



# Havering

L O N D O N   B O R O U G H

## ENVIRONMENT OVERVIEW & SCRUTINY SUB-COMMITTEE AGENDA

<b>7.30 pm</b>	<b>Tuesday 20 March 2018</b>	<b>Town Hall, Main Road, Romford</b>
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Members 6: Quorum 3

### COUNCILLORS:

Keith Darvill  
Nic Dodin  
Garry Pain

Patricia Rumble  
Darren Wise (Chairman)  
Carol Smith (Vice-Chair)

**For information about the meeting please contact:  
Richard Cursons 01708 432430  
[richard.cursons@onesource.co.uk](mailto:richard.cursons@onesource.co.uk)**

## **Protocol for members of the public wishing to report on meetings of the London Borough of Havering**

Members of the public are entitled to report on meetings of Council, Committees and Cabinet, except in circumstances where the public have been excluded as permitted by law.

Reporting means:-

- filming, photographing or making an audio recording of the proceedings of the meeting;
- using any other means for enabling persons not present to see or hear proceedings at a meeting as it takes place or later; or
- reporting or providing commentary on proceedings at a meeting, orally or in writing, so that the report or commentary is available as the meeting takes place or later if the person is not present.

Anyone present at a meeting as it takes place is not permitted to carry out an oral commentary or report. This is to prevent the business of the meeting being disrupted.

Anyone attending a meeting is asked to advise Democratic Services staff on 01708 433076 that they wish to report on the meeting and how they wish to do so. This is to enable employees to guide anyone choosing to report on proceedings to an appropriate place from which to be able to report effectively.

Members of the public are asked to remain seated throughout the meeting as standing up and walking around could distract from the business in hand.

### **What is Overview & Scrutiny?**

Each local authority is required by law to establish an overview and scrutiny function to support and scrutinise the Council's executive arrangements. Each overview and scrutiny sub-committee has its own remit as set out in the terms of reference but they each meet to consider issues of local importance.

The sub-committees have a number of key roles:

1. Providing a critical friend challenge to policy and decision makers.
2. Driving improvement in public services.
3. Holding key local partners to account.
4. Enabling the voice and concerns to the public.

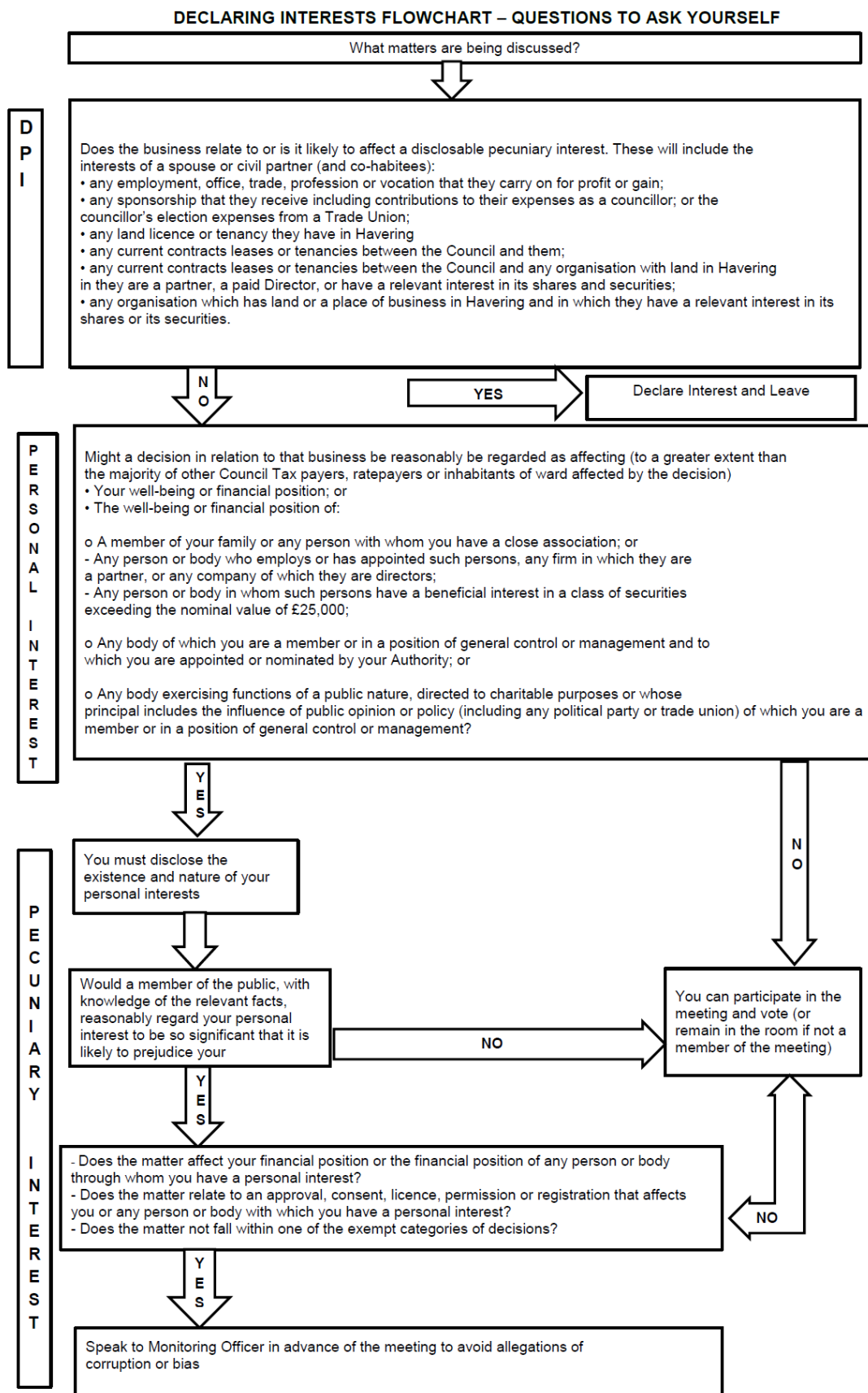
The sub-committees consider issues by receiving information from, and questioning, Cabinet Members, officers and external partners to develop an understanding of proposals, policy and practices. They can then develop recommendations that they believe will improve performance, or as a response to public consultations. These are considered by the Overview and Scrutiny Board and if approved, submitted for a response to Council, Cabinet and other relevant bodies.

Sub-Committees will often establish Topic Groups to examine specific areas in much greater detail. These groups consist of a number of Members and the review period can last for anything from a few weeks to a year or more to allow the Members to comprehensively examine an issue through interviewing expert witnesses, conducting research or undertaking site visits. Once the topic group has finished its work it will send a report to the Sub-Committee that created it and will often suggest recommendations for the Overview and Scrutiny Board to pass to the Council's Executive.

## **Terms of Reference**

The areas scrutinised by the Committee are:

- Environment
- Transport
- Environmental Strategy
- Community Safety
- Streetcare
- Parking
- Social Inclusion
- Councillor Call for Action



## **AGENDA ITEMS**

### **1 CHAIRMAN'S ANNOUNCEMENTS**

The Chairman will announce details of the arrangements in case of fire or other events that might require the meeting room or building's evacuation.

### **2 APOLOGIES FOR ABSENCE AND ANNOUNCEMENT OF SUBSTITUTE MEMBERS**

(if any) – received.

### **3 DISCLOSURE OF INTEREST**

Members are invited to disclose any interests in any of the items on the agenda at this point of the meeting.

*Members may still disclose any interests in an item at any time prior to the consideration of the matter.*

### **4 MINUTES** (Pages 1 - 6)

To approve as a correct record the Minutes of the meeting of the Committee held on 29 November 2017 and authorise the Chairman to sign them.

### **5 QUARTER THREE PERFORMANCE INFORMATION** (Pages 7 - 22)

### **6 SERCO ENVIRONMENT SERVICES - BACKGROUND, UPDATES AND INNOVATION** (Pages 23 - 42)

### **7 URGENT BUSINESS**

To consider any other items in respect of which the Chairman is of the opinion, by reason of special circumstances which shall be specified in the minutes, that the item should be considered at the meeting as a matter of urgency.

**Andrew Beesley**  
**Head of Democratic Services**

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**MINUTES OF A MEETING OF THE  
ENVIRONMENT OVERVIEW & SCRUTINY SUB-COMMITTEE  
Town Hall, Main Road, Romford  
29 November 2017 (7.30 - 9.30 pm)**

**Present:**

Councillors Nic Dodin, Patricia Rumble, Darren Wise (Chairman) and Carol Smith (Vice-Chair)

**1 CHAIRMAN'S ANNOUNCEMENTS**

The Chairman announced details of the arrangements in case of fire or other events that might require the meeting room or building's evacuation.

**2 APOLOGIES FOR ABSENCE AND ANNOUNCEMENT OF SUBSTITUTE MEMBERS**

Apologies for absence were received from Councillor Keith Darvill and Councillor Garry Pain.

**3 DISCLOSURE OF INTEREST**

There were no disclosures of interest.

**4 MINUTES**

The minutes of the meeting held on the 29 August 2017 were agreed as a correct record and signed by the Chairman.

**5 QUARTER 2 PERFORMANCE INFORMATION**

The Sub-Committee considered the Corporate Performance report for Quarter 2.

The report identified where the Council was performing well (Green rating) and not so well (Red rating). It was explained that there were no current financial implications arising directly from the report, but future pressure could result if appropriate mitigation of risk was not undertaken. It was further explained that adverse performance against some performance indicators might have financial implications for the Council. Whilst it was expected that targets would be delivered within existing resources, officers

regularly review the level and prioritisation of resources required to achieve the targets agreed by Cabinet at the start of the year.

There were two Performance Indicators that had been requested to be monitored by the Sub-Committee for 2017/18. These indicators were:

- The level of waste per head of population presented to East London Waste Authority (ELWA); and
- Average number of days taken to investigate and remove fly-tips.

The outturn for 'The level of waste per head of population presented to East London Waste Authority' was available annually and would be reported at the end of the financial year. The indicators for the average number of days taken to remove fly tips were comparable with other boroughs.

In response to concern raised regarding the 'Red' rag rating for the average number of days taken to remove fly-tips and questioning what action would be taken, it was explained that the performance had improved compared to the same period the previous year. Street cleansing had been brought back in-house and there was a focus on improving the reporting of issues. Although Red rag rated, officers were confident that the data presented was accurate.

During discussion, it was noted that in the lead up to the Christmas period that information had been delivered to residents on appropriate recycling. There was a need for residents to be educated on contamination of recyclable items. Officers agreed to pursue working with supermarkets to reduce non-recyclable plastics. There was also the Love Food, Hate Waste campaign which aimed to reduce waste generally. The main point identified was the need to educate residents on the ways to reduce waste and to encourage residents to recycle. Various activities were taking place to encourage continued waste prevention and reuse, which included: Love Food Hate Waste, Food Waste Challenge, Composting Workshop, Highways and Ground Maintenance Waste Review and working with the ELWA to target potential commercial waste entering the domestic waste stream at the household reuse and recycling centres.

The Sub-Committee **noted** the contents of the report and presentation.

## 6 CIVIL PARKING ENFORCEMENT

The Sub-Committee received a presentation on current operational service issues within their remit. During the presentation, it was explained that there were strict legislation and governance surrounding civil parking enforcement.

During discussion, concern was expressed that there were instances of unreasonableness when issuing penalty charge notices and it was explained that individuals had the right of appeal.



Havering was the sixth lowest issuing authority within London in 2016/17, and despite an increase in the number of enforcement officers over the past few years, the borough continued to be lower in comparison with others. This may be due to not having enough officers on patrol, however the avoidance of saturation of the borough with enforcement officers was a consideration.

During discussion of Moving Traffic Contraventions (MTCs), it was explained that with the exception of bus lane cameras, cameras were deployable based on evidence of non-compliance at a site. Transport for London had reported that since the introduction of bus lane cameras in the borough, there had been a reduction in journey times and an increase in bus reliability.

The main reasons for issuance of a penalty charge notice were parking on a single yellow line; parking on a footway when prohibited to do so; parking in a residents bay without a valid permit; parking in a loading place; and parking on a double yellow line/loading restriction. The Sub-Committee requested that a comparison of these reasons be provided. Members raised concern regarding overweight vehicles parking in residential areas around the borough. This had been managed by the London scheme, and although the Council had since opted out of the scheme, this could be reviewed.

A member raised concern regarding the parking in marked bays by enforcement cars, as it was considered to be detrimental to residents. Enforcement officers were advised to park in a safe place and where possible, to park in an unrestricted place.

Further concern was expressed that penalty charge notices were being received by individuals when parking machines were out of order. If a parking machine was non-operational, this would be alerted to the backup facility and officers informed of the time the machine is out of order so that penalty charge notices are not enforced during this time and when the issue had been rectified. In-house operations have the capability to resolve minor issues with the parking machines, however external support from the supplier is sought to fix other issues as soon as possible. It was noted that the Council were not enforcing the Pay by Phone facility.

The Sub-Committee **reviewed**, and **noted** the information presented.

## **7 HOUSES IN MULTIPLE OCCUPATION - ADDITIONAL LICENSING SCHEME**

The Sub-Committee received a presentation on the Houses in Multiple Occupation Additional Licensing Scheme.

The presentation detailed the consultation process which commenced in May 2017. Following consultation and subsequent Cabinet approval, a designation was made on the 11 October 2017 for an Additional Houses in Multiple Occupation Scheme, covering twelve wards. The scheme could not go live until at least ninety days had passed from the decision date, therefore no licences would be issued before the 10 January 2018, although applications could be made prior to this date. Enforcement would start from 1 March 2018 and the scheme would be reviewed regularly. An explanation as to what properties would be covered by the scheme was provided as outlined in the appendix to the report.

The scheme had been publicised widely, with public notices having been published fortnightly in local press; public notices had been displayed in all borough libraries and main Council Office buildings; direct mailings sent to external organisations; and there was a proposal for extensive publicity and post campaign commencing January 2018.

To ensure the effectiveness of the scheme, robust enforcement against those that try to avoid licensing was paramount. The introduction of the scheme would create a financial deterrent for criminal landlords and would increase the number of licence applications and subsequently generate income for the Council. Once licensed, the Council would be in a position whereby it could monitor properties to ensure compliance with licence conditions and could prosecute or issue civil penalty notices for breach of conditions.

Members **noted** the contents of the presentation and thanked officers for their time.

## **8 FLY TIPPING IN HAVERING - AN UPDATE OF THE JANUARY 2017 PRESENTATION**

The Sub-Committee received an update of the January 2017 Fly Tipping in Havering presentation. It was explained that the Enforcement Group comprise of the Parks Protection Team, Neighbourhood Wardens; Anti-social Behaviour Officers, the CCTV control room and Street Scene Enforcements. Members requested that a visit be arranged to view the Control Room.

In 2016-17, the borough recorded 4,061 actual fly-tips, ranging from a black sack to a lorry load of rubble. During the same period, the StreetScene Enforcement Team carried out 11,748 enforcement actions. Over the winter months of 2016-17, the StreetScene Enforcement Team undertook a cover surveillance operation in Little Gerpins Lane to target heavy commercial fly-tippers, of which four individuals were caught and were being prosecuted. The Environment Service Highways Teams proposal to close Sunnings Lane and Little Gerpins Lane had been approved by the Highways Advisory Committee.

The StreetScene Enforcement Team were investigating new powers to seize vehicles from unlicensed waste carriers; were tackling businesses that do not hold waste transfer notes and were working with external agencies to tackle the challenges from traveller families and organised criminals.

Members **noted** the contents of the presentation and took the opportunity to thank officers for their time.

## 9 TREES AND FOLIAGE OVERHANGING THE HIGHWAY

The Sub-Committee received a presentation on trees and foliage overhanging the highway.

The most frequent complaints received about public trees were surrounding epicormics growth, footway and property damage and fruit fall. Where works were carried out in default, the Council recovers expenses through the County Court. Although the law requires the Council to advise recipients of the potential consequences of non-compliant, the Council's approach was to engage, educate, encourage and enforce.

Members **noted** the contents of the presentation and thanked officers for their time.

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Chairman

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## ENVIRONMENT OVERVIEW AND SCRUTINY SUB-COMMITTEE

### 1 MARCH 2018

<b>Subject Heading:</b>	Quarter 3 Performance Information
<b>SLT Lead:</b>	Jane West, Chief Operating Officer
<b>Report Author and contact details:</b>	Thomas Goldrick, Senior Policy and Performance Officer, 01708 434770
<b>Policy context:</b>	The report sets out Quarter 3 performance relevant to the Environment Overview and Scrutiny Sub-Committee.
<b>Financial summary:</b>	The waste tonnage performance indicator has potential future financial implications in that, as costs continue to rise year on year, without controls to restrict waste volumes, campaigning on its own will not be enough to mitigate the potential £10m rise in costs by 2027. There are no other direct financial implications arising from this report.

### The subject matter of this report deals with the following Council Objectives

Communities making Havering	<input type="checkbox"/>
Places making Havering	<input checked="" type="checkbox"/>
Opportunities making Havering	<input type="checkbox"/>
Connections making Havering	<input type="checkbox"/>

### SUMMARY

This report supplements the presentation attached as **Appendix 1**, which sets out the Council's performance within the remit of the Environment Overview and Scrutiny Sub-Committee for Quarter 3 (October 2017 - December 2017).

**RECOMMENDATION**

That the Environment Overview and Scrutiny Sub-Committee notes the contents of the report and presentation and makes any recommendations as appropriate.

**REPORT DETAIL**

1. The report and attached presentation provide an overview of the Council's performance against the performance indicators selected for monitoring by the Environment Overview and Scrutiny Sub-Committee. The presentation highlights areas of strong performance and potential areas for improvement.
2. The report and presentation identify where the Council is performing well (**Green**) and not so well (**Red**). The ratings for the 2017/18 reports are as follows:
  - **Red** = off the quarterly target
  - **Green** = on or better than the quarterly target
3. Where performance is off the quarterly target and the rating is '**Red**', '**Improvements required**' are noted in the presentation. This highlights what action the Council will take to address poor performance.
4. Also included in the presentation are Direction of Travel (DoT) columns, which compare:
  - Short-term performance – with the previous quarter (Quarter 2 2017/18)
  - Long-term performance – with the same time the previous year (Quarter 3 2016/17)
5. A green arrow (↑) means performance is better and a red arrow (↓) means performance is worse. An amber arrow (→) means that performance has remained the same.
6. Two Performance Indicators have been included in the Quarter 3 2017/18 report and presentation. One has been assigned a '**red**' / Off Track status. The other has been assigned a '**green**' / On Track status. This is an improvement on the position at the end of Quarter 2, when both indicators were rated '**red**'.
7. Please note that the reported Quarter 3 outturn for the indicator 'The level of waste per head of population presented to the East London Waste Authority (ELWA)' remains provisional at this stage. Verified figures will be available at year end (in the Quarter 4 report).

## **IMPLICATIONS AND RISKS**

### **Financial implications and risks:**

There are no direct financial implications arising from this report. However, it should be noted that the waste tonnage performance indicator has potential future financial implications in that, as costs continue to rise year on year, without controls to restrict waste volumes, campaigning on its own will not be enough to mitigate the potential £10m rise in costs by 2027. The plans to address this will be raised through the appropriate channels as necessary.

All service directorates are required to achieve their performance targets within approved budgets. The Senior Leadership Team (SLT) is actively monitoring and managing resources to remain within budgets, although several service areas continue to experience significant financial pressures in relation to a number of demand led services. SLT officers are focused upon controlling expenditure within approved directorate budgets and within the total General Fund budget through delivery of savings plans and mitigation plans to address new pressures that are arising within the year.

Further information on the financial performance of the Council was reported as part of the budget report to Cabinet in February.

### **Legal implications and risks:**

Whilst reporting of performance is not a statutory requirement, it is considered best practice to review the Council's progress against the Corporate Plan regularly.

### **Human Resources implications and risks:**

There are no HR implications or risks arising directly from this report.

### **Equalities implications and risks:**

There are no equalities or social inclusion implications or risks identified at present.

## **BACKGROUND PAPERS**

None



# Havering

LONDON BOROUGH





## **Quarter 3 – Performance Report 2017/18**

### **Environment Overview & Scrutiny Sub-Committee**

**1<sup>st</sup> March 2018**

## About the Environment O&S Committee Performance Report

- Overview of the two key performance indicators as selected by Environment Overview and Scrutiny sub-committee
- The report identifies where the Council is performing well (**Green**) and not so well (**Red**).
- Where the indicator has been given a '**Red**' status, '**Improvements Required**' are noted. This highlights what action the Council will take to address poor performance.

## OVERVIEW OF ENVIRONMENT INDICATORS

- 2 Performance Indicators have been selected to be monitored by the Committee for 2017/18:
  - The level of waste per head of population presented to the East London Waste Authority (ELWA) (a corporate PI)
  - Average number of days taken to investigate and remove fly-tips
- The outturn for 'The level of waste per head of population presented to the ELWA' is available annually and will be reported in Q4. Narrative and provisional outturns are provided on a quarterly basis

## About the PI: Avg. number of days taken to remove fly-tips

- This indicator measures the time from when a fly tip is reported to the Council until it is removed.
- The number of reported fly-tipping incidents are reported quarterly to DEFRA by type and size
- DEFRA estimates that it costs Havering at least £224k p.a. to clear reported fly-tips. Including unreported fly-tips, this cost increases to approximately £1m per year
- The number of enforcement actions taken is also reported to DEFRA

## About the PI: The level of waste per head of population presented to the East London Waste Authority (ELWA)

- Waste tonnages remain a high financial risk for the Council, so reducing the amount of waste collected and sent for disposal and recycling is a high priority
- Havering's population is projected to increase by 5% in the next 5 years. It is predicted that the cost to dispose of waste will increase by £0.5 – 1 million a year.
- Waste minimisation involves influencing and shifting social behaviours to prevent and reduce the production of waste
- The ELWA 2017/18 levy has been set at £14.925m for Havering, based on tonnages collected in 2015/16. The ELWA levy is likely to rise to just under £16m in 2018/19.
- Havering's levy amount is also influenced by how much the other ELWA member Boroughs increase or decrease their waste by, so our tonnages only go some way to influencing our levy payments.

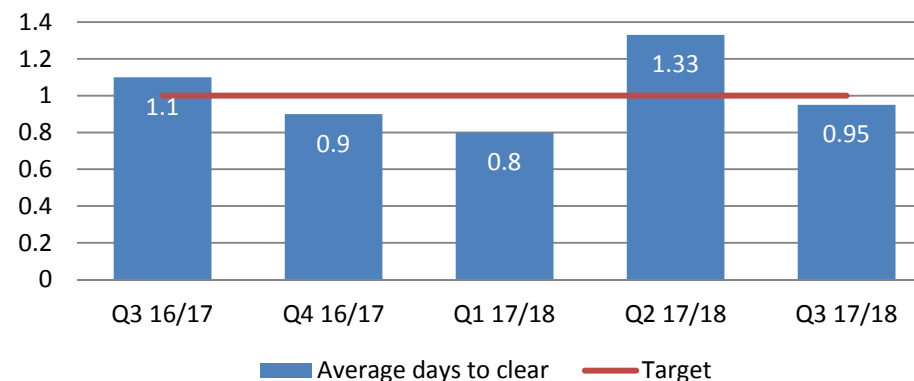
## Quarter 3 Performance

Indicator	Value	17/18 Annual Target	17/18 Q3 Target	17/18 Q3 Performance	Short Term DOT 17/18 Q2	Long Term DOT 16/17 Q3
Avg. number of days taken to remove fly-tips	Smaller is Better	1 day	1 day	0.95 days GREEN	↑ 1.33 days	↑ 1.1 days
The level of waste per head of population presented to the East London Waste Authority (ELWA)	Smaller is Better	441.01 kg per head	330.75 kg per head	340.05 kg per head (provisional) RED	↓ 235.65 kg per head (provisional)	NEW

## Average number of days taken to remove fly-tips

- Q3 performance is better than target and has improved since Q2 and compared with the same period last year.
- Measurement starts when a fly tip is reported to the Council. Once the report has been passed to the Street Cleansing team the vast majority are cleared within the 1 day target.
- Officers are considering ways to streamline the process to improve performance. This could include sending all reports direct to the Cleansing team and them informing Enforcement if evidence is present, or exploring ways that the new “in cab” recording system can be used to provide the data for this PI (NB. This would measure the response times of the street cleansing team rather than the whole process, so performance would not be comparable with previous years).

**Average days to clear fly-tips**



## In-Cab Technology

- The “in cab” fly tipping recording system is now in operation locally
- Staff are able to log fly-tips accurately, update progress and close fly-tip enquiries via a GPS enabled, touchscreen computer installed in the cabs of vehicles
- Back office staff are able to view live, real-time information which will allow monitoring of crews’ progress and better management of resources
- Fly-tip ‘hotspots’ will be mapped and monitored, ensuring a more efficient and targeted approach to tackling fly-tippers; reducing the cost and demand on the council in the long term
- This will provide a more accurate reflection of the performance of the street cleansing teams but is likely to increase the number of fly-tips reported



## Improvement Required - The level of waste per head of population presented to the East London Waste Authority (ELWA)

- This PI measures total waste delivered to the ELWA, including collected household waste, waste from the reuse and recycling centre and municipal waste from Highways and Parks management activities.
- If tonnages continue at current levels into Q4, this PI would outturn above target. However tonnages for Quarter 2 and Quarter 3 have decreased very slightly compared to Quarter 1, due to a decrease in the amount of garden waste disposed of during the winter months. This is expected to continue into Quarter 4.
- Without restrictions on the amount of waste we collect through the household waste collection service, containing and reducing tonnages is very challenging and relies on attitudinal change.

## Improvement Required - The level of waste per head of population presented to the East London Waste Authority (*continued*)

- Various activities are taking place to encourage waste prevention and reuse, including:
  - **Love Food Hate Waste:** Sainsbury's funded food waste reduction activities, such as The Zero Waste Kitchen Challenge, the Fab Food School Programme, Feed the 1,000s and Family Cookery Workshops, have taken place across the borough.
  - **Food Waste Challenge:** Havering residents are challenged to reduce food waste to earn green points as part of the London Green Points Scheme
  - **Composting Workshop:** Free online Compost Doctor Service and workshops to promote and answer questions relating to home composting.
  - **Ground Maintenance Waste :** We are reviewing operations in grounds maintenance to increase the amount of waste that we compost on site.
  - **Commercial Waste:** Working with the ELWA, we are considering strengthening policies targeting potential commercial waste entering the domestic waste stream at the household reuse and recycling centres
  - **Waste Prevention "Gold" Campaign** is to be launched soon

# Any questions?



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## ENVIRONMENT OVERVIEW AND SCRUTINY SUB-COMMITTEE

**1 March 2018**

**Subject Heading:**

**SERCO ENVIRONMENT SERVICES –  
BACKGROUND, UPDATES AND  
INNOVATION**

**CLT Lead:**

Daniel Fenwick

**Report Author and contact details:**

Richard Cursons, 01708 432430  
richard.cursons@onesource.co.uk

**Policy context:**

The information presented will allow  
more effective scrutiny of performance  
issues

**Financial summary:**

No impact of presenting of information  
itself which is for information/scrutiny  
only.

**The subject matter of this report deals with the following Council  
Objectives**

Communities making Havering  
Places making Havering  
Opportunities making Havering  
Connections making Havering

[X]  
[]  
[]  
[]

### SUMMARY

Information will be presented that will detail current issues within the remit of the  
Sub-Committee.

**RECOMMENDATIONS**

1. The Sub-Committee to review the information presented and make any appropriate recommendations.

**REPORT DETAIL**

Officers will present and summarise information covering the areas within the remit of the Sub-Committee. This is presented to the Sub-Committee to allow effective scrutiny.

**IMPLICATIONS AND RISKS**

**Financial implications and risks:** None of this covering report.

**Legal implications and risks:** None of this covering report.

**Human Resources implications and risks:** None of this covering report.

**Equalities implications and risks:** None of this covering report.

**BACKGROUND PAPERS**

None.

# Environmental Services

## LB Havering Overview & Scrutiny Meeting

Presented by Luke Young, David Porter & Paul Barry

Date 1<sup>st</sup> March 2018



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# Meet Today's Team ...

- **David Porter**, Operations Director
  - 20 years environmental services industry experience
  - Transferred to Serco in 2008
- **Paul Barry**, Contract Director
  - 26 years experience in waste, recycling and street cleansing
  - Transferred to Serco in 2008
- **Luke Young**, Contract Manager
  - Started with Serco Havering in 2016
  - Over 20 years in the waste and recycling industry
  - Previous experience with the Royal Borough of Greenwich





# Introducing – Citizen Services

- £3bn, FTSE 250, >£500m Local Authority Footprint (Waste, Leisure, BPO, FM)
- Order book £1.5bn Waste, Streetscene, Leisure £200m pa, 5,000 Staff
- Upper Quartile KPIs & Long Term Partnerships inc Shared Services
- 'Famous for' Resident, Marketing & Community + evidence = CSE Accreditation at Sandwell
- Safe, Socially Responsible & Sustainable
- Successful 2016/17 =
  - >£75m in Contract wins/extensions – Canterbury, Woking, Charnwood, Wandsworth and Milton Keynes.
  - >£50m in new Contract wins at Rushmoor and Stoke Mandeville

## Did you know?

Serco's Citizen First based Payment and Performance regime is cited by DCLG & CBI as a best practice case study.

# Citizen Services

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We cut  
**113k**  
Hectares of grass



We sweep  
**272km** of roads

We work with  
communities

We work in partnership with  
residents and volunteers to maintain  
and improve the local environment

A man wearing a black beanie with the Serco logo, an orange high-visibility jacket, and red gloves is holding a long-handled broom. He is smiling at the camera.

We look after  
**160,000**  
bedding plants



Community Volunteers report  
**5,000**  
Grotspots every year



We collect waste  
and recycling from  
**2.5 million**  
people





# Citizen Services

Waste Collection	Street Cleansing	Grounds Maintenance	Commercial Waste
Residual waste collections	Street cleansing	Grass and verge cutting	Bin and sack collections
Dry recycling collections	Litter collection	Sports pitch management	Single stream and mixed recycling
Garden waste collections	Removal of detritus	Sports pitch booking	Duty of care and compliance
Food waste collection	Fly-posting	Shrub and tree management	Sales, billing and administration
Combined organic waste collection	Graffiti	Provide and manage bedding plants	
Ancillary waste collection services	Fly-tipping on public land		

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## Who we work with

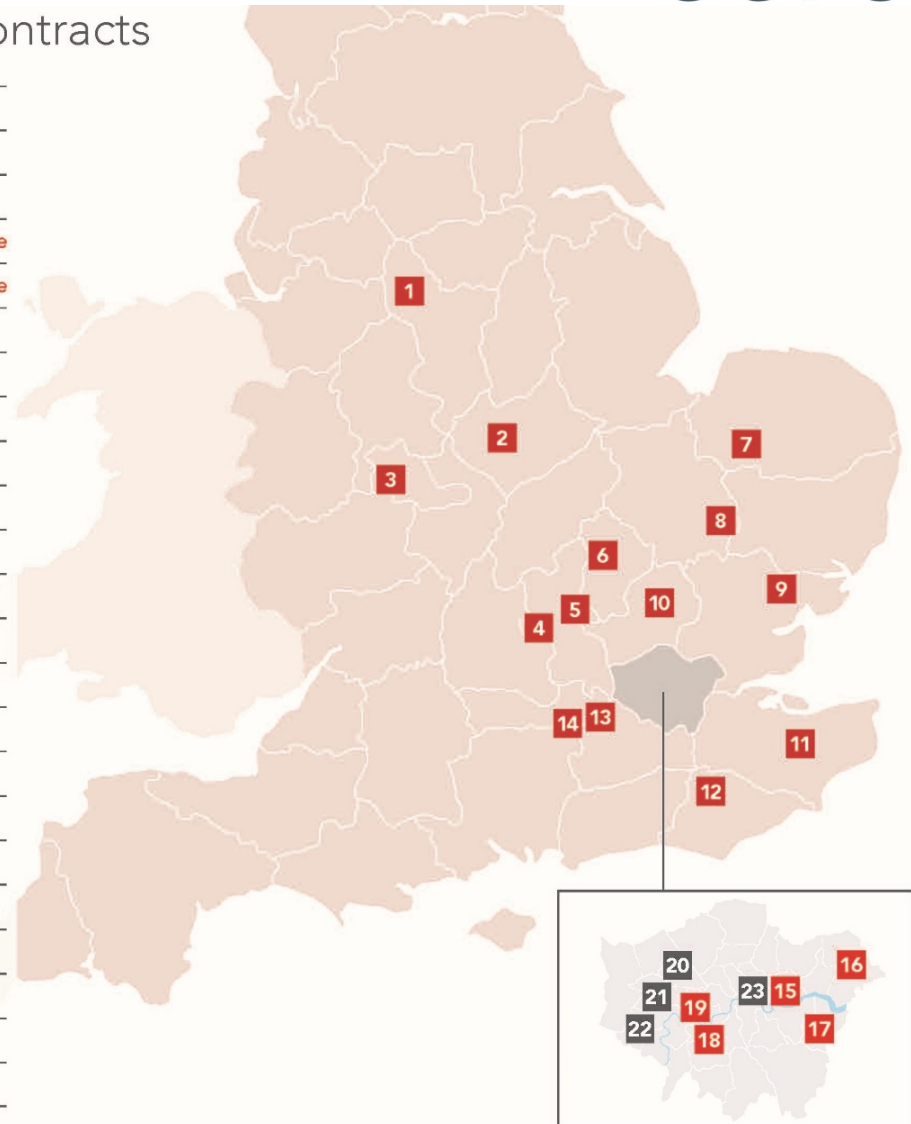


# Serco Environmental Services



## Environmental & Enforcement Contracts

1	Derbyshire Dales	Waste & Streetscene
2	Charnwood BC	Waste & Streetscene
3	Sandwell MBC	Waste Improvement Partnership
4	Wycombe DC	Shared Services Waste & Streetscene
5	Chiltern DC	Shared Services Waste & Streetscene
6	Milton Keynes	Waste, Streetscene & Landscaping
7	Breckland DC	Waste, Streetscene & Landscaping
8	Mid Suffolk DC	Shared Services Waste & Recycling
9	Babergh DC	Shared Services Waste & Recycling
10	Welwyn Hatfield DC	Waste, Streetscene & Landscaping
11	Canterbury CC	Waste, Streetscene & Landscaping
12	Mid Sussex	Waste & Streetscene
13	Woking BC	Streetscene & Landscaping
14	Rushmoor BC	Waste, Streetscene & Landscaping
15	LB Newham	Landscaping
16	LB Havering	Waste & Recycling
17	LB Bexley	Waste & Streetscene
18	LB Wandsworth	Waste & Recycling
19	LB Hammersmith & Fulham	Waste & Streetscene
20	LB Brent	Parking Enforcement Services
21	LB Ealing	Parking Enforcement Services
22	LB Hounslow	Parking Enforcement Services
23	St Bart's Hospital	Parking Enforcement Services





# Our Services Matrix

	Refuse	Recycling	Street cleansing	Mixed organic waste	Food waste	Garden waste	Landscaping	Clinical waste	Bring sites	Trade waste	Winter maintenance	Public conveniences
Sandwell	✓	✓	✓	✗	✓	✓	✗	✓	✓	✓	✗	✓
Milton Keynes	✓	✓	✓	✓	✓	✗	✓	✓	✓	✓	✗	✗
Bexley	✓	✓	✓	✗	✗	✓	✗	✓	✗	✓	✓	✗
Hammersmith & Fulham	✓	✓	✓	✗	✗	✓	✗	✓	✗	✓	✗	✗
Wycombe and Chiltern	✓	✓	✓	✗	✓	✓	✗	✓	✓	✓	✗	✗
Canterbury	✓	✓	✓	✗	✓	✓	✓	✓	✓	✓	✗	✓
Welwyn Hatfield	✓	✓	✓	✓	✗	✗	✓	✓	✗	✓	✗	✗
Wandsworth	✓	✓	✗	✗	✗	✓	✗	✓	✗	✗	✗	✗
Newham	✗	✗	✗	✗	✗	✗	✓	✗	✗	✗	✗	✓
Charnwood	✓	✓	✓	✗	✗	✓	✗	✓	✓	✗	✗	✗
Breckland	✓	✓	✓	✗	✗	✓	✓	✓	✗	✗	✓	✗
Mid Sussex	✓	✓	✓	✗	✗	✓	✗	✓	✓	✗	✗	✗
Woking	✗	✗	✓	✗	✗	✗	✓	✗	✗	✗	✗	✗
Mid Suffolk & Baber	✓	✓	✗	✗	✗	✓	✗	✓	✓	✗	✗	✗
Derbyshire Dales	✓	✓	✗	✗	✓	✓	✗	✓	✓	✗	✗	✗
Havering	✓	✓	✗	✗	✗	✓	✗	✓	✗	✓	✗	✗
Milton Keynes Grounds	✗	✗	✗	✗	✗	✗	✓	✗	✗	✗	✗	✓

# Serco Environmental Services

## LB of Havering



- Contract commenced August 2014; the contract length is an initial 7 years (2021) with possible 3 year extension (2024)
- Services provided
  - Refuse & Recycling Collection
  - Garden Waste Collection
  - Collection of Small Electricals
  - Household Batteries
  - Clinical Waste (incl. Commercial)
  - Bulky Waste
- 64 Staff deployed daily
- 22 Vehicles deployed daily

## Serco in Havering

### Service Delivery



- We have a close working partnership with Havering to jointly resolve any operational issues that arise, whilst maintaining a very good value for money waste collection service for LB Havering.
- All vehicles are fitted with the equipment necessary to ensure any spillages can be cleared whilst collecting waste, this includes brooms and shovels.
- We are keen to invest in our workforce, this includes specialist training for clinical waste drivers (ADR certification) - we currently have 2 certified drivers.



# Serco in Havering

## Service Delivery



- The number of missed collections has reduced significantly in the past two years
- Seasonality can impact the number of missed collections such as during the summer due to staff holidays and over the Christmas period
- We have strived to ensure stability within the workforce and a reduction in staff sickness



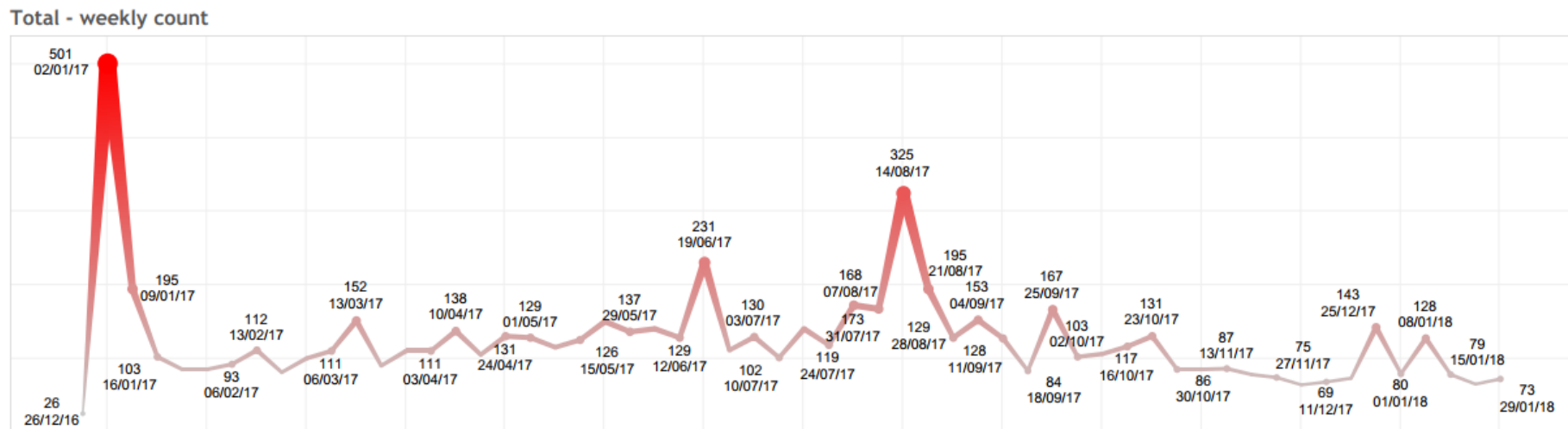
# Serco in Havering

## Service Delivery



- We carry out 214k collections a week, this graph below shows how the rate of collections has reduced in the past 12 months

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Collections include: Domestic / Garden / Clinical / Bulky Waste

## Serco in Havering

### Customer Satisfaction Survey Results December 2017



- Overall Satisfaction has increased **0.9%\***
- Refuse Collection Satisfaction has increased by **5.4%\***
  - Satisfaction from Residents includes regularity and promptness of service.
- Recycling Collection Satisfaction has increased by **10.2%\***
  - Residents are satisfied with promptness and frequency of collections.



\*since last quarter

## Serco in Havering

### Innovations and Improvements



- We would like to investigate the options for an earlier start time of 7am
  - This would allow increased productivity by avoiding rush hour traffic when starting and finishing each day
  - Residents are in the habit of presenting their waste by 7am
  - All vehicles include spillage equipment to combat overnight bags
- Additional narrow access and split cage vehicles were introduced at the start of the contract
- We supported the introduction of collecting batteries and small WEEE from the kerbside

# Serco in Havering

## Innovations and Improvements



- We are always working to ensure the service is efficient and reliable; this includes recent work to balance rounds.
- We would like to investigate introducing controlled advancing
- Controlled advancing would reduce non-productive time when tipping the first load, whilst also reducing the time a vehicle is stationary whilst collecting, speeding up the process.
- Benefits to the customer include:
  - Less disruption
  - A reduction in vehicle movements

# Serco in Havering

## Innovations and Improvements



- Active use of enhanced data, which has been gathered by the Serco Vision Room.
- This data will highlight any areas of improvement, such as crew efficiency and performance



# Serco Environmental Services

## Corporate and Social Responsibility



- Employee of the Month
- Waste Collection Guarantee



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