes agreed by JESC
- Review any other contracted areas to see if there are any opportunities for further value engineering
- Ensure that schedules and returns are provided in a timely manner and in the format required
- Ensure that Weed & Moss removal is provided in a satisfactory manner
- Make sure that all shrub bed and hedge maintenance works are carried out as programmed

11.4 **Superclean** – to agree service provision arrangements from October 2015 onwards

11.5 **Waste Minimisation Plan** - to agree a process for the delivery of the actions within the plan through either internal provision or through Recycle for Hampshire with the aim of

- Increasing the capture of recyclables
- Reducing Contamination
- Reducing household waste

**Landscape Scrutiny Group Meeting at Lawn House 15.10.2014**

The group are concerned by the number of WCC representatives attending each meeting.

We feel that the impartiality of the group could become compromised by the number of non scrutiny members attending.

It is felt that the meetings should be attended by the WCC lead officer along with a minute taker and all other visitors should be by invitation from the scrutiny group only.

The group are particularly concerned by the lack of progress in TLG's overall performance.

The group has been meeting for over two years and are still identifying the same issues repeatedly.

Despite reassurances from TLG it is continually evident that the contract is inadequately supervised and the workforce are under trained and ill equipped to fulfil their tasks efficiently. (We do not hold the two existing supervisors or their manager responsible as we feel that they are overburdened with reporting and therefore unable to carry out supervision to the required level to achieve a satisfactory contractual service).

TLG appear to be increasingly reliant on backroom technology at the expense of *in the field* efficiency. We feel that whilst this may benefit TLG's administration it has little bearing on field efficiency.

The grass cutting is repeatedly behind schedule along with the shrub beds which frequently get missed altogether.

This failure to maintain contractual schedules leads to an inefficient and even desperate appearance to the contract and certainly provides very poor value for money.

It appears that the workforce are on a continual catch up exercise, frequently being removed from one site and then sent to another site to resolve a complaint or placate the client. The work force also appears to be totally demotivated and demoralised.

When there does appear to be an improvement in one section of the contract it is normally at the expense of another section. Moving the goalposts or extending schedules is not an option. As an example, we feel that there is a particular emphasis on sheltered housing. We however are concerned with all aspects of landscape maintenance including housing, sheltered, general needs and temporary accommodation. We would like to see a consistent level of commitment and quality in all of these areas.

We have repeatedly invited members of TLG regional management to address the scrutiny group to no avail. We feel that this demonstrates contempt of Scrutiny group concerns and a lack of commitment regarding improving the efficiency of the Landscape Contract.

We feel that after three years of this contract it is time for a review of the whole contract process.

It is time for an honest approach to the issues facing both TLG and WCC with a view to getting to grips with and resolving all of the problems, thereby achieving a more efficient process and delivering better value for the community.



## East Hants & Winchester Contract Year 3 Review for the Joint Environmental Committee

### Introduction

This report highlights and comments on the performance of the Biffa East Hants & Winchester Contract, for Year 3.

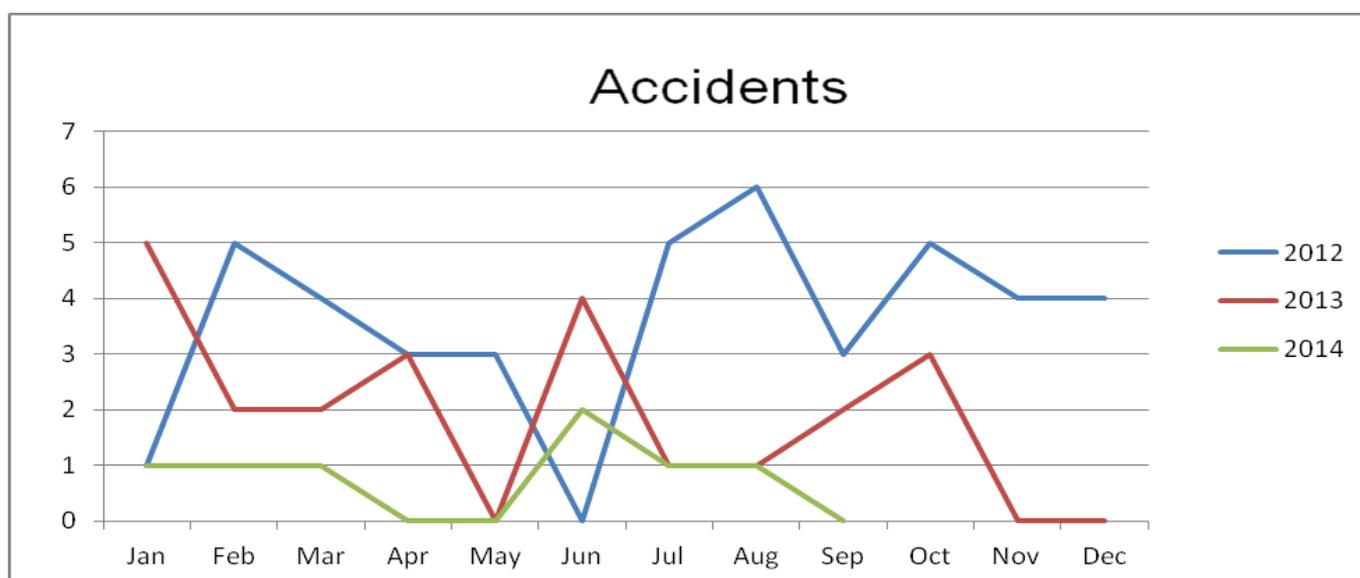
### Health & Safety

Contract year three has seen a significant improvement in the attitude of the workforce in both performance and Health and Safety awareness. To date this year, there have been 10 personal accidents, one resulting in a RIDDOR. This is a significant improvement on last year's results.

To raise the importance of Health and Safety within the workforce Biffa introduced a Company-wide **Health & Safety Week**, setting aside time to arrange extra, refresher training, and improve individual well-being. EHW was one of the first to complete this in the Southern Regions, and as a result the staff were made more aware of what dangers they encounter on a daily basis, it was a fantastic week for all. The Directors attended the week and there activities for all to participate which involved refresher training of Manual Handling and Bin Operations, also there were Health & Safety clinic's with the SHEQ team.

As the contract matures it is possible to look in greater detail at the year on year trends for the accidents; this will help to identify which months there are high levels of incidents and also trends can be analyzed, identify any patterns emerging and arrange appropriate training at the right time.

Please see the breakdown of the accident statistics for the last three years:

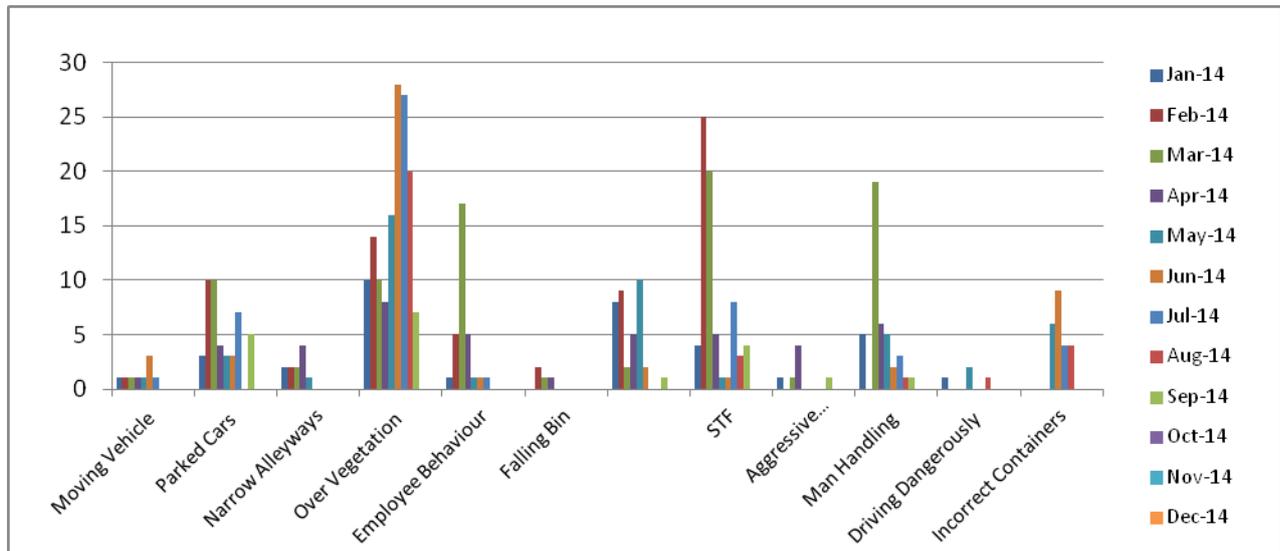


## Health & Safety Cont'd

Near Miss reporting has been increasing throughout the year, this has been one of the major factors that has seen a decrease in accidents. This is being promoted on the simple principal that the more the staff are aware of their surroundings and identifying potential dangers the less likely they are to have an actual accident.

Please see graph below:

Near Miss Trends 2014



Whilst this list is not exhaustive, the employees and the Management team are encouraged to fill in the NM and Hazards. As you can see the vast majority of near misses involve overgrown vegetation and we have been working closely with the local team and county to get some of these matters resolved.

## Employee Engagement

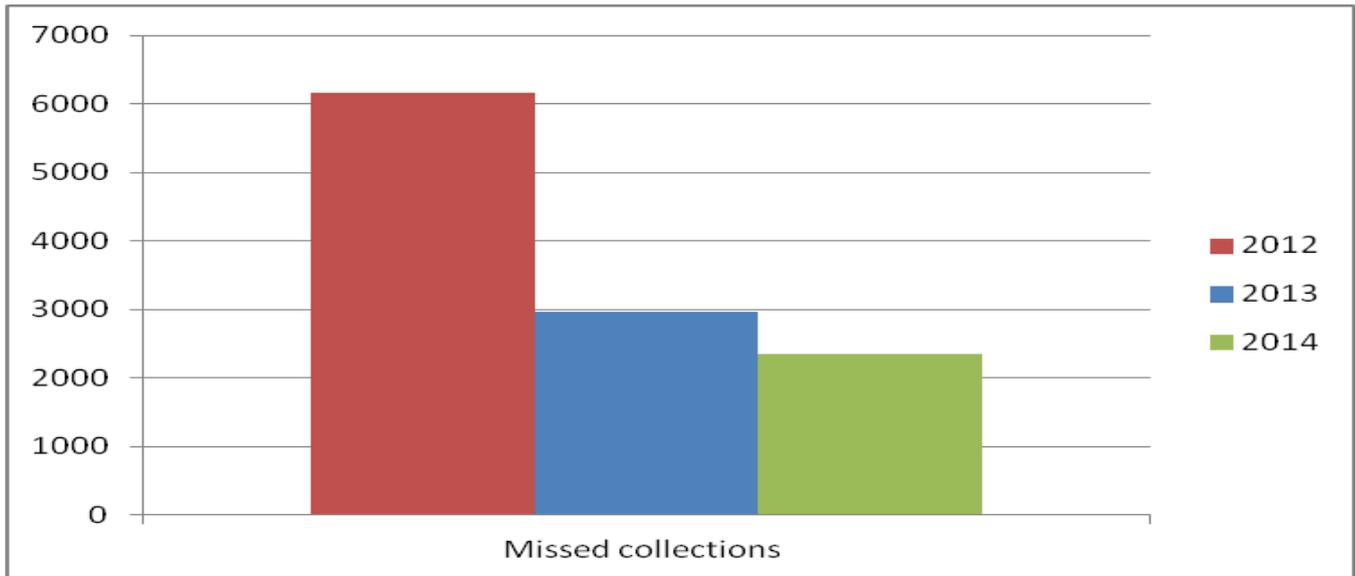
The annual Engagement Survey, completed by all staff has seen a year on year improvement in results within the staff and this contract had one of the highest scores in both the Region and the Division.

One of the most positive results found in this years' survey was that 84% of the EHW staff have a clear understanding of the needs of the customers (residents) against a national average of 68%.

## Collections (Refuse & Recycling)

The contract has continued to maintain and improve on the high level of service over the last year.

All service missed bins since start of contract.



As a result of the missed collections for each month this contract is currently averaging:

38 missed collections per week for the AWC service per 105,000 collections.

17 missed collections per week for the Green Waste Service per 57,000 collections.

3 missed collections per week for the Glass collection Service per 12,500 collections.

This collates to a **99.96%** success pass rate, which is a fantastic achievement, considering the geographical area of the district. This figure includes the multiple bins that are collected, and discussions are taking place to get these bins out of the system.

There is currently a project on-going looking at the benefits of rescheduling, and splitting the collections over two districts on a five day week as was originally tendered. This would work much better for the productivity and the environment and get the contract back to its' tendered performance levels. Biffa have sourced an independent consultant (Route Smart), to produce data to ascertain the percentage of changes that may impact on the resident in both districts, approximately 80% of the residents will have either a day or commodity change, there have been meetings with officers to discuss the implementation of these changes and the timetable.

## Green Waste

Biffa have been asked to deliver Brown Bins to the East Hants Payable service of the GW, since this started in March 13 and the contract has delivered 2700 bins across the East Hants District, meaning that there is now a bag and bin collection service. Biffa are interested in providing this service outside of the contract and have provided proposals for this.

There are more than 3500 properties in the WCC area that are presenting more than one bag for collection, 1500 properties have purchased an extra garden waste sack and these will continue to be collected, however the local team are currently discussing how to inform the remainder that only one bag will be collected.

## Trade

The contract continues to operate a great service to the trade customers, with very few complaints. The prices for next year are currently being reviewed and will discuss with the authorising officer. This will need to be confirmed by January in order to get the invoices out in time so these discussions will start imminently.

## Recruitment and Resourcing

There have been a few resignations over the last several months, mostly from drivers (following the recent change in licensing laws) and it has become increasingly difficult to attract new staff, however this has improved over recent months and the contract is nearly back up to full strength.

The contract is fully up to date with the Driver CPC, and did comply with the new legislation in September 2014, this has been the main reason why we have been struggling to employ new drivers, as many HGV drivers have found it difficult to obtain this credential.

The contract management team continue to monitor sickness at the depot and all staff know that any unplanned sickness has a detrimental impact on the service, a 3<sup>rd</sup> of the workforce have a 100% attendance record, and this is acknowledged by letters sent every year to the individuals that have achieved this.

## Fleet

Dennis-Eagle, who share the depot, have provided an excellent service this year with minimal vehicle downtime. This is because of the good relationship that has developed locally and their total understanding of the needs and requirements of the contract.

The HIAB vehicle, used for emptying the Igloo bins in East Hants, was stolen from the Petersfield depot earlier this year and the specialized work that this vehicle carried out is currently being sub-contracted.

## New Depot

The move into the new premises in Barfield Close last August was completed with no disruption of service to the residents. Due to the planning constraints on the new depot regarding starting times Biffa had to go through a consultancy process with the staff to change their start and finish times to suit. This was also completed with no disruption.

There have been some snagging problems with the new building and the local team are working with the clients' contractors to get these resolved.

## Forthcoming Development Projects

Over the next 12 months there are several high priority projects that need to be completed and these are forming part of several meetings and potential working groups to make sure that these are also completed with the minimum of disruption. These include:

- Removal of multiple refuse bins, this will benefit both the Biffa contract and the JWC.
- Removal of unauthorized Garden Waste Sacks in both districts.
- To reschedule routes, to a five day week for the both districts as mentioned above, this will also involve some improvements to the Petersfield depot.
- Withdrawal of the Igloo Banks and skips from the East Hants district and replace with 1100's making the service more efficient.

### Year 4 Service changes timeline

	Dec-14	Biffa submit proposal for Trade Waste Increase for 15/16 Financial Year. EHW format and print letter to all residents reminding them that only one container will be collected. Biffa deliver letters to residents.
EHW confirm Trade Waste price increase Biffa cease collecting unauthorised containers	Jan-15	
	Feb-15	
EHW and Biffa agree action plan for implementation of round changes	Mar-15	EHW and Biffa formulate and execute plan for removal of Igloo and skip glass banks
	Apr-15	
	May-15	EHW members agree round changes
	Jun-15	Biffa inform residents of proposed day changes.
	Jul-15	
	Aug-15	
	Sep-15	Biffa remind residents of day changes
	Oct-15	Round re-route implemented.
	Nov-15	
	Dec-15	Biffa review Trade Waste prices

## Summary



## East Hants & Winchester Contract Year 3 Review for the Joint Environmental Committee

**Biffa**

There has been a stable management team on the contract for the last year and this has driven through service improvements, an improvement in Health and Safety awareness and better absence and sickness management.

The service is constantly improving and evolving and will continue to do so throughout the coming year and beyond.



## **East Hampshire District Council and Winchester City Council Grounds Maintenance and Street Care Contract**

### **Year three report to the Joint Environmental Services Committee and recommendations for the Annual Service Improvement Plan**

#### **Summary**

Year three of the contract commenced on 1<sup>st</sup> October 2013.

It is however April 2014 that can be regarded as a watershed for the contract. A new revised and unambiguous specification was agreed and put in place on that date which was commensurate with that which the contract was tendered against and, as a consequence, is commensurate with rates and costs being charged. This new specification was approved by the Joint Environmental Services Committee (JESC) on 24<sup>th</sup> March and became effective from April 1<sup>st</sup> 2014.

On the 7<sup>th</sup> May 2014 in accordance with the agreement Senior Officers of East Hampshire District Council (EHDC) and Winchester City Council (WCC) together with the Chief Executive and Directors of The Landscape Group (TLG) successfully delivered a briefing seminar to all staff involved in delivering and managing the contract to ensure that there was familiarity with the contract requirements and processes together with a clear demonstration that at a senior level there was a commitment to improve performance and perception in the future built upon a stable relationship.

To ensure that the initial enthusiasm continues and translates through the remainder of the Contract The Landscape Group Chief Executive and Operations Director meet regularly with both Senior Officers and contract management staff to ensure that the desired outcomes are achieved and improvements sought.

There remains work to be done by both partners to implement integrated and robust monitoring and reporting and back office processes so that not only in the event that TLG does a good job, JCT is able to prove it. We are working together to progress this. With respect to TLG in this regard we are now some 60% of the way through roll out of our Acorn service management system which when complete will give JCT unprecedented levels of information on work completed, work quality and resources deployed in real time. We already now monitor in real time location, running efficiency and down time of all of our front line machines.

During the early summer there was a period however when grass cutting became an issue to residents and members. This was not an uncommon issue across southern England at that time as climatic conditions made things very difficult mid-season. (June/July).

At Winchester and East Hants specifically however the situation exposed the weakness of the grass cutting regime specified in the contract. By mid-June, whilst it is acknowledged that TLG were at that time generally delivering that which they were contracted to do, **that simply was not enough during**

**this period to avoid unacceptably long grass and complaints.** Both partners reacted to this and TLG committed significant additional resources over and above the contract requirements in order to remedy the situation. By the end of July the problem had been resolved and JCT committed to review the specification in time for the start of the coming season.

It became apparent that whilst TLG was approaching the new season and a focus on a revised street cleansing specification it was encouraging that after one of the wettest winters recorded that initial grass cuts were not affected, an achievement that ensured that residents maintained satisfied with “Council” performance.

Throughout year three, it is a positive to report that there have not been any occasions where there has been a strategic performance failure or any significant levels of defaults.

The principle benchmark however in the success or otherwise of this contract lays in the hands of residents not officers of TLG. In this regard the litmus test or barometer is the level of service requests (often but not always complaints). The table below shows the year to year comparator.

**Review of Service requests received per month comparing year 3 and 2**

	YEAR 3	YEAR 2		
	Service Requests October 2013 - September 2014 Requests per month	Service Requests October 2012 - September 2013 Requests per month	Change	% Change
Animals	20	22	-2	-8.7%
Bring Site	5	2	3	125.0%
Fencelines	1	1	-1	-50.0%
Grass Cutting	32	25	7	28.7%
Hedge Cutting	31	17	14	79.9%
Leaf Clearance	17	68	-51	-75.0%
Litter Picking	29	28	1	3.3%
Play Sites	2	5	-3	-60.0%
Public Dog Bin	17	13	4	26.9%
Public Litter Bin	8	6	2	30.6%
Road Sweeping / Street Cleaning	34	43	-9	-20.9%
Shrub Beds	18	15	3	17.2%
Vegetation Control	2	3	-1	-38.9%

On the one hand it is encouraging that the overall level of service requests has reduced from 248 to 216 (a 13% reduction) the partners will to closely monitor the statistics to ensure that the revised specification is not the cause where complaints have increased. Whilst for the reasons explained above an increase in grass cutting complaints might have been expected this year, the increase in litter bins needs to be monitored to ensure that this is not a consequence of the revised specification. Although conversely the area in which the most significant change to the spec. occurred, road sweeping, there is a statistically significant reduction in complaints. In the case of hedges we believe that the increase was probably due to the ongoing problem with assets that were

dilapidated at the outset of the contract. A problem that has now at last been resolved by the partners.

### Remaining Contract Issues

Following the implementation of the revised scope of contract all items have been addressed. The following further development actions however require completing:

Action	By	Est. Completion
Agree revised grass cutting regime	JCT/TLG	Dec 14
Agree "Benchmark" for features	JCT/TLG	March 15
Implementation of Performance Quality management System	TLG	April 15
Roll out of Job Scheduling and Reporting element of ACORN	TLG	April 15
Implementation of new Contract management process	JCT	Dec 15

### Contract Delivery

#### Management

As reported last year the change in General Manager has continued to provide improvements both in terms of communication with the JCT as well as the success in delivering services especially those areas that are considered sensitive to public criticism i.e. leaf clearance and start of season grass cutting.

**We have also been operating with one additional manager, a commitment given by our CEO in March. This commitment was originally put in place for six months On the basis of "if its not broken don't fix it" it is likely that this level of supervision will be maintained.**

The general management structure has remained stable this year with Martin Platt establishing himself in the role of Contracts Manager in Petersfield whilst the division of Andy Knights time to concentrate and develop relations with Winchester Housing has proven to fruitful with improved customer satisfaction, whilst the recruitment of a second supervisor for Winchester has proven highly beneficial.

As reported earlier, following the implementation of the revised scope of contract a stronger set of relationships has been established between both Partners both committed to ensuring that dialogue remains positive yet at the same time ensuring any issues are dealt with swiftly to avoid escalation there are now clearer roles and relationships.

#### Staffing

As identified in both last year's report and the improvement plan a second Supervisor was appointed to provide support to the Winchester area, Ryan Young has to date contributed greatly to improving the performance.

Staff development and training has continued throughout the year with further employees gaining qualifications with all Supervisors and Managers attended training to IOSH standards in Health and Safety, a strategy that has resulted in a rise in the number of near misses reported, further training

has been completed in handling disciplinary matters with other sessions planned for capability management.

In accordance with Company initiatives two staff members have also been entered into The Landscape Group management development plan, one for targeted progression towards Management and the other towards business administration.

### **Work Programming**

In June a revised works programming and monitoring application was launched. This temporary solution reflects the changes in scope and specification. Additionally, the application combines performance reporting and quality monitoring enabling reliable reporting of progress.

We have implemented the machinery efficiency elements of project ACORN (Our new service delivery system) This has enabled us to achieve operational performance improvements of both grass cutting machinery and road sweepers which in turn leads to better adherence to the plan

### **Contract Performance Ground Care**

#### **Grass Cutting**

It is agreed that the grass cutting requirements of the contract this year have been delivered and during the middle part of the season significantly over delivered. However, during cut four of the G4 Grass cut (general amenity) due to growing conditions the resultant condition of the grass became unacceptable, this, of course, coincided with the time when resources became most stretched. In response to this a proactive decision was made to supplement both mechanical and physical resources to ensure that the first few months of the revised contract scope period passed without problem, this commitment by The Landscape Group incurred an additional cost of £50,000 that was absorbed by the Company as it was considered essential if the partnership was to gain strength. In return JCT made a commitment to review the grass cutting regime in time for next season.

It is also positive to report that the perception of the job we do on mowing of Housing sites (the enhanced grass) has continued to improve mainly due to better communications but also due to a reassessment of team work loads, a scenario that also benefited high profile mowing areas.

This year also was the first year when several grass banks were managed differently from previous due to safety concerns and we are pleased to advise that we are unaware of any negative feedback following this decision and that the risks to staff employed on grass cutting reduced.

#### **Shrubs and Hedges**

Following the survey of standard shrub beds in 2013 works were commissioned to undertake remedial works to beds within Winchester to raise the standards, although the work ordered took longer to complete than expected the results are significant with many positive comments received by residents especially at Badgers Farm where the reports commented on an improved feeling of safety, with regards to the maintenance of high specification shrub beds there is unfortunately a need to review requirements, in response to dialogue with officers and in accordance with the specification pruning has been undertaken species specific, this though has resulted in negative feedback on the appearance of shrub features due to an impression of uncompleted works but this issue has been raised and hopefully will be concluded for next season.

## **Vegetation control**

The Landscape Group were keen this year to improve on last year's performance and are pleased to confirm that its objective was achieved as witnessed by the significant reduction in complaints, however as with high specification shrubs the timing of the operation and the methodology required post pesticide application have been raised as an area for review to maximise future opportunities.

## **Contract Performance – Cleansing**

This aspect of the contract was the one most effected by the revision in the scope and therefore one that was anticipated to be under most scrutiny, The Landscape Group are confident to comment that to date all cleansing services have been delivered successfully, where there has been negative feedback (bin emptying) it must be reiterated that the frequency of emptying changed from an output requirement to input that is on a schedule not as required, but again due to improving dialogue and reaction to customer concerns if required, individual location are changed from one schedule to another schedule which has a greater visit frequency

As part of the revised scope and change to frequency that the majority of urban roads are swept / litter picked was always going to present a challenge as the team routes used needed to be modified to accommodate a reduced resource and although indications to date suggest that this process was successful currently the Assistant Director and General Manager are reviewing routes to determine if further improvements in productivity can be achieved.

One aspect that was greatly improved was the delivery of leaf clearance, the success of this can be attributed to agreeing a structured approach to completing the works with more reliance on planning than reacting to enquiries together with agreement that sweeping and leaf clearance are separate tasks both requiring individual resources.

The Landscape Group had previously identified that cleaning of car park had caused negative feedback, a situation that was disputed and it is positive that we can report that by micro managing all aspects of this services over a short period of time the perception changed to that of satisfaction.

One resource that again worked to capacity was the removal of fly tipped material, a disappointing statistic especially when considered alongside other initiatives and is an area where further joint actions i.e. video monitoring of hot spots.

## **Quality, Health, Safety and Environment**

The landscape Group can confirm that during the third year of the contract there were no accidents involving staff that were classed as notifiable (RIDDOR) but do report an increase in reported near misses, although appearing of concern the reporting of incidents that are deemed as a near miss is considered a demonstration of a positive Health and Safety culture

The Landscape Group though did undertake a substantial review of Risk Assessments applicable to pavement sweeping in response to an incident in a neighbouring Authority where an incident did occur, this review was undertaken in cooperation with JCT to provide support and evidence for anticipated future HSE initiatives.

It can also be confirmed that during the contract year there were no issues or incidents that impacted negatively on the environment

## **Financial Performance**

Following the re-alignment of the specification back to that which was the basis of TLG's tender, we are pleased to report that the contract has thus far traded at a modest profit.

This has now enabled local management to secure funding for further investment. Thus far we have upgraded our original Hako sweepers to Scarab to increase carrying capacity and road speed. We have also been able to increase numbers pedestrian items of kit such as strimmers, hedge cutters and blowers. And have invested further in IT in particular around the vehicle and machinery monitoring.

## **Summary of Items proposed for joint review and Annual Service Improvement Plan**

- Review of elements of the Grounds Maintenance Specification
  - H2 Hedge cutting – timing
  - Vegetation control
    - Timing,
    - Frequency
  - Grass cutting – Area schedule designation
  - H1 Hedges - frequency
- Contract Administration
  - Duplication of workload between TLG and JCT administration staff
- Contract Management
  - Shared contract management system – TLG / JCT
  - Contract performance review
- Shared resource
  - Shared administrator to provide performance management information– TLG / JCT

## **EAST HAMPSHIRE DISTRICT COUNCIL**

At a meeting of the EHDC & WCC Joint Environmental Services Committee held on 26 November 2014

Present

Councillor: R Millard (Chairman)

Councillors: M Maynard, B Moulard, J Warwick and V Weston

### **24 Apologies for Absence**

Apologies for absence had been received from Cllr R Humby (WCC).

### **25 Chairman's Announcements**

There were no chairman's announcements.

### **26 Confirmation of Minutes**

The minutes of the meeting held on 13 October 2014 were agreed and signed as a correct record.

### **27 Declarations of Interest**

There were no declarations of interest.

### **28 Joint Environmental Service Contracts - Annual Report Year 3**

Rob Heathcock, Client Team Manager, introduced the reports. David Maidman, Darren Kenney and Brian Ashby were in attendance from Biffa and Nick Temple-Heald, Tony Race and David Brew were in attendance from The Landscape Group (TLG).

#### Biffa

Mr Maidman outlined a number of key areas. Collection performance had improved to a 99.96% success rate. One issue that needed resolving however was the use of incorrect containers which were outside of the contract specification. The move to the new depot in Winchester had been completed and there were no issues with the fleet of vehicles.

A key project for 2015 would be the rescheduling of rounds. Whilst he understood the nervousness around changing days, he felt this would not be as significant as when the contract had been mobilised. The crews and local knowledge would remain. In response to a question, it was confirmed that it wasn't in anyone's interest to reschedule rounds regularly and that the rescheduling would allow for the predicted housing growth into existing rounds. Biffa were of the view that there would not be any savings through the changes,

but saw it more as an opportunity to bring the contract back into line with their method statement and financial returns.

The committee highlighted the importance of an effective communication plan around any route changes and sought reassurance that information would be posted through letterboxes, rather than left on residents' bins.

The committee noted that the ratio of defaults to rectifications had increased from 14% to 27% and asked what measures were being put in place to address this increase. In reply, it was confirmed that this was an office based issue and additional resource had been brought in to make reaction times faster.

The committee discussed the issue of the collection of additional bins and sacks. This was a problem that had evolved over time and whilst Biffa crews had been helpful in collecting these, some residents had become complacent and now accepted this as normal. Whilst this was a communication issue, the Executive Head advised that this should be treated as a project within the overall 2015 Service Plan, due to the knock-on effect that it could have upon customer services.

Speeding collection lorries were discussed and, whilst it was confirmed that there was no direct policy regarding speeding, drivers were expected to drive within the speed limits and according to the road conditions. All vehicles were tracked and sent an email to the office if they were speeding. Drivers were then warned that they had been speeding.

In response to a question it was confirmed that the lorries were cleaned once a fortnight and the old style EHDC logos used on them would be replaced as part of the service plan and waste minimisation communication plans.

### The Landscape Group

Nick Temple-Heald was pleased to report that the issues around the specification for the cleansing part of the contract had been resolved in April and its implementation had gone smoothly. He found it encouraging that the number of complaints had also reduced.

Some weaknesses had been exposed in the grass cutting element of the contract during June and July, however additional resources had been mobilised at no cost to the councils in order to resolve the situation. He assured that a more resilient regime would be in place in time for the next grass cutting programme. The vast majority of hedges and shrub beds were now being maintained as per the contract and no strategic defaults had been issued.

All supervisors now had a Health and Safety management qualification and no accidents had been reported. However, the number of reported near misses had increased, which demonstrated that the company had a healthy culture of reporting such incidents.

The Chairman invited Tony White, a member of the Winchester tenants Landscape Scrutiny Group to address the committee. Mr White explained the residents' dissatisfaction with the service, although he acknowledged that there had been a slight improvement in recent months. He highlighted a particular concern regarding moss on pavements, which he felt posed a serious safety hazard. Residents wanted perfection.

Mr Temple-Heald felt that a full review of the Winchester housing element of the contract should be undertaken, as there was an obvious discord between the contract specification and residents' expectations. Whilst this service only represented a small part of the budget, it clearly had a big impact on residents' lives.

The Chairman thanked residents for attending the meeting and assured that the situation would not be ignored and asked that residents allowed the councils a chance to rectify the matter.

The Client Team Manager thought that there were scheduling issues, as the way the contract specification had been written had resulted in large peaks of workloads at certain times of the year. A review into this part of the contract would be undertaken, with the aspiration that changes would be in place for the 2015 municipal year.

In response to a question, Mr Temple-Heald explained that whilst resourcing for grass cutting was always difficult, TLG had enough operatives to deliver the contract specification. This would remain the case once the revised specification was agreed and TLG had backup equipment in the event of mechanical failure.

## **29 Joint Environmental Services Committee 2014/15 Quarter 2 Forecast**

Jo Knight, Finance Business Partner, introduced the report.

With regard to the reduced value of glass for recycling, Cllr Maynard stressed the importance of recycling for environmental reasons, as well as for the income. The value of recyclables fluctuated over time and the Executive Head confirmed that the price in the current contract was higher than the national average.

The committee NOTED the report.

## **30 Joint Environmental Services Committee 2015/16 Draft Budget**

Jo Knight, Finance Business Partner, introduced the report.

Following the introduction it was RESOLVED that the draft JESC budget as set out in Appendix 1 of the report be APPROVED for inclusion in the 2015/16 budgets for the respective councils.

### **31 Joint Environmental Services Committee 2015/16 Draft Budget - Proposed Growth Items**

Jackie Batchelor, Executive Head, introduced the report.

Following the introduction it was RESOLVED that the following growth items be recommended to the Cabinets at each council for consideration and inclusion in their respective 2015/16 budgets:

#### EHDC only

- Changes to frequency of work to shrub beds in Woolmer Trading Estate – reclassify from standard to high profile; and
- Southern Parishes – enhancement of street cleansing services.

#### WCC only

- Enhancement of street cleansing services – reclassify from once every 13 weeks to monthly of high profile areas; and
- Re-categorisation of grassed areas to change cutting frequency.

#### EHDC & WCC Budgets

- Re-categorisation of hedges to change cutting frequency;
- 10<sup>th</sup> grass cut for G4 category – additional cut (timing to be agreed);
- Replacement bins and new installations;
- Provision of leaf season hit squad;
- Variation Orders for 2015/16 financial year; and
- Fencelines – increase frequency of strimming.

### **32 Exclusion of the Press and Public**

RESOLVED that the press and the public be excluded from the meeting during the consideration of the following items as:-

- (i) it was likely, in view of the nature of the business to be transacted, or the nature of the proceedings, that if members of the public were present during that item there would be disclosure to them of exempt information as specified in paragraph 3 of Part I of Schedule 12A (as amended) to the Local Government Act 1972; and
- (ii) in all circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

The reports to be considered were exempt under Paragraph 3 – Information relating to the financial affairs or business affairs of any particular person (including the Authority holding that information).

**33 Joint Client Team Review**

*(This minute was taken in camera)*

Rob Heathcock, Client Team Manager, introduced the report.

RESOLVED that:

- (i) the recommendations contained within the exempt report, as amended, be AGREED; and
- (ii) budget growth items arising from proposed staffing changes in the Joint Client Team be recommended to the Cabinets at each council for consideration and inclusion in their respective 2015/16 budgets.

**34 Public Conveniences Cleaning Contract Update**

*(This minute was taken in camera)*

Rob Heathcock, Client Team Manager, introduced the report.

RESOLVED that the current position regarding the provision of public conveniences cleaning services be NOTED.

**The meeting commenced at 2.30 pm and concluded at 4.06 pm**

.....  
**Chairman**

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