

Governance Review Improvement Plan 2022

Elements Relating to the Terms of Reference of the Economy, Skills, Transport and Environment Scrutiny Board

Ref	Action	Responsible Lead	Delivery Date	Measure of Success	Commentary / Progress
S1.3.A	Waste Contract Refocused and strengthened contract management meetings in line with contract requirements: <ul style="list-style-type: none"> - Waste Board - Strategic Contract Meeting - Operational Contract Meeting <ul style="list-style-type: none"> o Fleet Replacement Focused Steering Group 	Director - Borough Economy	In place	Improvements in reporting of waste collection and street cleansing performance Quality assurance around delivery of services for waste and street cleansing Value for money assessed through benchmarking	In place and ongoing. Would expect to see improvements in reporting performance within six months (June 2022) Link to I22, I23, I24
S1.3.B	Waste Contract Review of the contract to refocus our communications and contract monitoring in areas of poor performance and to ensure the council receives the full provisions within the contract from Serco		March 2022	Improved performance in recycling rates	Commenced Link to I23
S1.3.C	Waste Contract Introduction of a more focused framework for contract monitoring		April 2022		Commenced Link to I23
S1.3.D	Waste Contract To undertake the appointment of a representative to review contractor records, and undertake site visits as required to further enable the		Commission exercise – March 2022		Commenced - An outline of the council's requirements has been drafted during December 2022

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	Council to monitor the performance of the contract within the market place		Completion – July 2022		
S1.3.E	Waste Contract Resolution of Industrial Relations issues		December 2021	GMB agree that issues addressed and stand down industrial action	Resolved end December 2021
I22	Waste Service The Council should prioritise corporate effort to ensure that the recovery plans are approved and appropriate senior management oversight is given to monitoring their effective delivery.				
S1.3.A	<i>Refocused and strengthened contract management meetings in line with contract requirements</i>				
I22.1	Waste and Recycling Recovery Plan – completion and implementation	Director - Borough Economy	June 2022	Approved by Waste Management Board Regular monitoring and reporting on progress to WMB Performance re: <ul style="list-style-type: none"> • Complaints • Enquiries to contact centre • Fly tipping clearance 	Commenced - Agreed plan in place
I22.2	Street Cleansing Recovery Plan – completion and implementation	Director - Borough Economy	June 2022	Approved by Waste Management Board Regular monitoring and reporting on progress to WMB Performance re: <ul style="list-style-type: none"> • Complaints 	Plan not yet received from Serco in December 2021 Date of next Waste Management Board is 27 th Jan 2022

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				<ul style="list-style-type: none"> Enquiries to contact centre Fly tipping clearance 	
I22.3	Include key contract performance measures in Corporate Performance Management Framework, as well as Performance re: <ul style="list-style-type: none"> Complaints Enquiries to contact centre Fly tipping clearance 	Director – Borough Economy	June 2022	Regular monitoring and reporting of progress	Link to S1.3.C & Link to S2.7
I22.4	Review of Waste Services and the Cleanliness and Appearance of the Borough by the Economy, Skills, Transport and Environment Scrutiny Board	Director - Borough Economy	The Waste Scrutiny Review to be reported to Cabinet in February 2022 Delivery of actions to be undertaken during the period from March to August 2022	Improved performance in street cleansing standards – reduced complaints Increased monitoring of the Waste & Street Cleansing Contract Reduced missed collections for waste and recycling Future Scrutiny review to confirm improvements embedded	Commenced - The review report has been drafted and circulated for consultation during December 2021
I23	Waste Service The Council should ensure robust contract management arrangements are in place, and review the Key Output Targets (KOTs) and work with Serco to ensure they are line with Council expectations and the data is available to allow effective monitoring of contract outcomes.				
S1.3.A	<i>Refocused and strengthened contract management meetings in line with contract requirements</i>				
S1.3.B	<i>Review of the contract to refocus our communications and contract monitoring in areas of poor</i>				

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	<i>performance and to ensure the council receives the full provisions within the contract from Serco</i>				
S1.3.C	<i>Introduction of a more focused framework for contract monitoring</i>				
I24	Waste Service The Council should ensure that the investments specified in the contract with Serco are made, such as a new vehicle fleet.				
S1.3.A	<i>Refocused and strengthened contract management meetings in line with contract requirements</i>				
I24.1	To manage the delayed Serco Fleet replacement programme in line with the requirements of the contract	Director - Borough Economy	By the proposed revised date of end January 2022	The delayed fleet replacement in line with the contractual requirements in terms of provision of vehicles	A list of replacement vehicles has been provided with delivery due during January 2022
S1.6	Develop and publish Regeneration Pipeline, including dates for delivery, and regularly report on progress	Director - Regeneration & Growth	March 2022	Comprehensive Regeneration Pipeline published to underpin significant regeneration and development in Sandwell in period 2022-2027.	Commenced