



**Democratic and Member Support**

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## **Place and Corporate Overview and Scrutiny Committee Supplement Pack**

Wednesday 1 November 2017

1.00 pm

Warspite Room, Council House

**Members:**

Councillor Bowie, Chair

Councillor Ball, Vice Chair

Councillors Carson, Churchill, Sam Davey, Fletcher, Fry, Mavin, Morris, Penberthy and Storer.

Please find attached for your information additional information relating to agenda items 5b and 6.

**Tracey Lee**

Chief Executive

# **Place and Corporate Overview and Scrutiny Committee**

## **Agenda**

### **5. Homelessness - Universal Credit (Housing Element)**

5b. Universal Credit

**(Pages 1 - 12)**

### **6. Waste Services**

**(Pages 13 - 22)**

**UNIVERSAL CREDIT**

Update – Place and Corporate Overview &amp; Scrutiny Committee

**I. BACKGROUND**

- 1.1 The Welfare Reform Act 2012 introduced a range of measures to reform the way in which benefits are delivered including the introduction of Universal Credit (UC). 4 years on, the Welfare Reform and Work Act 2016 was established with further changes which aims to reward work and back aspiration, provide £12bn of national benefit savings and it is expected that by 2020, 8 out of 10 people will be better off.
- 1.2 UC replaces six key benefits: Housing Benefit; Job Seeker Allowance; Employment and Support Allowance; Child and Working Tax Credits and Income Support. It is administered by the Department for Work and Pensions (DWP).
- 1.3 UC claimants maintain a relationship with Job Centre Plus to direct in-work progression of both hours and wages.
- 1.4 In November 2015, it was announced that reductions to in-work allowances would take effect from April 2016. Analysis from the Institute for Fiscal Studies (February 2016) suggested there will be winners and losers; overall, 3.2m will see lower benefit entitlements an average loss £1,800 a year and 2.2m gaining an average of £1,400 a year.
- 1.5 The Director General of the UC programme for the Department for Work and Pensions wrote to all local authority chief executives at the beginning of October 2017, following concerns widely reported in the media that claimants were experiencing substantial delays in receiving their first UC housing cost payment thereby placing them in rent arrears. The full letter is included in Appendix A.

**2. PLYMOUTH ROLL-OUT**

- 2.1 UC (Live Service) began in Plymouth in January 2016 for new, single, JSA claimants. Figures for September 2016 were 1,679 claimants and 12 months later in September 2017 there were 1,783 claimants.
- 2.2 UC (Full Service) started in Plymouth on 11 October 2017. Full Service is available to all new, eligible claimants rather than simply for single customers without children. UC (Full Service) is being rolled out by postcode areas between October 2017 and January 2018. For the timetable see Appendix B. As a result of UC being available to more customers, the numbers claiming will increase significantly. DWP predict that 5% of claimants will need support for their UC claim and provided the following predictions to PCC:

2017/18	Q1			Q1 Total	Q2			Q2 Total	Q3			Q3 Total	Q4			Q4 Total
	April	May	June		July	Aug	Sep		Oct	Nov	Dec		Jan	Feb	March	
ADS	10	18	19	47	14	18	19	51	102	157	116	375	134	124	113	371
PBS	21	22	22	65	10	10	12	32	103	159	120	382	133	117	104	354

2.3 DWP benefit data is publically available and can be accessed in a number of ways, including via [Stat-Xplore](#). Data from Stat-Xplore for September 2017 provides the following intelligence about Plymouth claimants:

#### Number of people of Universal Credit by Ward

Ward	Sep-17
Budshead	88
Compton	85
Devonport	191
Drake	85
Efford & Lipson	117
Eggbuckland	48
Ham	90
Honicknowle	109
Moor View	46
Peverell	52
Plympton Chaddlewood	15
Plympton Erle	23
Plympton St. Mary	44
Plymstock Dunstone	45
Plymstock Radford	40
Southway	78
St. Budeaux	121
St. Peter & the Waterfront	214
Stoke	127
Sutton & Mount Gould	163
Grand Total	1783

#### Number of people on Universal Credit by age group

Age group	Sep-17
16- 24	727
25-49	741
50+	143
Total	1783

\* Note. DWP Rounding impacts totals

2.4 Between 11 and 25 October 2017, there were 82 claims under UC (Full Service).

### 3. UC SUPPORT

- 3.1 Plymouth City Council signed a Universal Credit Delivery Partnership agreement with DWP in January 2016, to provide UC claimants with personal budgeting support (PBS) and assisted digital support (ADS). DWP predict that 5% of all UC claimants will need this support. The current agreement ends in March 2018.
- 3.2 PBS is available for UC claimants who are identified as in need of help to manage their finances. Primarily, referrals are made via DWP work coaches from a Plymouth Job Centre and PCC have contracted Advice Plymouth to provide this service. It has been particularly successful when appointments are offered in the Job Centres and the debt adviser from Advice Plymouth has worked hard with DWP staff at the Job Centres to provide an extremely valuable service.
- 3.3 ADS is available for UC claimants who are unable to use a computer and have no one who could help them. This is an important service as all UC claims must be made online. This service is offered from Plymouth Libraries and is provided by PCC Customer Advisors. The appointment slot offered is long enough to support the customer to make a claim for Council Tax Support as well as their UC claim. This is one of the steps PCC has taken to support potentially financially vulnerable UC claimants at an early stage. Customer Advisors are also able to refer the customer for PBS if in the course of the appointment they have concerns that the customer needs further support in managing their household budget.
- 3.4 In the run up to the start of UC (Full Service) roll out in October, PCC worked in partnership with local DWP colleagues to support other organisations who could identify customers early who may need UC support. A number of those agencies have expressed a desire to access this referral route for PBS and ADS and have been set up to do so. PCC developed a simple, web-based single point of entry system that all referral partners now use. It also collates the management information that PCC must submit quarterly to DWP in accordance with the partnership agreement.
- 3.5 PCC administers a number of discount and grant schemes to help customers in financial need. They include council tax support, various council tax discounts and Discretionary Housing Payments (DHP). DHP may be used to support UC claimants who are eligible for the housing cost element. There are a variety of ways that this fund may be used, including to clear rent arrears in order to maintain a tenancy and prevent homelessness. This may mitigate against a situation where a UC claimant experiences a delay in payment and falls behind with their rent. Front facing PCC staff, landlords and other local organisations have been reminded of the schemes available during engagement events that have been held in the run up to UC (Full Service) roll out.
- 3.6 UC is a significant change and whilst it is not a benefit that PCC administer, our front facing staff must be able to confidently and professionally support and signpost customers wherever they present. We work closely with our local DWP partners to support the UC implementation programme and as part of that have supported a number of local events for social landlords, private sector landlords, PCC staff, DWP staff and voluntary sector organisations.

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For the attention of:  
Chief Executives,  
Revenue and Benefits Managers  
GB Local Authorities

2 October 2017

*Dear Colleague*

## **UNIVERSAL CREDIT FULL SERVICE**

As you know we have been gradually expanding the numbers of locations that have the Universal Credit Full Service (UCFS) for all claimant types, whilst we develop the system and learn from the experience. By the end of July we reached the milestone of being in 101 locations, which is around a sixth of our jobcentre network.

Today, my Secretary of State has announced that building on this success the Universal Credit Full Service will be expanded to the rest of the country as previously planned, beginning with a further 134 jobcentres between October and December 2017. Local Authorities have had a key role to play in this success and I would like to put on record my thanks to you all for your continued support.

Over the last few weeks there has been some comment and press interest in Universal Credit, citing issues with rent arrears and receiving payments. I would like to take this opportunity to set out what we have learned about housing payments via UC and what steps can be helpful for Local Authorities to take in both preparation and once the full service has arrived.

### **Arrears and the impact of UC**

All the evidence from the first live sites has stressed the importance of getting housing payments right and the risk that rent arrears can build where there are delays in verification or other problems.

Arrears are an important and complex issue. There are many factors at play and arrears can arise in broadly three ways - the charging policies of landlords can create "book" arrears from the outset of a tenancy; the fact that UC is paid monthly can create "time lag" arrears and failure by a small minority of claimants to pay the money we pay them over to their landlords creates a further category of debt.

It is also important to note that many people are coming into Universal Credit with pre-existing arrears. For example, recent research by the National Federation of ALMOs showed an estimated 60% of tenants were already behind with their rent before their Universal Credit claim started. They also reported that year on year the proportion of UC tenants in arrears had fallen. So the oft-quoted effect of UC on rent arrears is overstated.

### **Improving the administration of housing costs in DWP**

In a minority of cases we have experienced issues with housing cost payments under UC which has led to arrears accruing. The reasons for this are varied. Some claimants were not identifying that they had housing costs at the start of their claim - for example, because they have been on housing benefit for some time and therefore failed to appreciate that they had any rent liability. In other cases we were given different figures or breakdowns of housing costs by the landlord and the tenant and had to resolve the mismatch before full and accurate payment could be made.

These kinds of comprehension and handling issues are part of the reason why we kept the numbers with access to the full service low, so that we could analyse, understand and react to how claimants, landlords and our staff were using the new system. And that is what we have done. Over the last few months we have improved and stream-lined our internal processes, made modifications to the system to more easily identify those claimants who are on HB and resolve more quickly the cases where there are mismatches in information through the development of "I agree with the landlord" buttons. Finally, we have developed a 'landlord portal', which we will allow social sector landlords direct access into the service for sharing information and arranging managed (or direct) payments to landlords where claimants fail to pay their rent.

All of that work has paid off in terms of increasing the volume of cases that are verified in order to make full payments to around 80% of all cases at the end of the claimant's first assessment period.

### **How Local Authorities can help DWP improve further**

I want to thank in particular those Local Authorities who have had the full service deployed in their area. The way in which they have worked with local jobcentre and partnership staff and given feedback via our established forums and communications channels has been exemplary. Their willingness to share detailed information, supported by data, has been influential in making changes to the full service and to policy.



The link between our respective teams administering housing, council tax and UC are crucial. Getting those relationships right from the start takes effort on the DWP side and in Local Authorities too. So as your area gets ready to move onto the full service it is worth ensuring that good working arrangements are in place. We hold quarterly workshops with Local Authorities who are live or about to go live, these have been really well received and are an important opportunity to hear how UC is working from a Local Authority perspective. I would encourage your teams to attend as you near go-live.

You can also expect to receive an extensive UC Full Service Local Authority Support Pack from your local DWP Partnership Manager. Please do contact them if you do not receive one.

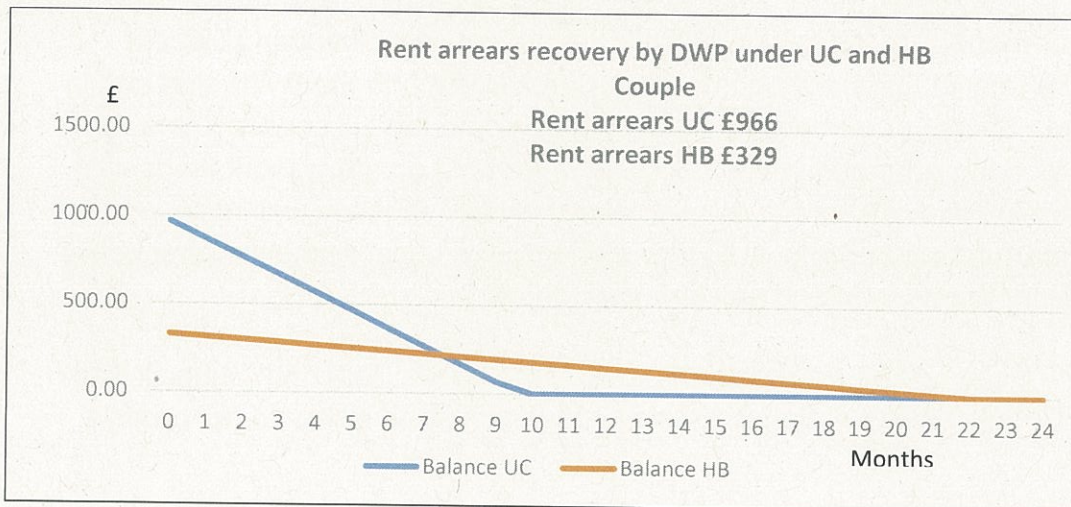
Another issue Local Authorities could help us with is ensuring the Customer Information Service (CIS) is kept up to date and in particular that the Housing Benefit interest markers are set. It is important that these markers are recorded correctly so that DWP colleagues know that there is a Housing Benefit claim which needs to be closed down. Doing so will help remove the risk of benefit overpayments which will then need to be recovered. Your support on this issue would be most welcome.

DWP is currently looking at the options for automating the interest setting on CIS. This would remove the need for Local Authorities to manually set or update the interest. We are in the early stages of this work and will be looking to provide more information to Local Authorities as the work progresses over the coming months.

### **How LAs can help landlords to prepare**

It makes sense for landlords, especially those who charge rent in advance, to make financial plans that take UC into effect. Because UC is paid a month in arrears, landlords who charge rent in advance will experience a temporary cash-flow effect. However, it is important not to overstate this effect. I have set out in more detail in the attached annex this is a timing issue that relates to 0.33% of total rental income in any one year. When UC was designed we knew a 38/45 day period before payment, we understood for a minority of claimants it would take some time to get use to the new payment structure.. So we included in the design of UC two features designed to help those claimants who need it.

First, claimants have the ability to request a recoverable **advance payment** of up to 50% of their entitlement. Half of all new claimants currently take these out. Second we **increased the maximum rate of recovery of rent arrears** from benefits from 5% to 20% so that arrears will clear more quickly than in the legacy system. So in UC larger arrears clear more quickly than a lower level of arrears, and landlords would not be impacted over the lifetime of a rental agreement - they would have a cash flow not total income issue. So with good planning we believe landlords can manage the effect on their cash-flow in the short-term and the long-term effects at worst should be negligible.



**The Future – including The Landlord Portal and ‘Trusted Partner’ status**

The Minister for Employment recently announced that from October we will rollout of the landlord portal capability that I mentioned earlier. The portal will represent a significant improvement of the service from a landlord perspective, allowing landlords to input information and receive it direct, and allow us to improve verification rates and the identification of claimants who need direct payments. We will begin by supporting the largest social-sector landlords to enrol and engage with the portal, with the intention of covering 80% of tenancies, including the vast majority of Local Authorities. Eventually we hope to expand the portal to all social sector landlords and retrofit it to those councils already working with the full service.

Coupled with the rollout of the portal we will offer every social sector landlord the opportunity to become a ‘Trusted Partner’. We have been trialling this approach with a range of landlords over the last two years, drawing on their knowledge of their own tenants to identify those who need to have their rent paid direct to the landlord as well as other forms of support, thus helping to minimise the risk of arrears building up. The trial has gone well and the rollout of the portal is a good opportunity to also expand Trusted Partner status.

In addition, I can confirm that work has begun with Local Authority IT suppliers to develop a solution to automate Local Council Tax Credit notifications within the full service. I know that to date these cases have had to be actioned clerically and that volumes have been high, so hope that this development is welcome news.

**Neil Couling**  
 Director General  
 Universal Credit Programme

**ANNEX 1**

**How does UC affect arrears?**

1. The biggest reaction to the UC payment cycle has come from landlords because this is where the biggest “book arrears” effect from UC arises as the following example shows.
2. The example is based on the following scenario. The UC claim starts on 1 January. So the first assessment period ends on 31 January; the UC award is always therefore calculated on information pertaining on the last day of each month including for the final calculation on 31 December. The UC payment is made 7 days later so always on 7th of the month. The tenancy starts on 1 January and last day of tenancy is 31 December – so exactly one year.
3. Weekly rent is £100 payable in advance. This is of the same order of magnitude of average rent in Housing Benefit for people entitled to the full amount. There are no rent free weeks. The UC Housing element is weekly rent times 52 divided by 12 to give a monthly figure of £433.33. We assume the claimant pays the landlord immediately on receipt of UC (same day).

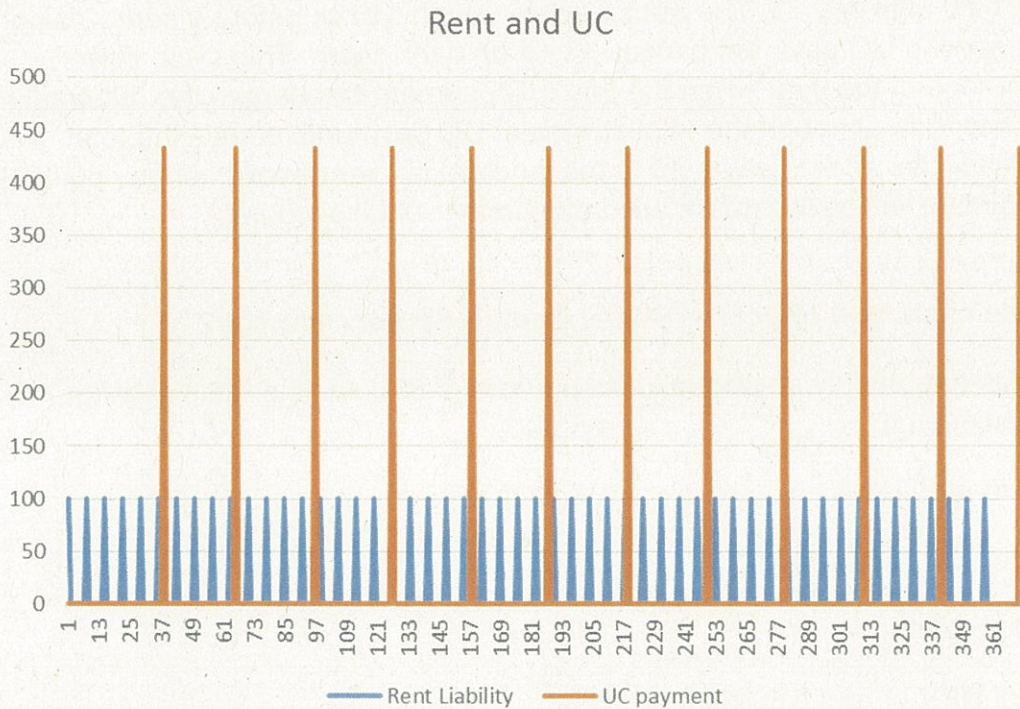
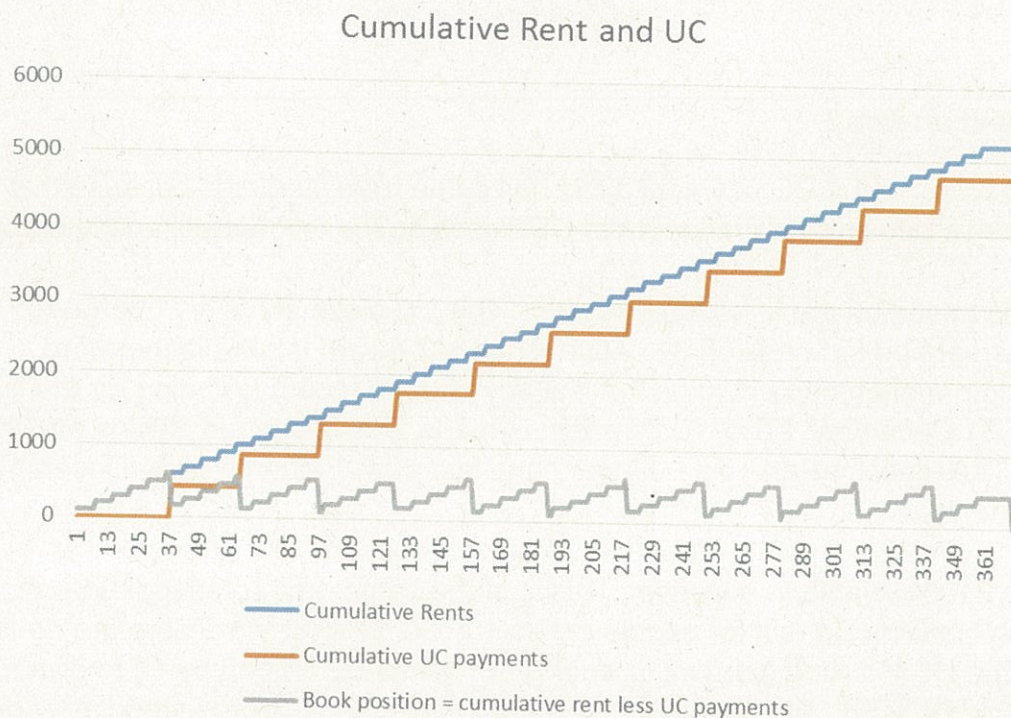


Figure 1 Payments (Time in days)



4. As the cumulative picture shows, book arrears grow steadily as weekly liabilities accrue that cannot be paid until day 38. The book arrears then fall back before steadily rising again until the second UC payment causes it to drop back again. This cycle then repeats until the end of the year when the final UC payment discharges the outstanding rent liability. Note that, although the total stream of UC payments equals the total stream of rent liabilities and no payment to the landlord is ever missed, at any point in the year the claimant will be in arrears according to the rental accounts.

**How serious is this cash flow effect for Social Rented Sector finances?**

5. Assuming for illustration only an annual discount rate of 5%, we find the following:

Rent liabilities undiscounted	£5,200
Net Present Value of rent liabilities	£5,077.22
Net Present Value of UC payments	£5,060.67
Difference in absolute terms	£16.54
Difference as a % of NPV of rent liabilities	0.33%

6. This suggests that the cash flow effect, although undeniable, is relatively insignificant. The payment non-compliance impact is far more substantial – one week’s missed and non-recovered payment of £100 being six times the cash flow impact.

# Plymouth dates for UC Full Service

The following Jobcentres and their linked postcodes are anticipated\* to go live for Universal Credit Full Service Claims from:

Plymouth Old Tree Court Jobcentre	Devonport Jobcentre
<p><b>Tranche 1 : 11<sup>th</sup> October 2017</b>  <b>PL1 1, 2, 3, 5, 9</b></p>	<p><b>Tranche 2 - 22<sup>nd</sup> November 2017</b>  <b>PL1 4</b>  <b>PL 5 1, 2, 3</b></p>
<p><b>Tranche 3: 17<sup>th</sup> January 2018</b>  <b>PL3 4, 5, 6</b>  <b>PL4 0, 6, 7, 8, 9</b>  <b>PL5 9</b>  <b>PL5 4</b>  <b>PL 6 5, 6, 7, 8</b>  <b>PL7 1, 2, 4, 5, 9</b>  <b>PL8 1, 2</b>  <b>PL9 0, 7, 8, 9</b>  <b>PL18 9</b>  <b>PL19 0, 1, 8, 9</b>  <b>PL20 6, 7</b>  <b>PL21 0, 1, 9</b></p>	<p><b>Tranche 3 - 17<sup>th</sup> January 2018</b>  <b>PL 2 1, 2, 3, 9</b>  <b>PL10 1</b>  <b>PL 11 2, 3</b>  <b>PL12 4, 5, 6, 9</b></p> <p><b>Plymouth City Council Postcode</b>  <b>West Devon BC Postcode</b>  <b>South Hams DC Postcode</b>  <b>Cornwall Country Council Postcode</b>  <b>* Planned roll-out schedule as of 26.9.17</b></p>

## Local Roll Out Dates (Planned roll-out schedule as of 26.9.17)

Month	Local Authority	Jobcentre area
11th October 2017	Plymouth City Council	Plymouth JCP* (*Also serves West Devon Borough Council , South Hams, Teignbridge and Torridge)
22nd November 2017	Plymouth City Council	Devonport JCP (* Also serves Cornwall Council)
6th December 2017	Cornwall Council	Bude JCP Launceston JCP Liskeard JCP
17th January 2018	Plymouth City Council	Plymouth JCP (Remaining Postcodes) Devonport JCP (Remaining Postcodes)
14th February 2018	Cornwall Council	Bodmin JCP Newquay JCP St Austell JCP Truro JCP
14th March 2018	Cornwall Council	Helston JCP Penryn JCP Penzance JCP* (*Also serves Council of the Isles of Scilly) Redruth JCP
	Council of the Isles of Scilly	Penzance JCP* (* Also serves Cornwall Council)
4th April 2018	East Devon District Council	Honiton JCP
	Mid Devon District Council	Tiverton JCP
	North Devon District Council	Barnstaple JCP
	Torridge District Council	Bideford JCP
30th May 2018	South Hams District Council	Totnes JCP
	Teignbridge District Council	Newton Abbot JCP
	Torbay Council	Brixham JCP Torquay JCP
6th June 2018	Exeter City Council	Exeter JCP* (*Also serves West Devon Borough Council)
	West Devon Borough Council	Exeter JCP* (*Also serves Exeter City Council)

# STREET SERVICES KEY PERFORMANCE INDICATORS

2016 and 2017 comparisons



## BACKGROUND INFORMATION

The Council has a clear policy statement within the Plymouth Plan as to how it intends to manage its waste. With the anticipated housing growth in the City, estimated to be another 12,000 more properties by 2031, it is essential that there is a sustained focus on best practice, sustainable and efficient waste collection operations and increasing recycling levels before the anticipated need for investment in the service to cope with the housing growth.

Policy 27 of the Plymouth Plan '**Minimising Plymouth's Waste**' outlines the city's plans to adopt the most sustainable, solutions to waste management. The Policy sets a target of 50% recycling rate by 2034, and includes a range of initiatives such as the active encouragement of home composting to reduce waste; working with community and voluntary groups and businesses to encourage more recycling; and ensuring that all new developments have adequate facilities for efficient waste storage.

The Council's Corporate Plan includes a commitment for an '**Improved street scene environment**'. To deliver this, the priority actions are to improve litter on streets, and to address fly-tipping in the city, as well as adopting and implementing this Plan and the delivery programme that accompanies it.

This report has been generated as part of Place and Corporate Overview and Scrutiny Committee, members are provided with 2016/17 baseline statistics for the provision for waste collection and the level of contacts with the Council regarding waste services.

**KEY MESSAGES****Street Service Key Performance Indicators**

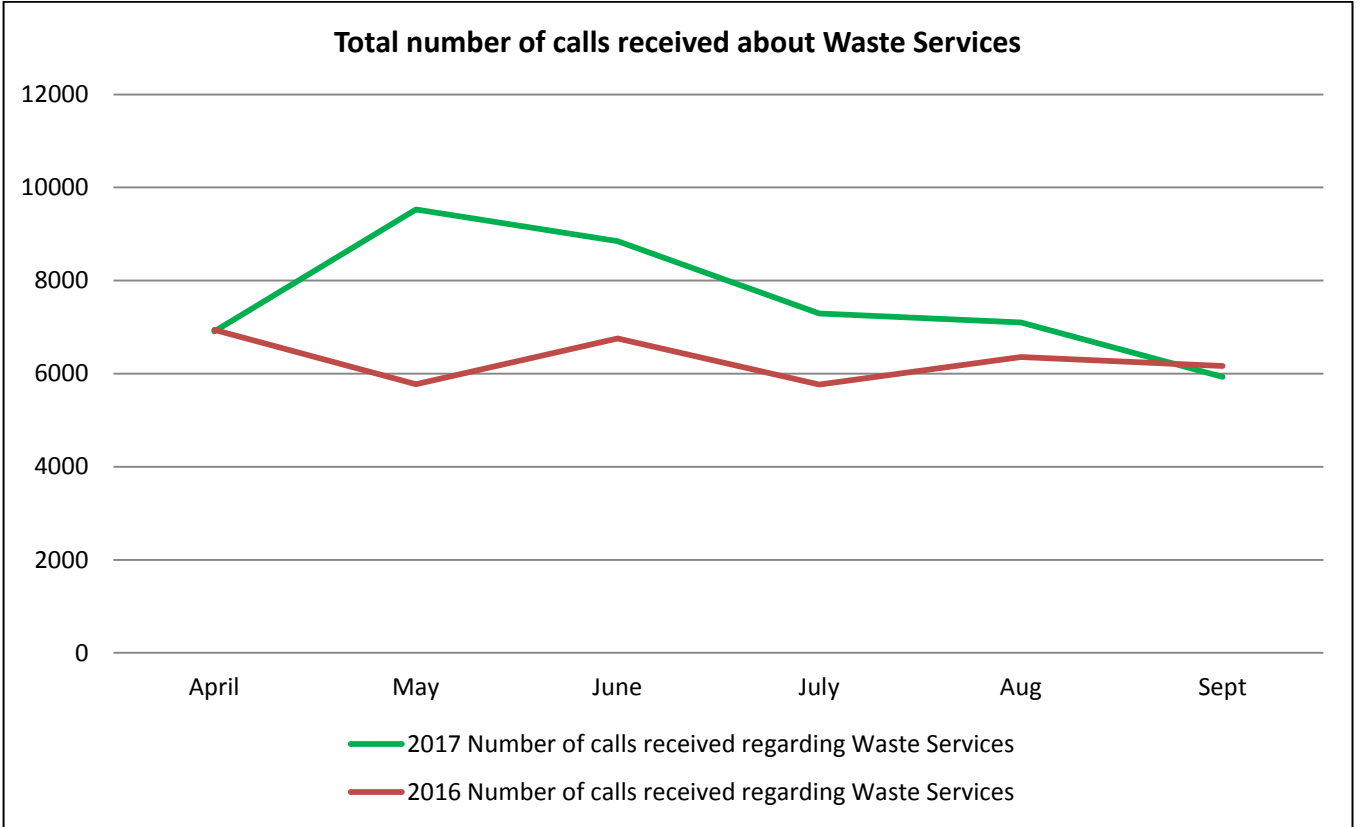
- The council experienced an increase in calls received regarding waste services in May 2017. This was an anticipated reaction to the city wide change in service. Thereafter, there has been a reducing trend in call volumes so that, as at September 2017, the service has received less calls compared to September 2016. Work undertaken has had a positive impact.
- By September 2017 significant progress has been made in relation to the number of calls received regarding waste services.
- The actual number of missed bins saw an increase in May 2017 in the context of the level of missed bins that had been reported for the same period of the previous year.
- In response to the increase in number of missed bins, progress has been made in terms of working with residents to deal with issues which has resulted in a reduction in the overall number of missed bins since their peak in May 2017 and this is now broadly in line with 2016 baseline data.
- The recycling rate for the first quarter in 2017/18 is 38.62% compared with the first quarter recycling rate of 36.58% in 2016/17. This is only part of the picture and we will need a full year's data to indicate the total recycling rate increase for the year.
- There was an anticipated increase in complaints and enquiries from May 2017 which can be attributed to a significant change to household waste collections in the city. The number of complaints received in May 2017 was 309 (0.3% of households) compared to 136 received in May 2016 (0.1% of households).
- Vacant positions have now been filled and therefore the service reports a better current position than previous years. This has had a significant reduction on agency spend and overtime spend.
- Sickness rates have improved from June 2017 in comparison to the previous year.



# I. Street Service Key Performance Indicators

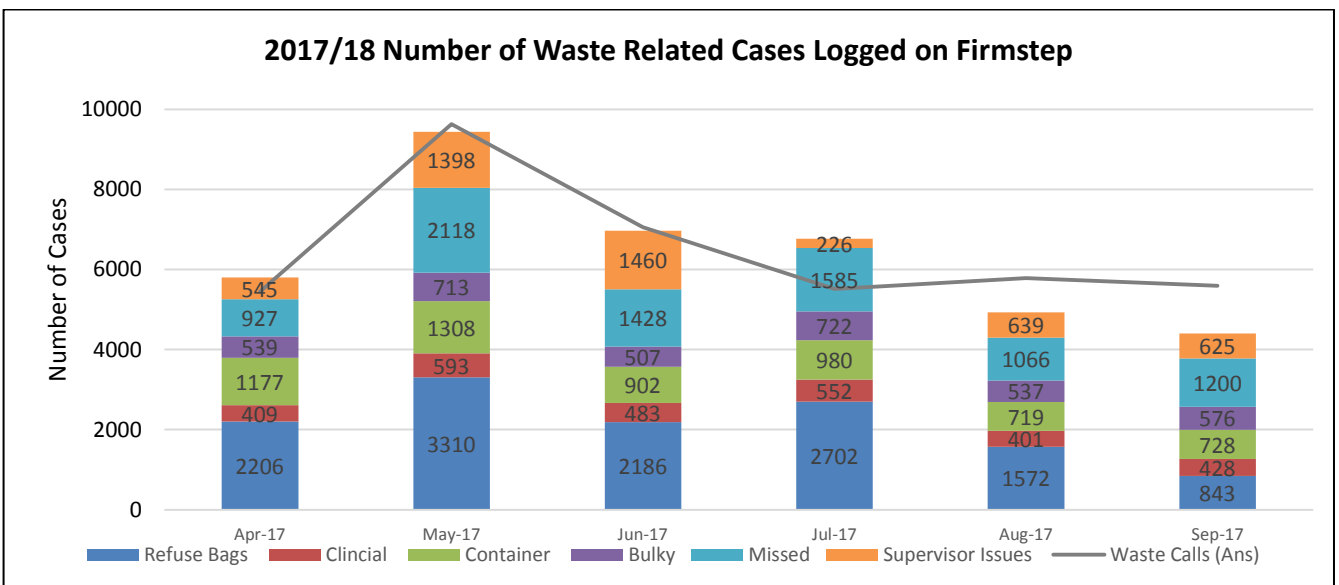
## I.1 Calls Received relating to Waste Services

In May 2017 there was an increase in the number of calls received at the contact centre in relation to a range of Waste Services. Call numbers rose by approximately 2500 in May. Increased resources were allocated to deal with the initial expected increase in calls and during the summer months this has reduced as arrangements for waste collection have embedded.



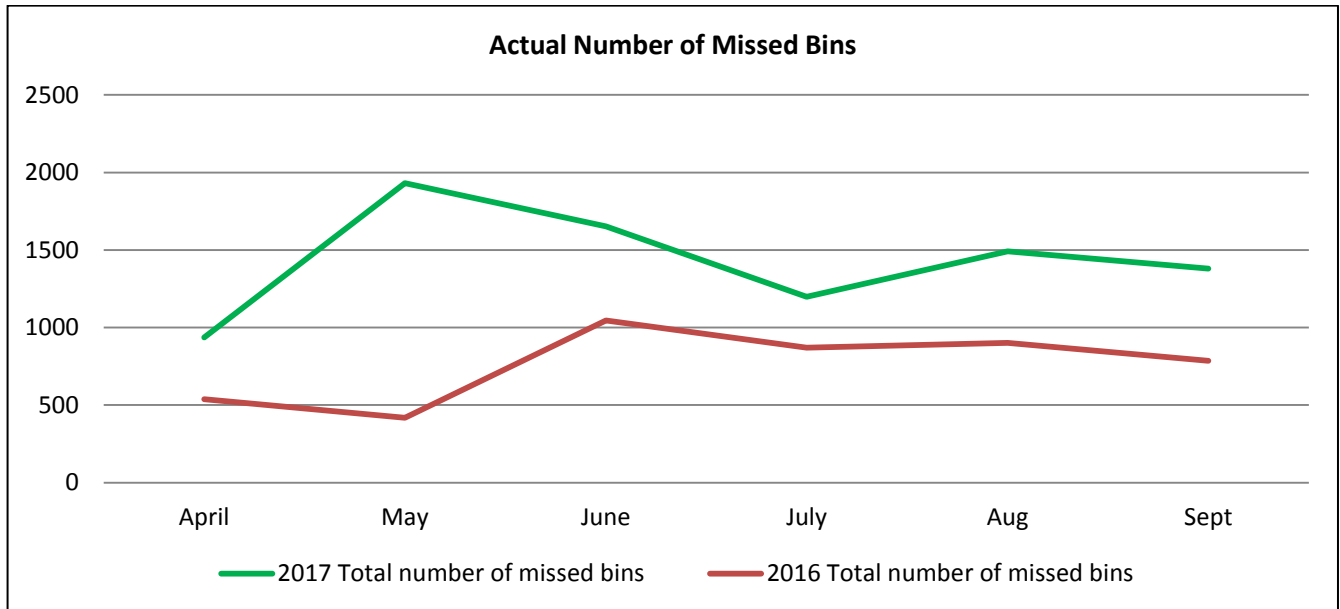
These calls have been logged within six categories: refuse containers, clinical waste, container waste, bulky waste, missed bins and Supervisor issues. May 2017, saw an increase in all of these categories.

By September 2017 significant progress has been made.



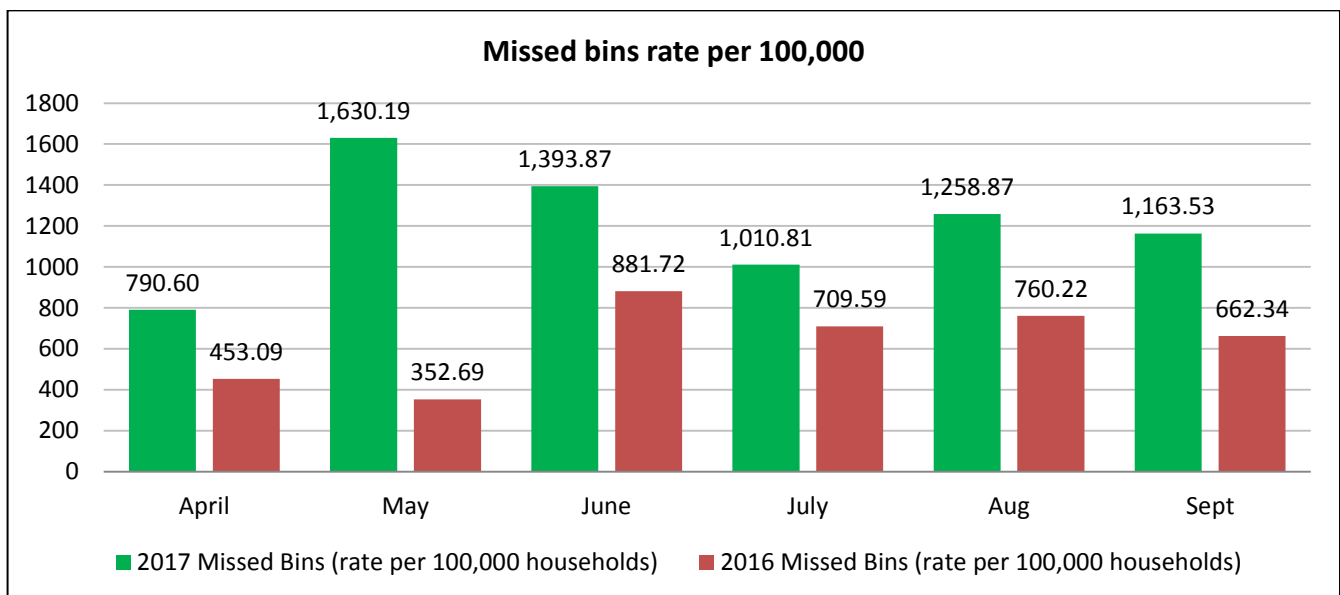
## 1.2 Missed Bins

Following the introduction of Alternative Weekly Collections, the number of missed bins was reported at 1,932 in May 2017, against 416 which was the lowest levels of missed bins for 2016. By September 2017, the number of missed bins had fallen to 1,379 compared to 785 in September 2016. It is important to note that the data for missed bins will not correlate with the number of calls regarding missed bins as there may be multiple calls about the same bin or the bin is contaminated and therefore not missed.



### Rates Per 100,000

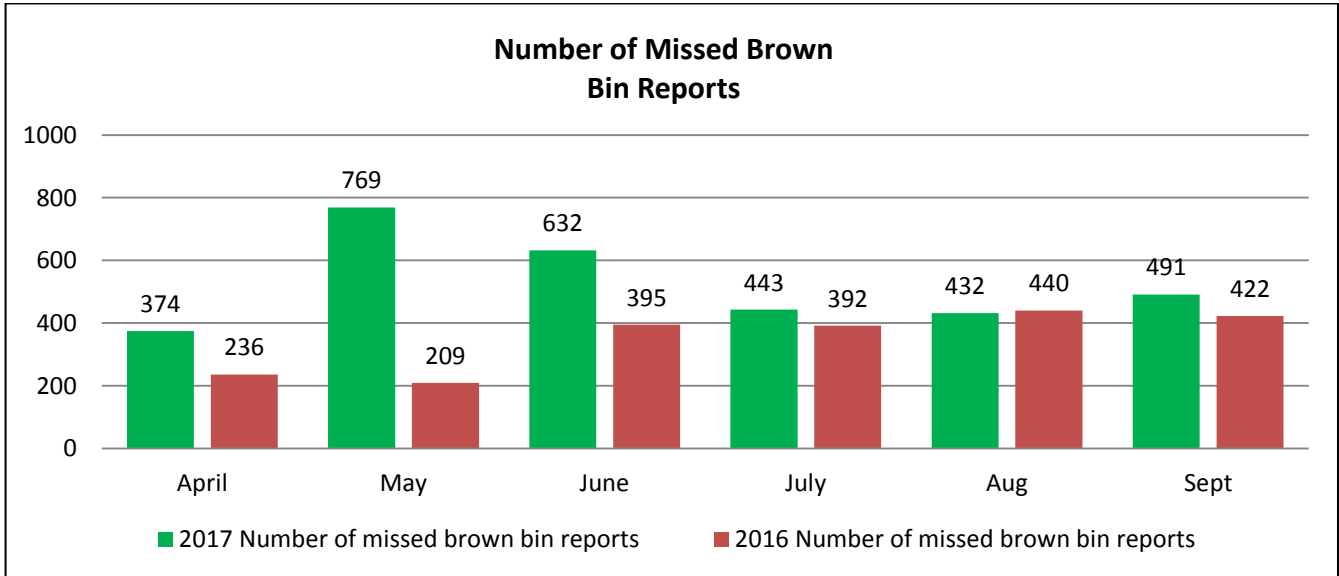
The chart below provides the number of missed bins as a rate per 100,000 households.



This data can be further broken down in to missed Brown and Recycling bins.

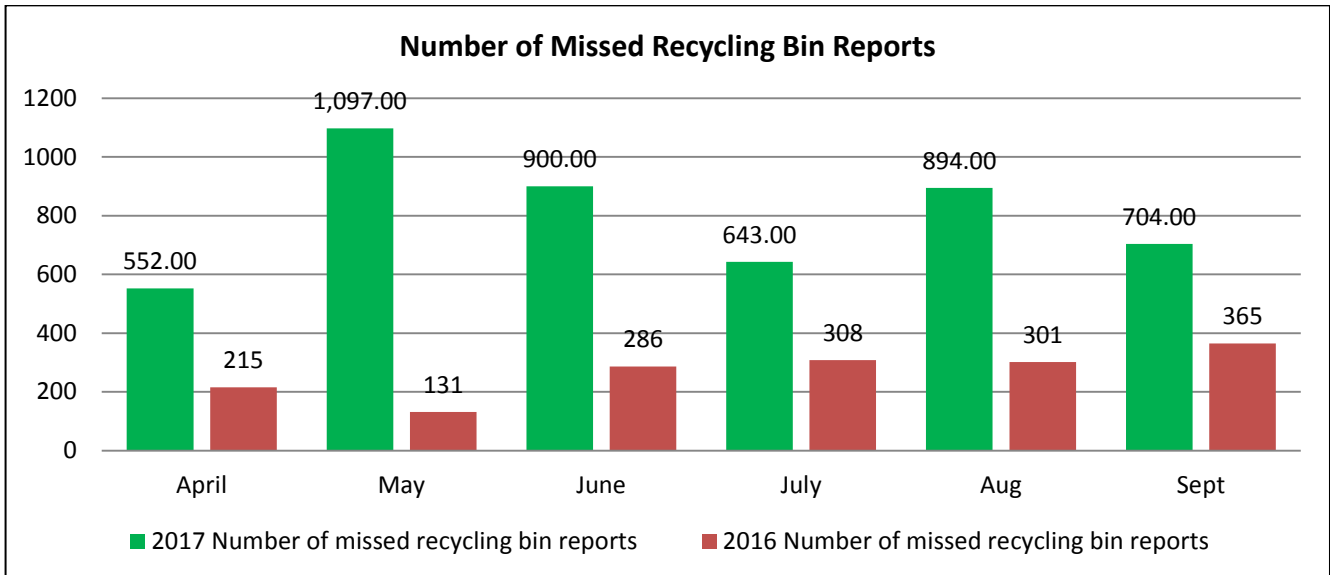
**Brown Containers**

The percentage of missed brown bins being logged rose in May 2017 to 769 (0.7% of households) compared to 209 (0.2% of households). The number of missed brown bins reported in September 2017 was comparable with the number reported for May 2016.



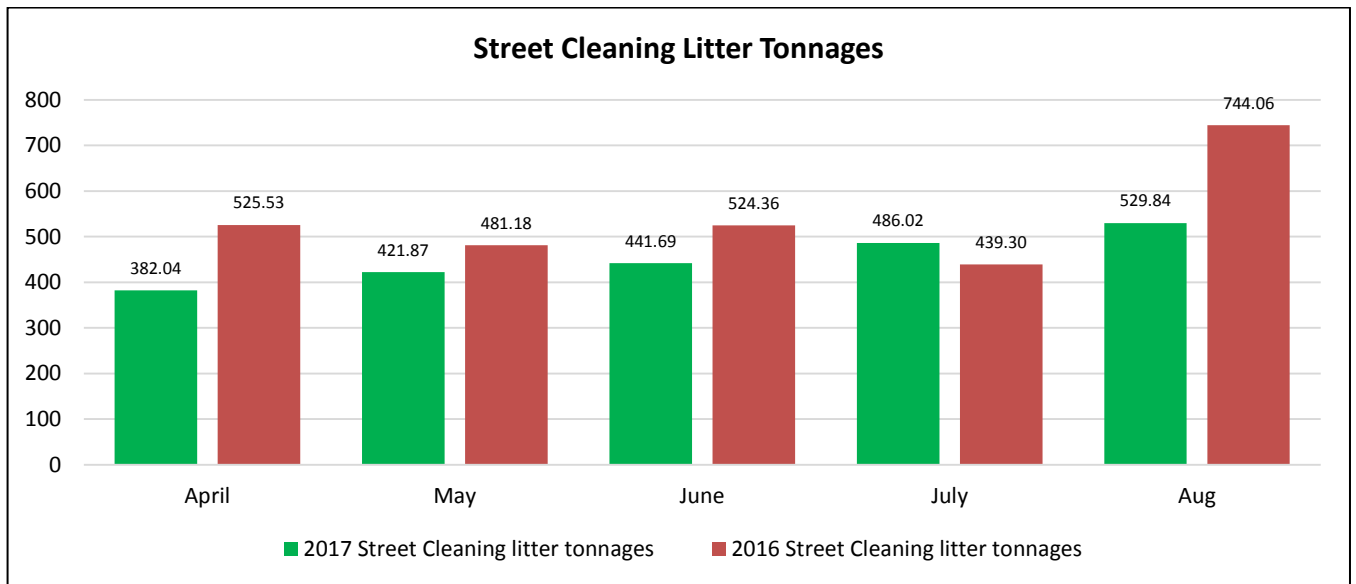
**Recycling Bins**

The data shows the amount of missed recycling bins reported by the public also rose in May 2017 to 1097 (0.9% of households) compared to 131 (0.1% of households) in May 2016. Many of the missed bins are bins which are contaminated and therefore their recycling was not collected. A programme of education to advise residents as to what is appropriate to be put within a green bin is on-going and the levels of contamination and therefore missed bins are falling.



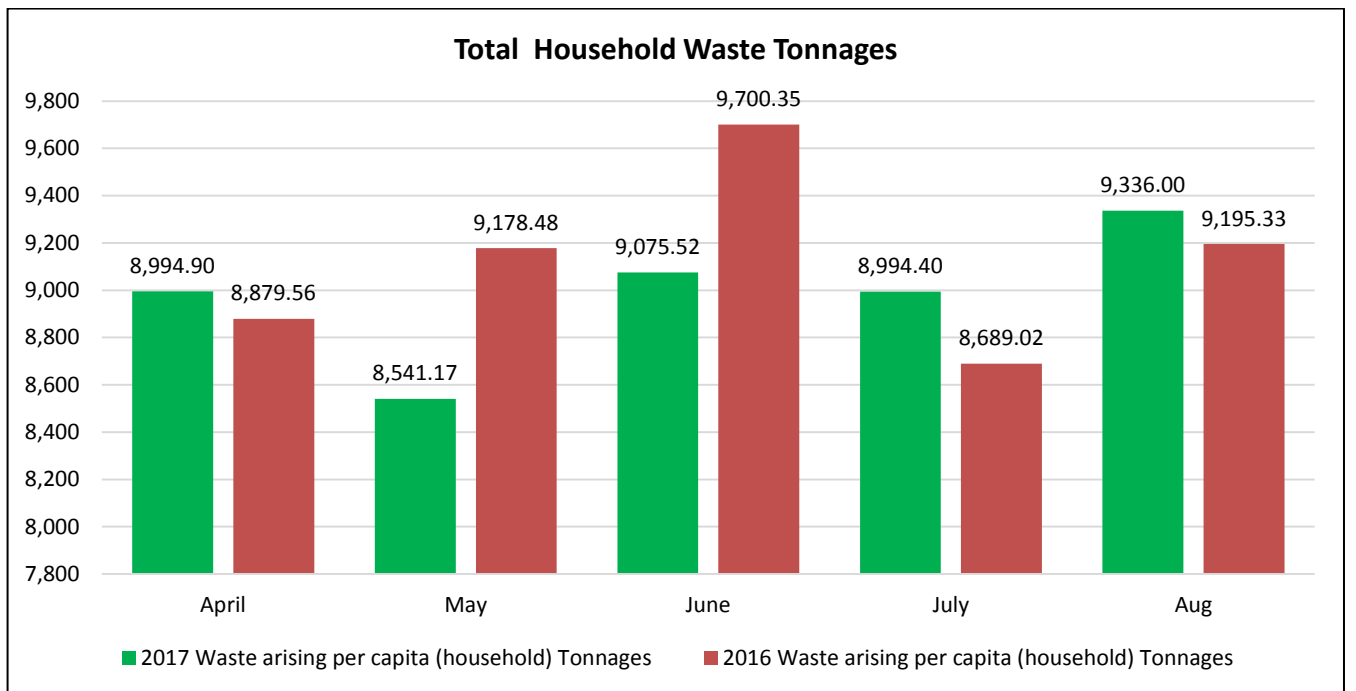
### 1.3 Street Cleaning Litter Tonnages

Street Cleaning Litter Tonnages relate to: street litter, recycling bins throughout the city and business improvement districts, litter picking, rear lane clearances and general street cleaning. Tonnages continue to steadily improve throughout 2017.



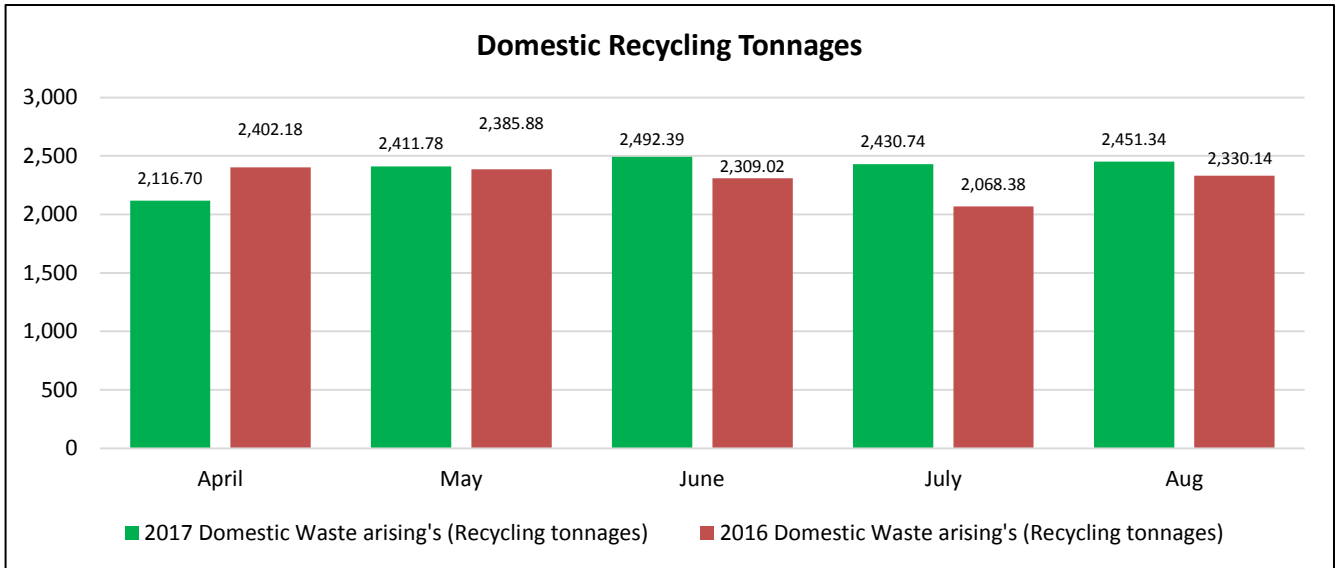
### 1.4 Household Waste/Recycling Tonnages

This is the total waste/recycling collected from brown and green containers, garden waste collections, green banks, the Household Waste Recycling Centres and the Bulky Waste Collections. Since the introduction of a major change we will need to see a full year’s data to look at patterns and trends.



Domestic Recycling

From May 2017, there has been increased levels in recycling tonnages on the previous year. This data is formed from everything that is recycled from our Household Waste Recycling Centre's (HWRC) and the recycling collection rounds.

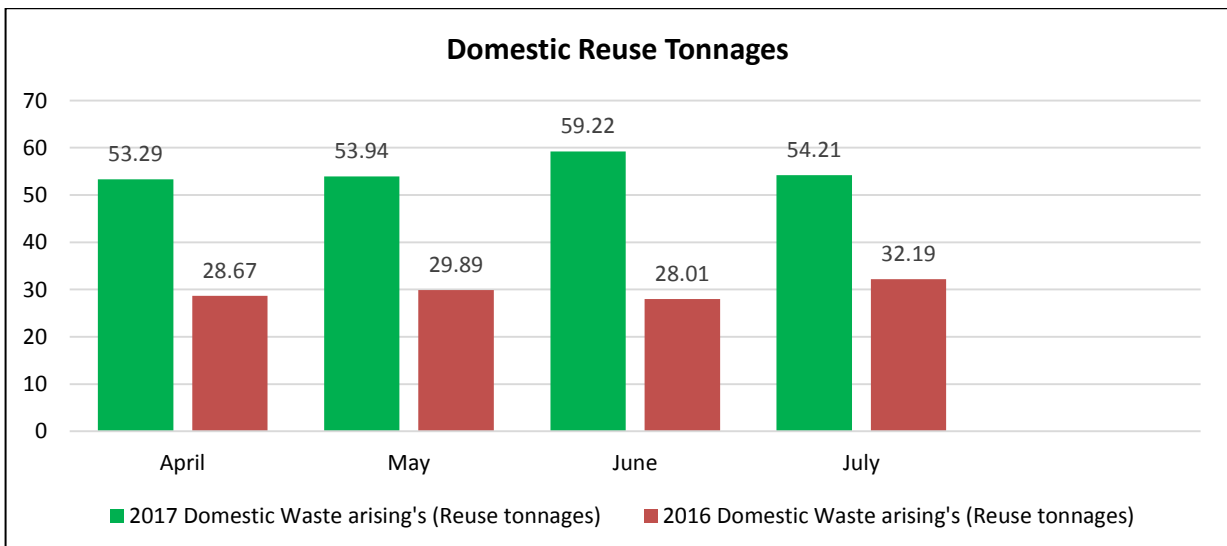


Household Reuse

Household Reuse is waste items which can refurbished or reused in a different way, for example electrical goods which may be refurbished and reused the majority of this is taken to our HWRC's.

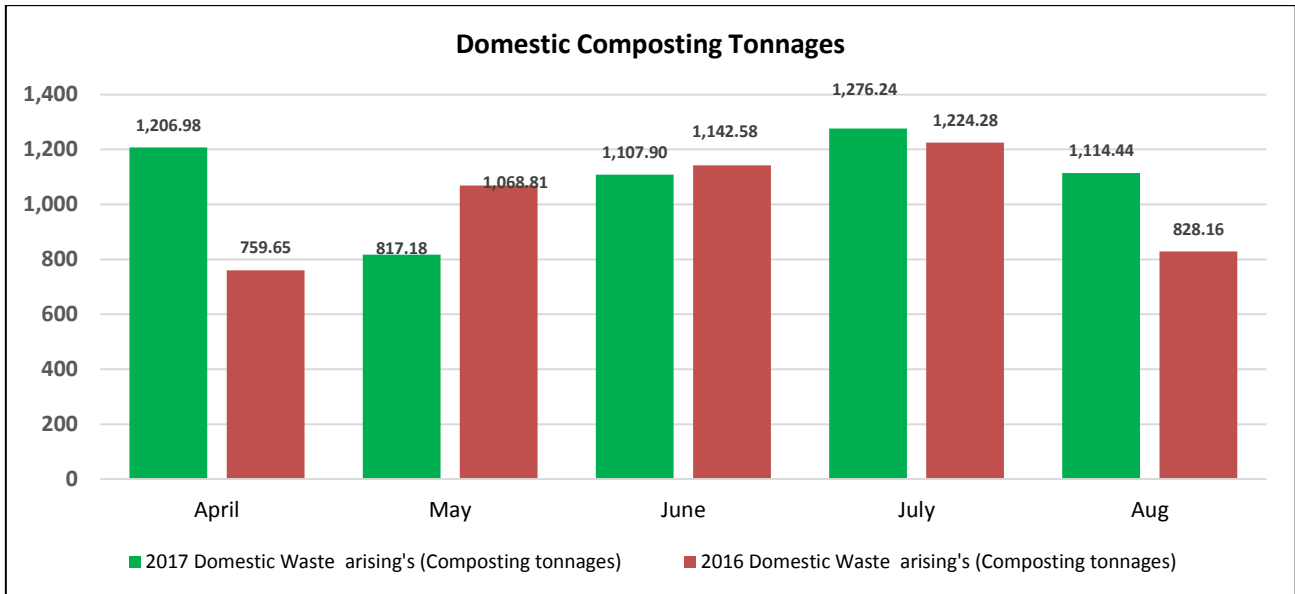
Rates for Reuse has significantly increased throughout 2017 compared to 2016.

*N.B. Tonnages collected in Weston Mill are yet to be verified by Wastedataflow (central data source for Local Authorities); therefore August 2017 data is not yet available.*



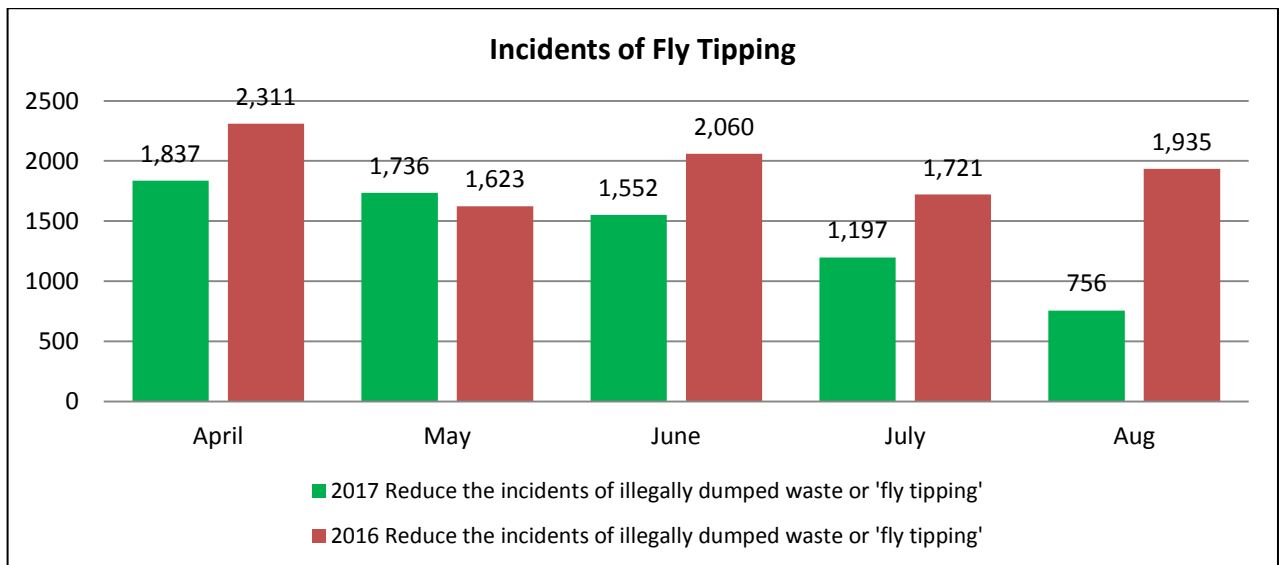
**Household Composting**

Household composting tonnages has seen fluctuations in line with seasonal trends. The total collected is higher than that of the previous year across the reporting period. This includes waste composted through the green waste collection scheme and from that disposed of at the HWRC's.



**1.5 Incidents of Fly Tipping**

The incidents of fly tipping reported to FlyCapture (central data source for Local Authority fly tipping data) have decreased throughout 2017 with improved rates compared to 2016.

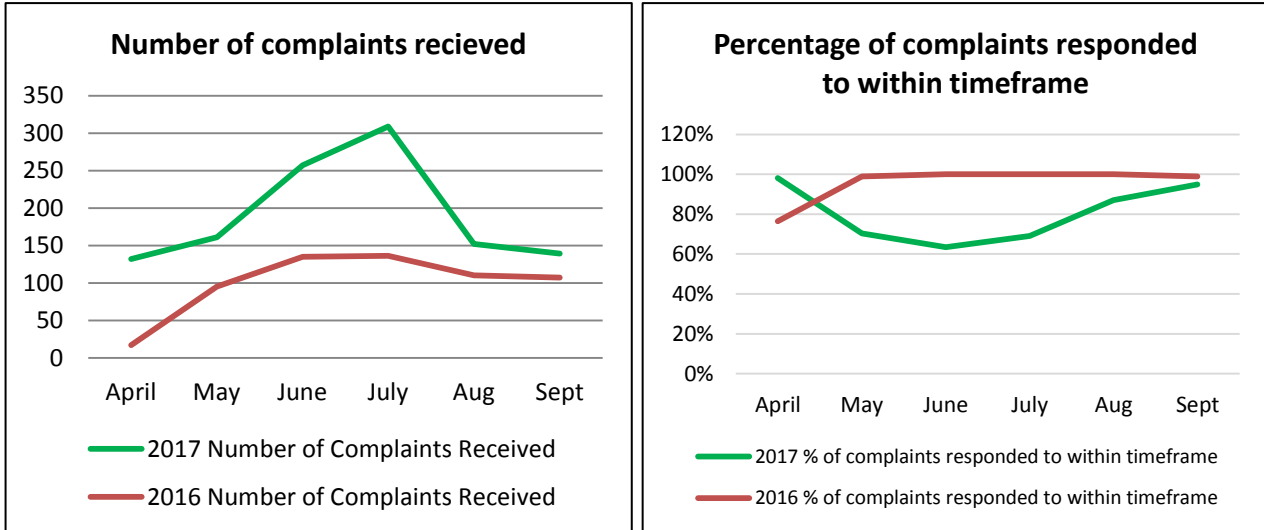


## 2. Corporate Key Performance Indicators for Street Services

### 2.1 Complaints

Complaints for the whole of Street Services not just Street Scene and Waste are included in the data below. This data cannot currently be broken down, however further work is being undertaken to improve the detail available within the reports.

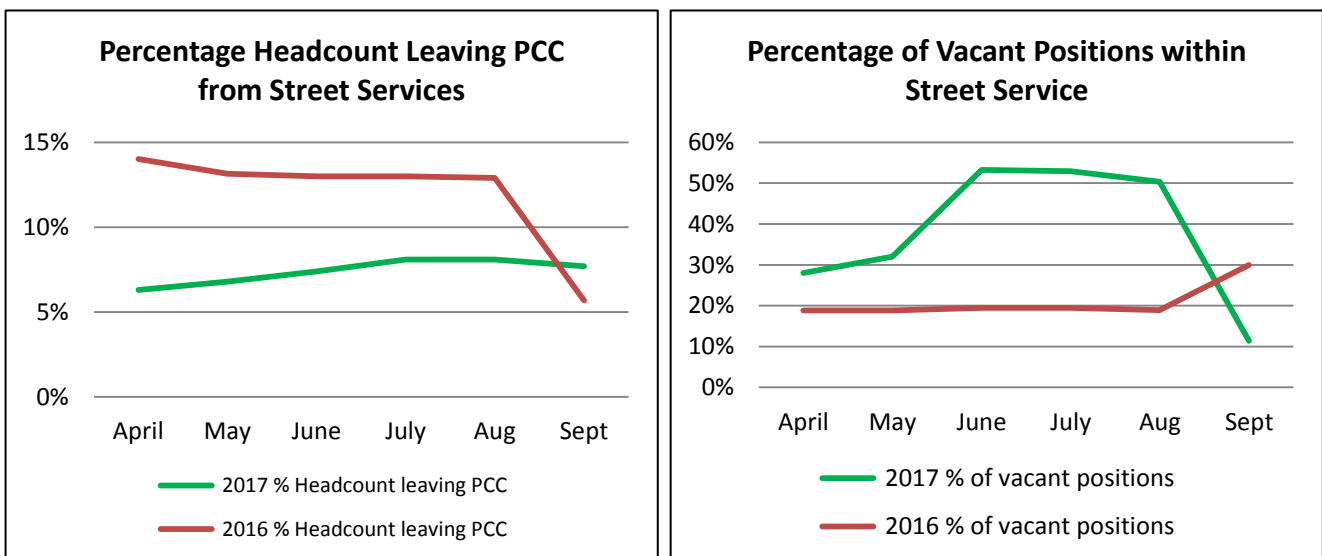
Complaints are back to following the trends seen in 2016 and completion within the 10 day response time has been improving. September's data does show a slight increase of complaints received compared to the same month in 2016.

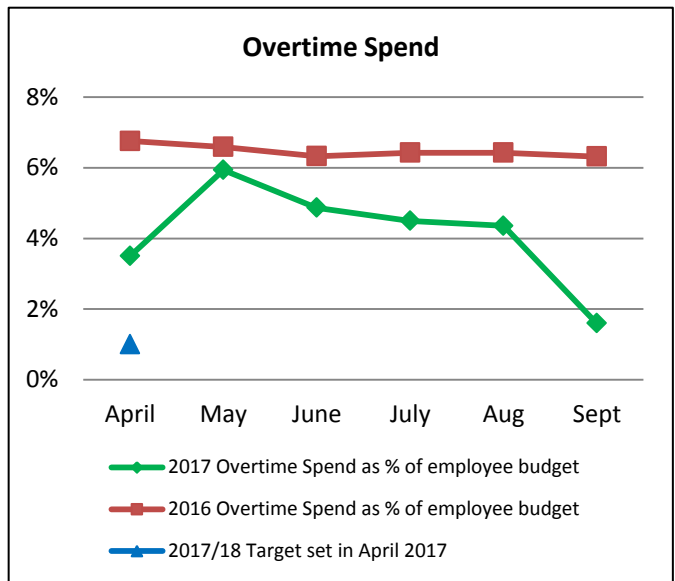
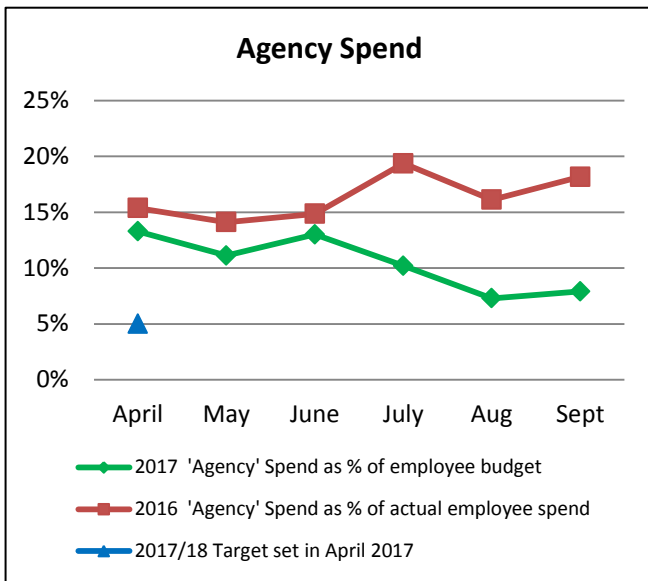


Resource levels were adjusted in July to better deal with the total number of complaints received and lower than expected response time. The complaints completed within timeframe for September was 99%.

### 2.2 Organisational Indicators

Following the Modernisation of Waste Services a recruitment drive has created full time positions which have now been filled and there is less reliance on agency spend. These full time posts have included an adjustment to the usual working hours and this has had a positive impact on overtime spend within the service.





Sickness rates within the service have improved. The management team have been actively monitoring short term sickness and the reasons for sickness.

