

# OVERVIEW & SCRUTINY BOARD SUPPLEMENTARY AGENDA

**30 March 2023**

The following report is attached for consideration and is submitted with the agreement of the Chairman as an urgent matter pursuant to Section 100B (4) of the Local Government Act 1972

**7 COMPLAINTS** (Pages 1 - 10)

Report attached.

**Zena Smith**  
**Democratic and Election**  
**Services Manager**

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# Havering

LONDON BOROUGH

## Monitoring of waste collection services in Havering

# Introduction

Waste and recycling collections outsourced to Serco.

Urbaser due to take over waste collection as well as street cleansing services from Oct 22<sup>nd</sup>.

Serco currently collects:

Recycling

General waste

Green garden waste

Bulky waste

Clinical waste

# How the service is monitored

## Complaints:

Existing corporate complaints timescales followed, with waste team investigating.

Monitoring of individual properties where deemed necessary.

Targeted monitoring off the back of complaints, meet with residents / managing agents and meet with Serco supervisors.

Feedback to Serco for immediate action where required, as well as discussed at monthly meetings.

# How the service is monitored

## **In-person monitoring of:**

Frequently missed properties / problem locations

Complaint issues

Crew compliance

Crew health and safety

Tipping compliance

Joint monitoring with Serco supervisors / management

## **Desktop monitoring of:**

Key performance indicators

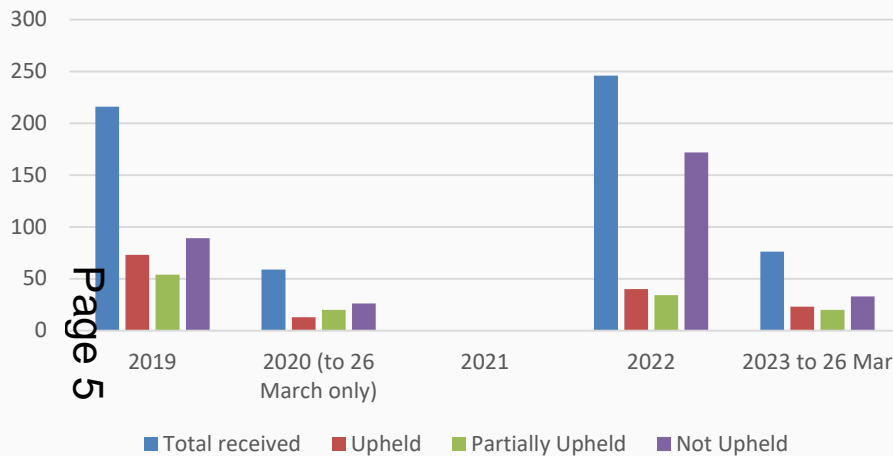
Complaints (number, repetitions, rectifications)

Crew use of in-cab technology (LBH has access to Serco's system)

Real time vehicle tracking data

# Complaints

Waste complaints 2019-2023



## Issues:

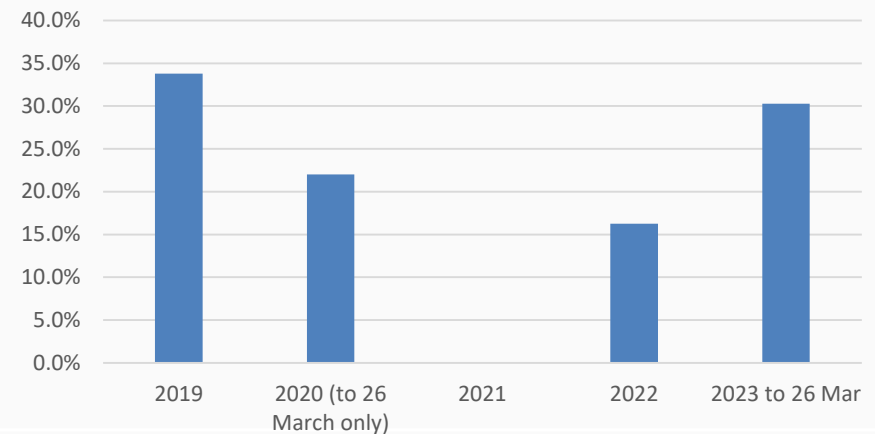
- Guidance around what should be upheld
- Complaints vs service requests, e.g. missed collections.

## Reasons:

Missed collections directly impact on complaint numbers. Affected by:

- Management issues (2019)
- Covid-19 (2020/21)
- HGV driver shortages and ageing fleet(2022)

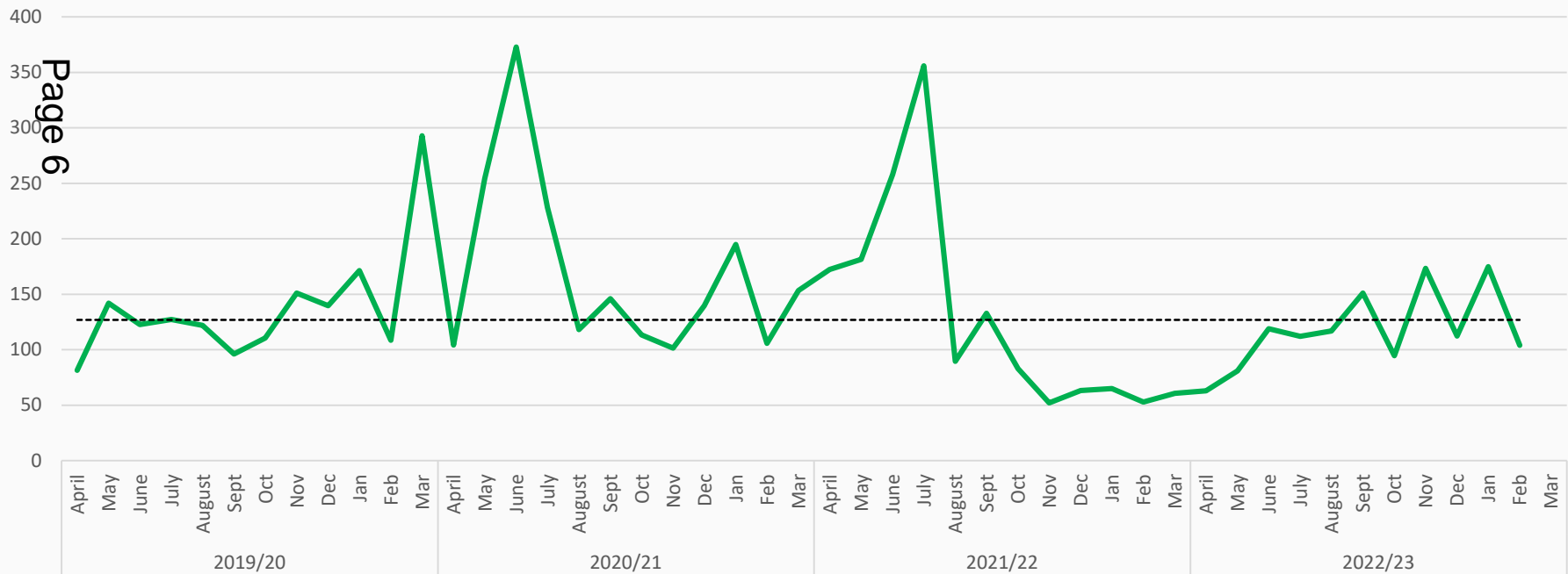
% of complaints upheld



# Performance indicators

Number of missed collections per 100,000 (waste and recycling below, but all services monitored).

Missed waste collections per 100,000  
 (Lower is better)

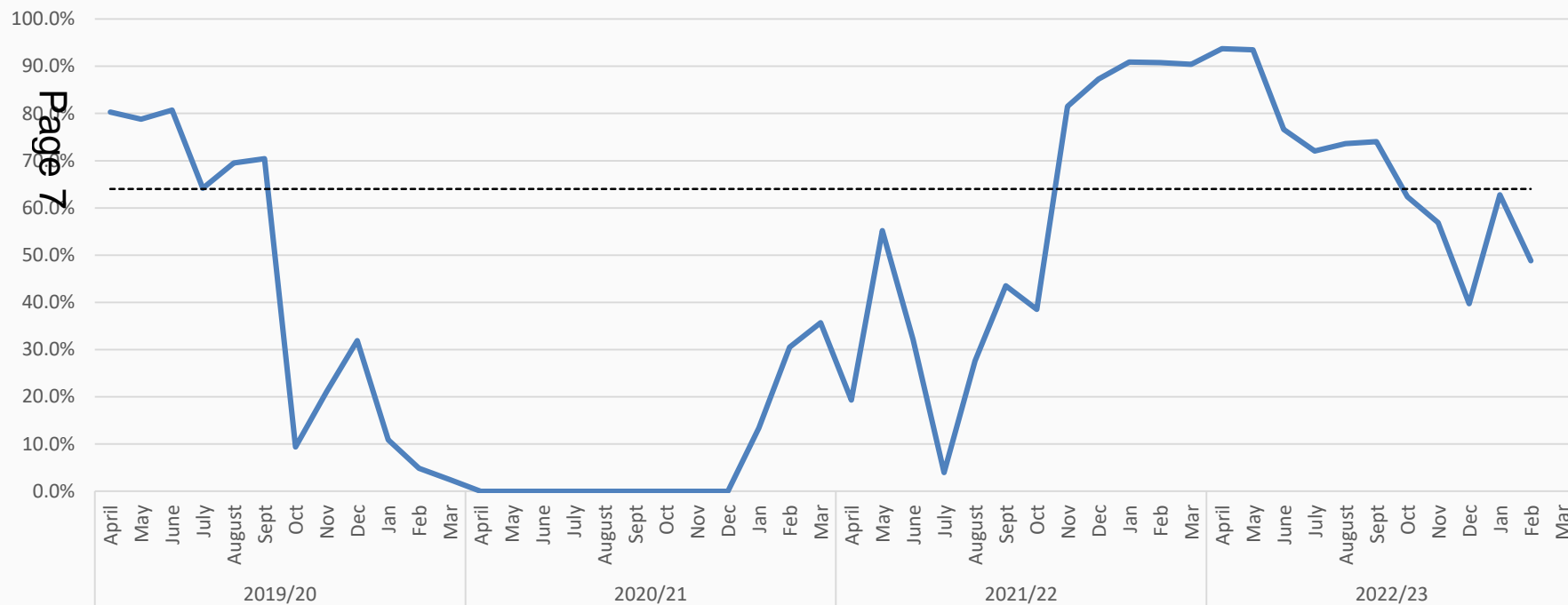




# Performance indicators

% of missed collections rectified within the 24 hours time frame

Missed collections rectified on time  
 (Higher is better)



# Performance indicators

Financial penalties are issued for failures to adhere to the agreed indicators.

RAG status determines the financial value of the penalty, up to £25,000 per month.

Waste team works with Serco to identify underperforming crews.

# Future service changes

Integration of waste and street cleansing services to allow for greater flexibility/reactivity

Larger monitoring team focused on both waste and street cleansing services

Updated technology providing more real time data to evidence collections (photos, GPS)

More intelligent technology for reporting and feeding back to customers on missed collections and other service requests.

# Thank you

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