

Environmental Services

LB Havering Overview & Scrutiny Meeting

Presented by Luke Young, David Porter & Paul Barry

Date 1st March 2018



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



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



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		



Who we work with

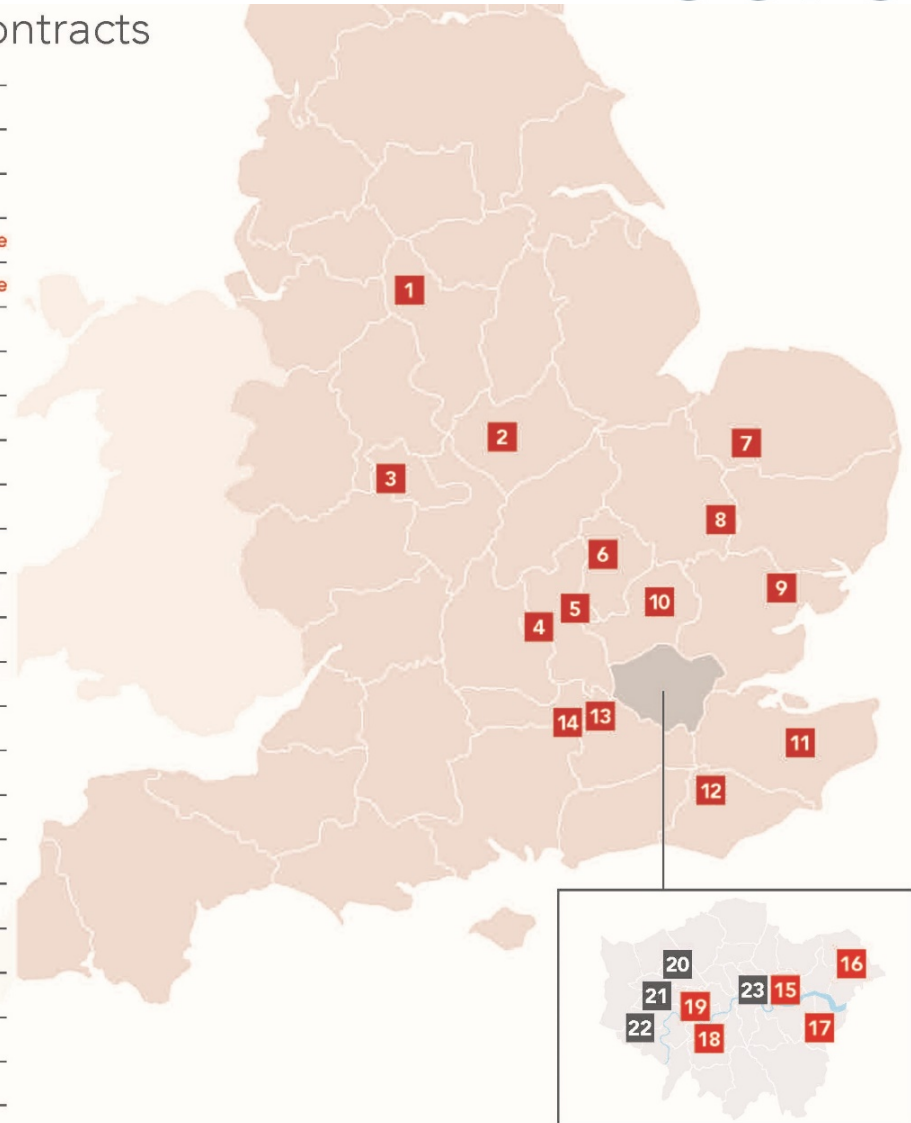


Serco Environmental Services

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



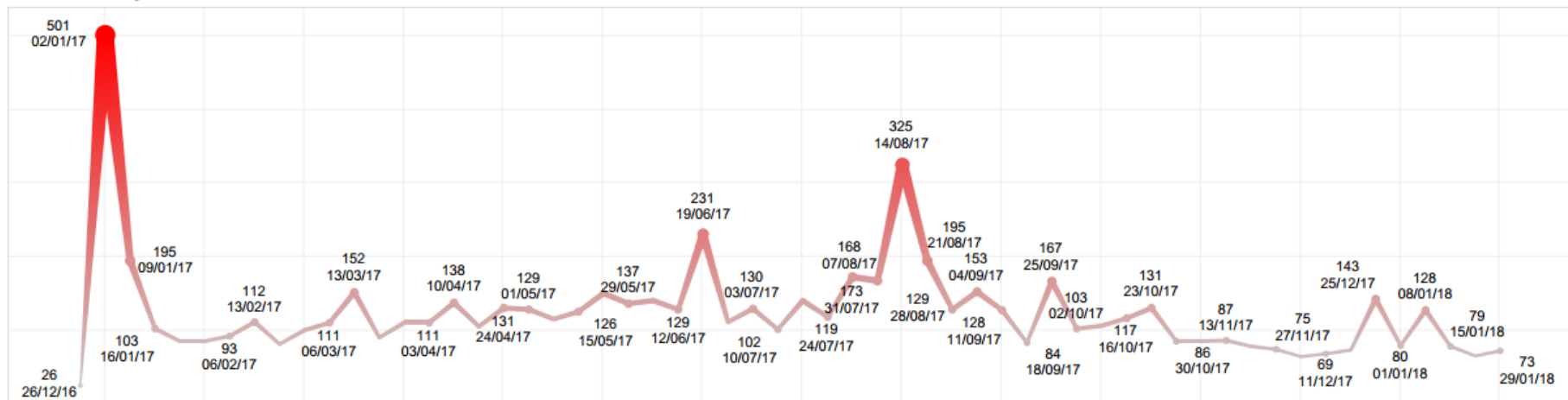
Serco in Havering

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

Total - weekly count



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

