

## Q1 2022/23 Update Report Contract Management Borough Economy Waste & Street Cleansing

<b>Contractor</b>	Serco Plc
<b>Contract Award Date</b>	15 <sup>th</sup> Nov 2010
<b>Contract Duration</b>	14 <sup>th</sup> October 2035
<b>Contract Value 2022/23</b>	£21m
<b>SMBC Contract Manager</b>	Alice Davey (Gary Charlton off sick) <a href="mailto:Alice1_Davey@sandwell.gov.uk">Alice1_Davey@sandwell.gov.uk</a>
<b>Serco Contract Manager</b>	Tony Marston <a href="mailto:tony.marston@serco.com">tony.marston@serco.com</a>
<b>Reporting Period</b>	April – June 2022
<b>Contract Mangt. System</b>	Not yet loaded on Intend module

### Introduction

The contract with Serco covers the following services:

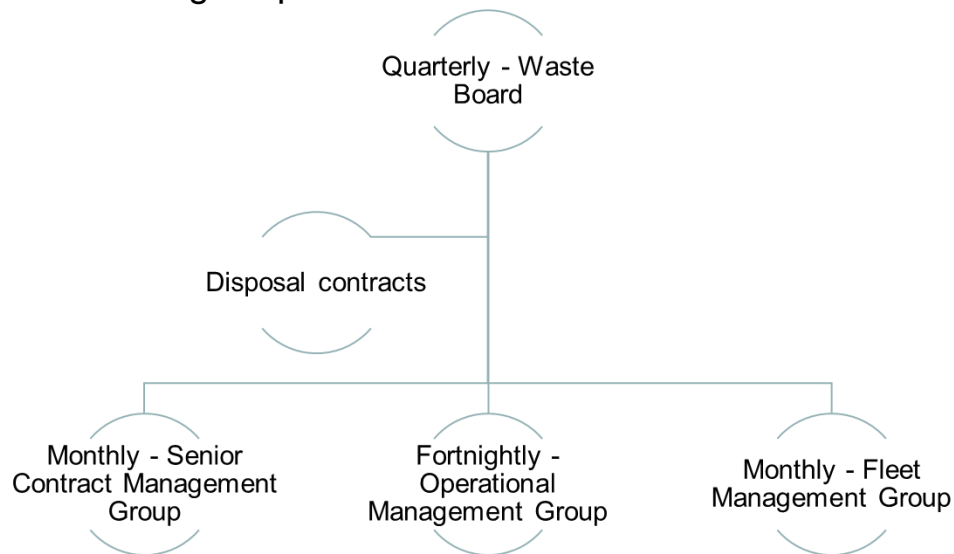
- Weekly residual waste kerbside collection for all households in Sandwell (121,000)
- Weekly recycling kerbside collection for all households in Sandwell
- Optional green waste collection service (fortnightly - seasonal)
- Optional food waste collection service (weekly)
- Household Recycling Centre management
- Other recycling offered including batteries
- Street cleansing including fly tip collection, annual cleansing including weed spraying and collection, leaf collection
- Fleet management and renewal - SMBC undertakes the fleet servicing through a contractual arrangement with Serco

## 1 Governance & Contract Management

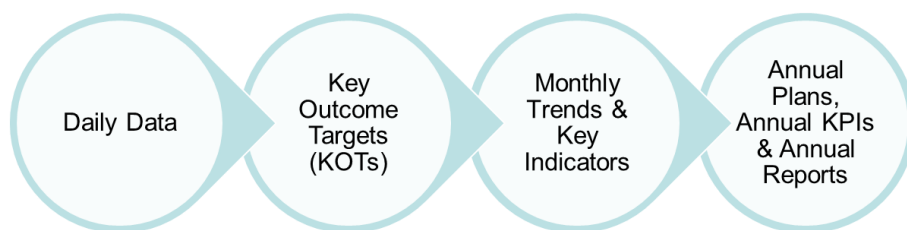
- 1.1 The contract has a set of regular meetings in place with standard agendas relating to the contractual requirements from key outcome targets (KOTs) to operational issues. These meetings are supported by regular cross channel communications between the SMB and Serco teams.



- 1.2 The following diagram sets out the governance in terms of regular contract meetings in place for this contract:



- 1.3 The contract contains the requirement for the provision of regular data from the contractor to be provided, there is also an associated requirement for SMBC to provide information to Serco, relating to Council priorities annually and fleet maintenance through a set of KPIs. The following diagram sets out the key data reporting in place for this contract:



- 1.4 In addition, there is an integration with the Council's My Sandwell reporting tool.

### Governance Performance – Q1 April to June 2022

Measure - Meetings	Performance	Comment
Waste Board	100%	
Senior Management	100%	



Operational	100%	
Fleet	100%	1 meeting late (May)

## 2 Contract Performance

- 2.1 Key outcome targets are discussed at an operational level and at the monthly senior management meetings. Serco has made significant improvements to the reporting of KOTs and KPIs in the previous 6-month period.

### June KOT Summary 2022 (note 1 months in arrears)

	Feb-22	Mar-22	Apr-22	May-22
KOT	Total points	Total points	Total points	Total points
Missed Bins - Residual	56	48	95	91
Missed Bins - MDR	34	281	97	95
Missed Bins - Green	0	22	31	50
Missed Bins - Food	0	20	512	777
Multiple Missed Collections - Residual	1215	1155	864	561
Multiple Missed Collections - MDR	840	903	717	486
Multiple Missed Collections - Green	36	138	171	192
Multiple Missed Collections - Food	0	825	3750	5964
Replacement of Receptacles	315	3410	65	0
FlyPosting	0	0	0	0
Animal Carcass	150	200	100	150
Fly Tipping	220	180	380	400

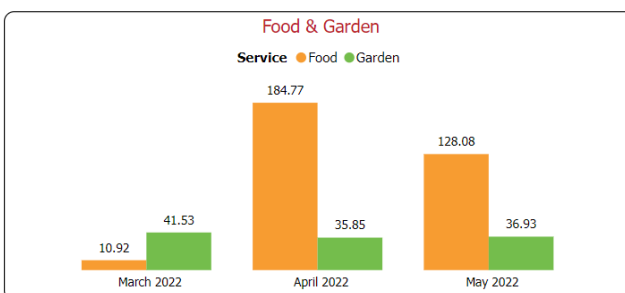
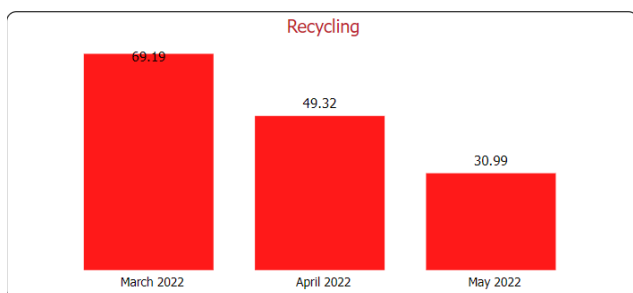
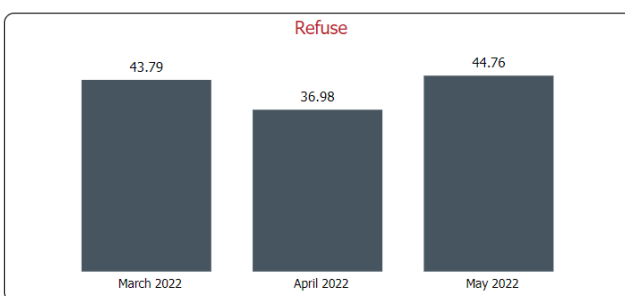
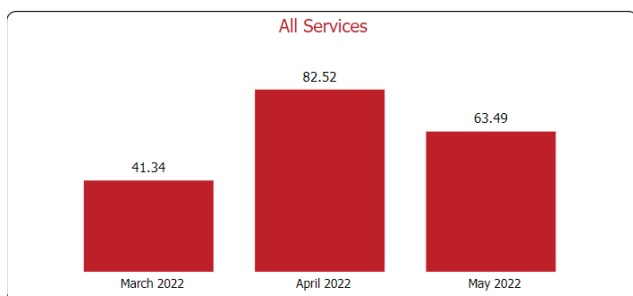


Litter Bin	0	0	50	0
Dog Bin	100	0	0	0
Dog Fouling	0	0	50	0
EPA Response Times	110	9795	16675	0
Complaints	0	0	680	200
<b>Total Points</b>	<b>3,776</b>	<b>18,030</b>	<b>24,437</b>	<b>9,423</b>
Allowance	4000	4000	4000	4000
Indexation 2019/2020	1.3598	1.3598	1.4727	1.4727
<b>Deduction</b>	<b>£45,928*</b>	<b>£19,077</b>	<b>£30,097</b>	<b>£7,986</b>
Status	Agreed	Agreed	Agreed	<i>Not yet agreed</i>

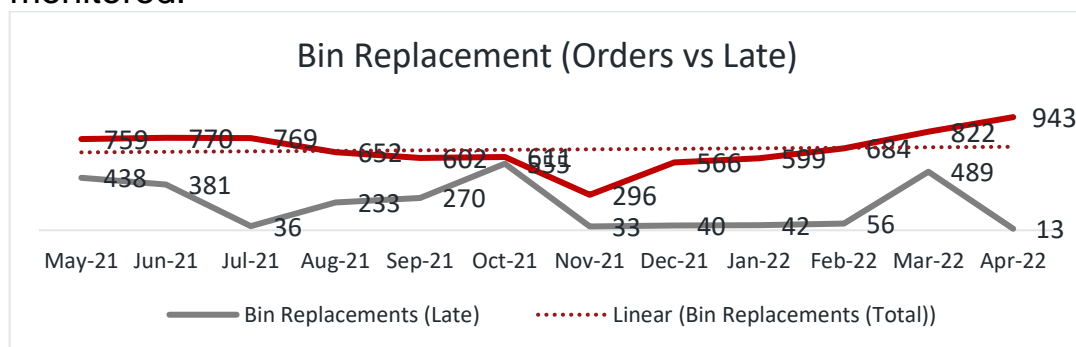
\* Performance reduction for the non-reporting of the Riddor accident. The following table provides missed bin data – the analysis of this has demonstrated that increases are due to increased missed food waste collections, which resulted in a Food Waste Scrutiny Session during June and proposals for solutions to be piloted.

## Missed Per 100,000

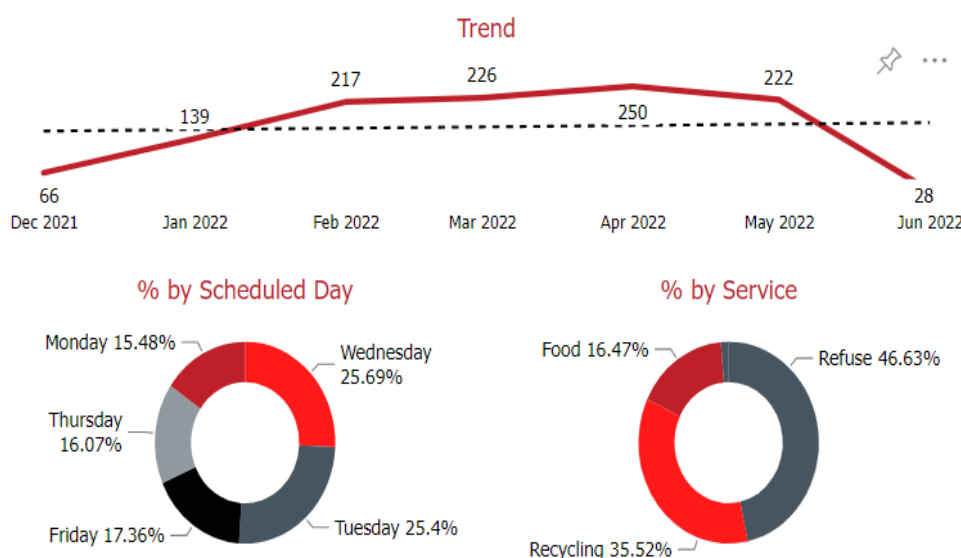
Last 12 Months



Bin Replacement Delivery against the contractual requirement is also monitored:



Key Performance Indicators are now being introduced for contract monitoring to provide a further focus to areas of concern, an example of this is missed assisted bin collections, an analysis of the top 5 addresses for missed assisted collections is also now provided:



2.2 Prior to January 2022 SMBC had not been pro-active in requesting the annual plans and schedules which are required within the contract, these plans are now being provided for review and adoption annually. Delivery against plans now forms part of the senior management consideration.

### Annual Plan Performance - Q1 April to June 2022

Plan Title	Provision	Delivery
Service Delivery Plan	Outstanding	N/A
Communication Plan	Signed off May	Behind



Education Plan	Draft June	N/A
Fleet Replacement	Signed off April	On track
Street Cleansing Plan	Redrafting Serco	

## Annual Schedules Performance – Q1 April to June 2022

Schedule Title	Provision	Delivery
Weed Spraying	Signed off May	On target
Leaf Collection	Due August	N/A

### 2.3 Health and Safety Performance

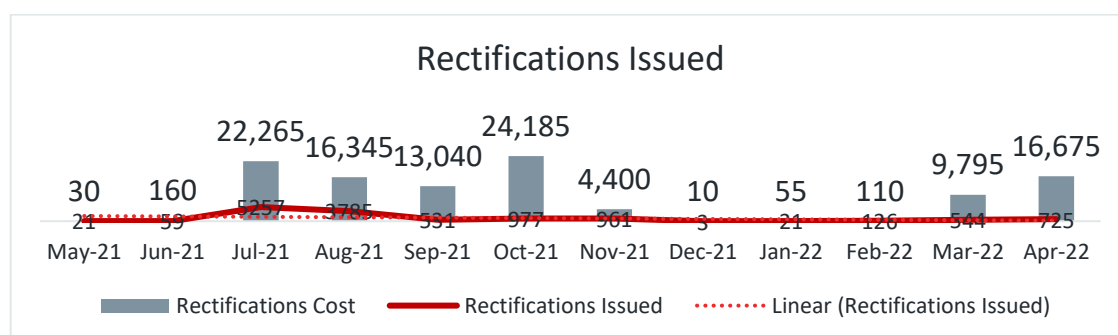
The trend analysis show that there are no current health and safety concerns with the contract in Q1.

Serco Safety Dashboard - 2022



### 2.4 Street Cleansing Performance

The key area of improvement is now Street Cleansing performance and monitoring. The team issues a significant number of rectifications relating to street cleansing:



### 3 SMBC Contract Monitoring & Penalties Issued

The SMBC team has well established systems in place for the monitoring of performance against the KOTs for this contract as evidenced in the defaults provided in 2.1 of this report.



## 4 HR

The contractor provides regular updates in relation to both staff vacancy levels and recruitment. There has been 1 issue of note that of the maternity cover for the Communication and Engagement post. It is not possible to default the contract for this, and this has affected the delivery of the plan against target. The post holder is due to return in July 2022. In terms of industrial relations

## 5 Stakeholder Management

A quarterly meeting is in place with Andrew Shnuriwsky the Serco Managing Director with responsibility for Environmental Services to enable any escalation of issues as required.

## 6 Improvement Focus

The current improvement focus is across 3 key work streams:

- Street cleansing improvements
  - Street cleansing draft plan in discussion phase
  - SMBC identifying location in 6 towns for storage of new “street hoover” type machines
  - Serco purchasing initial 3 “street hoovers” at £20,000 each
  - Gully work underway
- Data / reporting / systems
  - Contract management software research undertaken by SMBC
  - Contract management module for Intend procurement system being progressed for integrated contract support
  - Whitespace being improved by Serco to support crews uploading images
  - Whitespace integration to My Sandwell being reviewed by SMBC to consider upload of annual schedules such as weed spraying and clearance
  - Further KPIs being added to monthly reporting
  - Monthly scorecard being developed for Cabinet Member reporting
- Annual plans contractual compliance

## Example of Improvement Development

### Gully Cleansing

- SMBC funded survey 2021 through Kaarbontech
- Survey shared with Serco colleagues
- Serco appointed Kaarbontech to support gully cleansing





- Serco gully team addressing the cleaning of 6,329 gullies at 25% silt level or above (SMBC requesting number per week)
- Any training or equipment for Serco team being identified
- SMBC requesting further surveys booked and date to track
- KPIs being established in monthly monitoring board summary reporting and Serco Annual Report
- The schedule of gully works for 2022/23 by prioritisation of 6,329 gullies requiring cleaning either financial or calendar year
- The schedule of repairs for the 395 broken covers
- The schedule for the 723 gullies not accessible

Potential being discussed to put this onto SMBC website information if possible – possible details of the survey and then the progress against the 6,329 by ward.

SMBC would welcome an annual spring survey to demonstrate effectiveness of the regime and to guard against the risk that the service slips back to the poor performance previously experienced and evidenced by the survey that has been undertaken at the expense of SMBC.

Discussion in progress to establish the following KPIs to add to the reporting from the Kaarbontech system annually and monthly:

*Source:* Kaarbontech Survey (SMBC funded) 2021

- |  |                     |                      |
|--|---------------------|----------------------|
| • Total gullies in asset list                              | 40,925              | Annual               |
| • Silt level 0%      33,873                                | 83% of total assets | Annual               |
| • Silt level 25%    3,670                                  |                     | Annual               |
| • Silt level 50%    1,268                                  |                     | Annual               |
| • Silt level 75%    554                                    |                     | Annual               |
| • Silt level 100%   837                                    |                     | Annual               |
| • 2022/23 progress / ward 6,329 gullies requiring cleaning |                     | Monthly              |
| • The schedule of repairs for the 395 broken covers        |                     | Monthly              |
| • The schedule for survey of 723 gullies not accessible    |                     | Monthly (or one off) |

Key to this is understanding of the 6,329 being cleaned both progress and location – check with My Sandwell team accessing the system SMBC may be able to map those gullies that have been cleaned quarterly or monthly.





## 8. Background Papers

Monthly contract monitoring documents are available on request.

