

**BOROUGH COUNCIL OF KING'S LYNN & WEST NORFOLK**

**ENVIRONMENT AND COMMUNITY PANEL**

**Minutes from the Meeting of the Environment and Community Panel held on  
Tuesday, 6th January, 2026 at 4.30 pm in the Council Chamber, Town Hall,  
Saturday Market Place, King's Lynn PE30 5DQ**

**PRESENT:** Councillors S Collop (Chair), T Barclay, D Heneghan,  
P Kunes (Vice - Chair) , B Long, and A Ware

**Present Under Standing Order 34:**

Councillors A Kemp, S Sandell, P Devulapalli (Teams) and A Moore

**Portfolio Holders**

Councillor M de Whalley, Climate Change and Biodiversity

Councillor J Rust, People and Communities

Councillor S Squire, Environment and Coastal

**Officers:**

Barry Brandford, Waste and Recycling Manager

Franco Murphy, Operations Director from Serco Waste

Charlotte Marriott, Corporate Governance Manager

**EC46: APOLOGIES FOR ABSENCE**

Apologies for absence were received from Councillor Colwell

**EC47: MINUTES**

**RESOLVED:** The Minutes from the previous meeting were agreed as a correct record and signed by the Chair.

**EC48: DECLARATIONS OF INTEREST**

There were no declarations of interest.

**EC49: URGENT BUSINESS**

There was none.

**EC50: MEMBERS PRESENT PURSUANT TO STANDING ORDER 34**

Councillor Kemp, Sandell, Devulapalli (Teams) and Moore were present under Standing Order 34.

EC51: **CHAIR'S CORRESPONDENCE (IF ANY)**

There was none.

EC52: **SERCO WASTE UPDATE**

[Click here to view the recording of the item on YouTube.](#)

Franco Murphy, the Operations Director from Serco Waste gave a presentation to the Panel, a copy which is attached.

The Chair thanked Officers for the presentation and invited comments and questions from the Panel.

Councillor Heneghan, Long, Devulapalli and Kemp thanked the Serco Team along with the Waste and Recycling Manager for all their hard work specifically during the recent bad weather.

Councillor Heneghan questioned if there were any targets for recycling and sought further clarification on issues Serco were having with recruitment and a male dominated workforce.

Franco Murphy, the Operations Director from Serco Waste explained Serco had tried to recruit females however been unsuccessful but provided assurance Serco had a Women in Waste Project which encouraged females to join their workforce.

Councillor Long commented on the progress of the contract with Serco since it had started and praised the Waste and Recycling Manager. He commented following Local Government Reorganisation the contract needed to be fought for to be kept.

In response to a question from the Chair, Councillor Collop on garden waste bins, the Waste and Recycling Manager clarified that the number of subscribers remains stable at around 29,800, with only a slight decrease over the winter. Franco Murphy, the Operations Director from Serco Waste added there was a reduction in tonnage in 2025 due to the dry summer.

In response to a question from Councillor Sandell under Standing Order 34, the Waste and Recycling Manager explained Serco doesn't provide the service to the Borough Council for deceased animal collection as the Open Spaces team within the Borough Council collect deceased animals on the roadside but there was a separate contract for the disposal of the animals.

Franco Murphy, the Operations Director from Serco Waste explained the improvement plan in further detail in response to Councillor Devulapalli questions under Standing Order 34. He outlined Serco was

reserved on the use of electric vehicles due to long journeys in rural areas. He referred to reductions in mileage and fuel usage.

Under Standing Order 34, Councillor Kemp welcomed the focus on health and wellbeing of Serco employees. She commented on the work Norfolk County Council were doing on lithium batteries not being put in the bin and questioned if the vehicles had messaging on for batteries to inform residents.

The Waste and Recycling Manager explained there was recycling messaging to inform residents. He reminded the Panel; Serco collects electrical items and batteries by residents putting them out separately to their bins. He confirmed this was communicated through social media. Franco Murphy, the Operations Director from Serco Waste confirmed they had their own messaging and communications.

Under Standing Order 34, Councillor Moore commented messaging would be more appropriate on resident's bins rather than Serco lorries.

The Waste and Recycling Manager confirmed messaging on lithium batteries could be included on the bin calendar which went out to all residents.

The Portfolio Holder, Councillor Squire thanked the Waste and Recycling Manager along with Franco Murphy, the Operations Director from Serco Waste and both their teams for performing above and beyond. She reminded Members the increase in cost of the bins was voted and agreed on by full Council and explained each collection calculated to approximately £3. She commented she was in conversations with surrounding Council's on a campaign on lithium batteries.

Councillor Long commented due to the increase in cost of garden waste bin, was the option to pay by direct debit and included with residents Council Tax Bill able to be offered to help residents struggling to pay and make the bins more affordable.

Under Standing Order 34, Councillor Devulapalli highlighted her concerns in where the recycling ends up and questioned if the Council was re-recycling our own waste.

The Waste and Recycling Manager confirmed there was traceability, and the waste remained in the UK except cardboard and paper and this went to other countries which manufactured goods needing packaging. He confirmed it was not commercially effective for the Council to re-recycle.

The Portfolio Holder, Councillor Squire in response to Councillor Long's comment confirmed paying for the garden waste bins by direct debit was being considered.

**RESOLVED:** The Panel noted the update.

EC53: **WHITE RIBBON CAMPAIGN ACCREDITATION - YEARLY PROGRESS REPORT**

[Click here to view the recording of this item on YouTube.](#)

The Corporate Governance Manager gave a presentation which supported the report.

The Chair thanked, the Corporate Governance Manager for the report and invited questions and comments from the Panel.

Councillor Heneghan commented the Labour Group were proud to put this motion forward and happy the Borough Council are accredited and all the work which had been done so far.

Councillor Ware questioned how success/failure was to be evaluated going forward.

The Corporate Governance Manager explained how the Council can work with local schools was being considered. She commented Schools were already teaching healthy relationships. She added the action plan had not yet been shaped but the four key principles from White Ribbon UK were to be implemented. She added working with other partnerships was key.

Under Standing Order 34, Councillor Kemp commented on the importance of the campaign and awareness had been increased. She questioned what work would be done with the College and local Schools.

*Councillor Barclay left the meeting at 5:34pm.*

The Corporate Governance Manager confirmed the College of West Anglia was White Ribbon accredited and have been in contact to work together. She commented the focus was education however working with schools was still being considered.

The Portfolio Holder, Councillor Rust thanked the Officers for all their work and commented on the importance of being accredited. She explained working with children was in progress.

**RESOLVED:** The Panel noted the report.

EC54: **CABINET REPORT - SAFEGUARDING POLICY REVIEW 2025**

[Click here to view the recording of this item on YouTube.](#)

The Corporate Governance Manager gave a presentation which supported the report.

The Chair thanked, the Corporate Governance Manager for the report and invited questions and comments from the Panel.

Under Standing Order 34, Councillor Kemp welcomed the report and the focus of safeguarding. She commented as Councillors, safeguarding was important to help vulnerable residents.

The Portfolio Holder, Councillor Rust welcomed member training on safeguarding and commented the importance of the factsheet for Councillors and the impact safeguarding has on Councillors.

**RESOLVED:** The Environment and Community Panel supported the following recommendations to Cabinet:

Cabinet Resolves:

Cabinet is recommended to resolve that:

1. Cabinet endorses and adopts the revised Safeguarding Policy.
2. Cabinet agrees that the Members' Code of Conduct is updated to include explicit safeguarding responsibilities.
3. Delegate authority to amend/update this policy to ensure it remains compliant with legislation to a member of the executive team in consultation with the relevant portfolio holder.

Recommendations to Full Council:

That Cabinet approves a recommendation to amend the Member Code of Conduct to include explicit reference to safeguarding responsibilities

EC55: **WORK PROGRAMME AND FORWARD DECISIONS LIST**

**RESOLVED:** The Panel's Work Programme was noted.

EC56: **DATE OF THE NEXT MEETING**

The next meeting of the Environment and Community Panel was scheduled to take place on 24<sup>th</sup> February 2026 at 4.30pm in the Council Chamber, Town Hall, Saturday Market Place, King's Lynn.

**The meeting closed at 5.49 pm**

# Kings Lynn Member's Briefing 2026

Norfolk Waste Partnership

6<sup>th</sup> January 2026 – Reporting Period 2025

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David Head – Interim Senior Contracts Manager East Region

Franco Murphy – Operations Director ES

# Norfolk Joint Waste Contract Overview

- Commenced April 2020 – Tri-District, Breckland, North Norfolk & Kings Lynn & West Norfolk Districts
- 9-year contract – employing up to 366 staff- (incl. seasonality) Kings Lynn just above 100(including Seasonal)
- Servicing circa. Approx 75,000 properties
- Services provided:
  - Refuse Collection
  - Recycling Collection
  - Commercial Waste Collection
  - Commercial Food Collection
  - Bulky Waste Collection
  - Clinical Waste Collection
  - Garden Waste Collection
  - Street Cleansing – Barrow beats, Mech Sweeping, Weed clearing & Litter Bin Emptying, Carnival Events, Dead Animal Collection, Graffiti & Fly-tipping incidents
  - Grounds Maintenance, small Arbs (Trees- BL & NN only)
  - Specific to KLWN DC – Domestic Food Collection – 2026 for remaining two districts
  - Customer Contact Centre – telephone support, Payment & bookings – all 3 districts

# Kings Lynn - Contract Overview

- 15 X Refuse/Recycling Rounds using 26T Podded RCV's,
- 1 X 15T RCV podded vehicle = 1, Operating 3 days.
- 5 X Garden Rounds using 26T straight bodied RCV.
- 2 X Commercial trade rounds using 1x26T and 1 x 18T vehicles
- 1 X trade recycling round collecting 2 days a week using std RCV 1 day and 15T the other.
- 1 x Bulky collection service
- 1 X Bin delivery service
- Clinical waste service is provided by Breckland depot

## • **Annual Tonnage Trends by waste stream -**

- Refuse including trade- (2024) 33020 (2025) 32932
- Recycling including trade recycling - (2024) 14353 (2025) 14002
- Food - (2024) 1641 (2025) 1722
- Garden - (2024) 11169 (2025) 9544

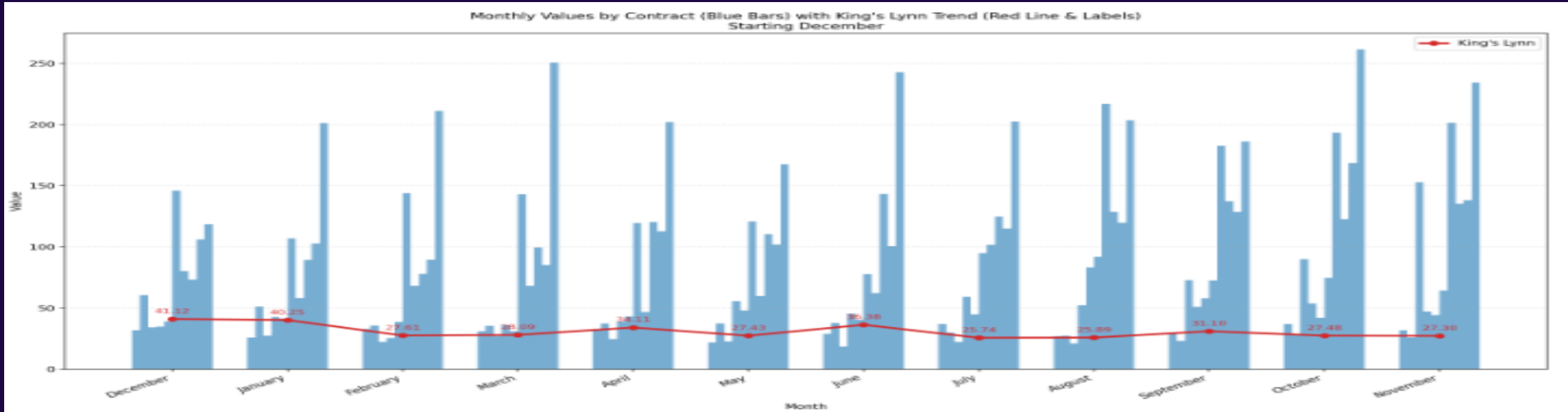


# Contract Performance

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# Kings Lynn Benchmark Data - Missed Bin per 100,000

	December	January	February	March	April	May	June	July	August	September	October	November	Month Average
<b>Contract</b>	32.00	26.00	33.00	31.00	33.00	22.00	29.00	37.00	27.00	30.00	37.00	32.00	30.75
<b>Kings Lynn</b>	41.12	40.25	27.61	28.09	34.11	27.43	36.38	25.74	25.89	31.10	27.48	27.30	31.04
<b>Contract</b>	60.48	51.14	35.75	35.44	37.51	37.53	37.96	30.04	27.36	23.32	28.78	26.08	35.95
<b>Contract</b>	34.19	27.52	22.39	27.10	24.81	22.82	18.49	22.43	21.12	72.78	90.10	152.93	44.72
<b>Contract</b>	34.90	42.70	25.54	36.14	39.02	55.67	45.60	59.27	52.35	51.11	53.85	47.30	45.29
<b>Contract</b>	39.12	41.48	38.64	31.16	43.23	48.13	40.32	44.87	83.26	58.02	42.17	44.16	46.21
<b>Contract</b>	146.00	107.00	144.00	143.00	119.51	120.88	77.71	94.98	91.89	72.73	74.85	64.44	104.75
<b>Contract</b>	80.22	58.24	68.23	68.23	46.82	59.95	62.24	101.63	216.97	182.71	193.33	201.51	111.67
<b>Contract</b>	73.29	89.50	77.98	99.55	120.33	110.36	143.23	124.87	128.60	137.46	122.62	135.14	113.58
<b>Contract</b>	106.07	102.88	89.56	85.17	112.75	101.92	100.61	115.13	119.74	128.67	168.50	138.26	114.11
<b>Contract</b>	118.50	201.25	211.25	250.75	202.00	167.50	242.75	202.50	203.50	186.25	261.50	234.25	206.83

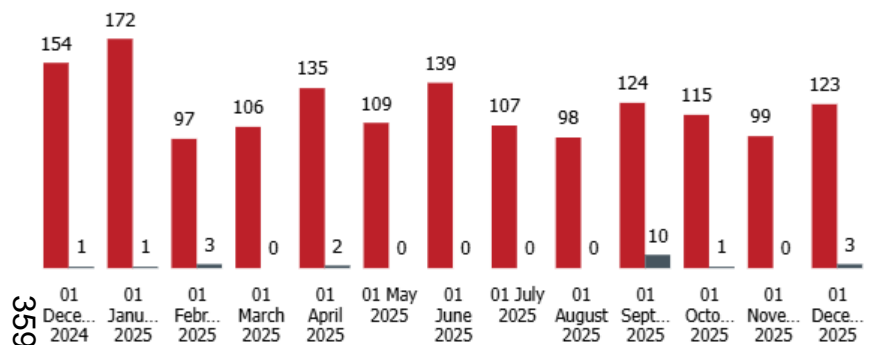


# KL - Performance Overview

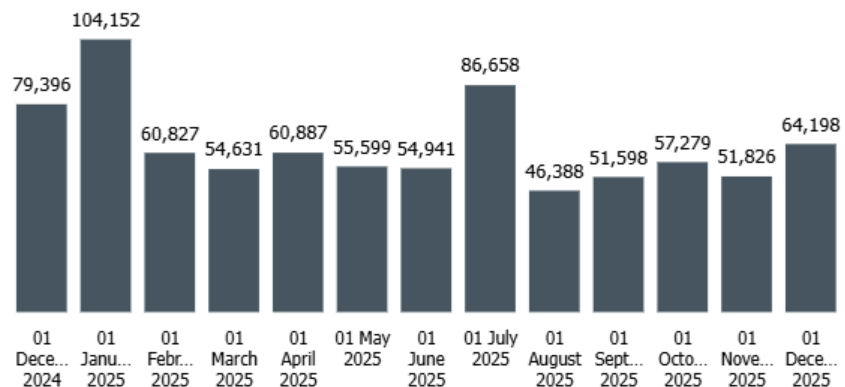
## Performance Overview

Missed Collections

● Missed Collections ● Repeat Misses

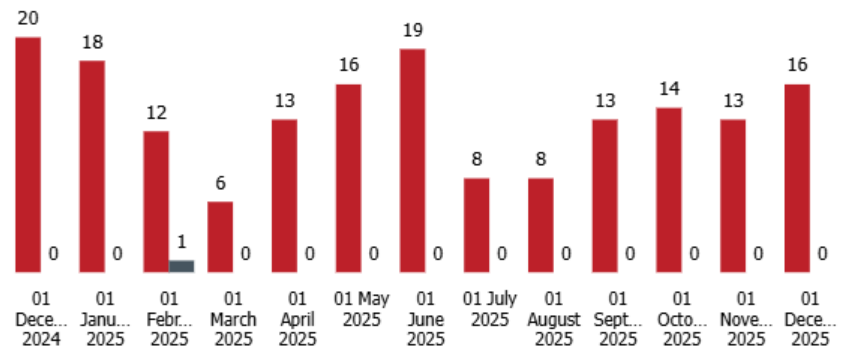


Exceptions Logged

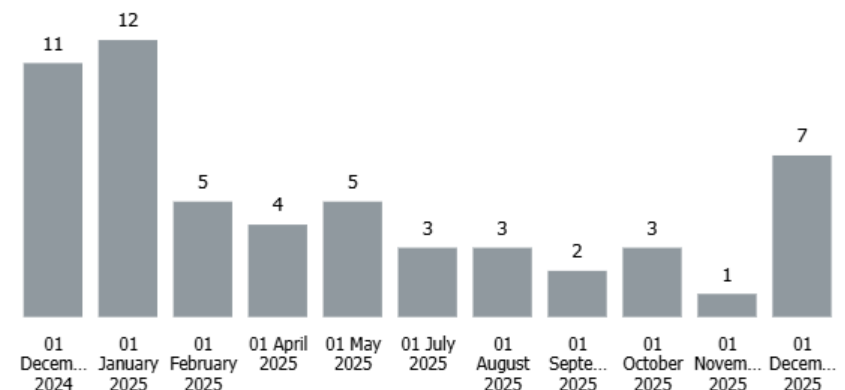


Missed Assisted Collections

● Assisted Misses ● Repeat Assisted Misses



Late Rectifications



## Summary

- 75k Domestic properties
- 30k Garden waste customers
- 72k Food waste customers
- Missed bins – Average of 119 per month.
- Missed bins per 100K = Average of 30 all streams
- Key performance issue discussed daily and formally confirmed in monthly meetings

# Complaints Data Kings Lynn

WorksheetSubject	Jan 25	Feb 25	Mar 25	Apr 25	May 25	Jun 25	Jul 25	Aug 25	Sep 25	Oct 25	Nov 25	Total
Complaint - Food								1	3	1	1	6
Complaint - Garden	4	3	5	4	2	3	2	5		4	6	38
Complaint - Recycling	12	4	7	7	9	10	6	7	5	8	5	80
Complaint - Refuse	17	16	18	10	8	10	9	14	10	16	10	138
Complaint - Serco Misc									1			1
Escalation Worksheet - Bin Delivery										1		1
Escalation Worksheet - Waste	2	3			2		1					8
<b>Total</b>	<b>35</b>	<b>26</b>	<b>30</b>	<b>21</b>	<b>21</b>	<b>23</b>	<b>18</b>	<b>27</b>	<b>19</b>	<b>31</b>	<b>25</b>	<b>276</b>

WorksheetSubject	Jan 25	Feb 25	Mar 25	Apr 25	May 25	Jun 25	Jul 25	Aug 25	Sep 25	Oct 25	Nov 25	Total
Complaint - Bin Delivery											1	1
Complaint - Damage										1	2	3
Complaint - Food								1	3	1	1	6
Complaint - Garden	4	3	5	4	2	3	2	5		4	6	38
Complaint - Recycling	12	4	7	7	9	10	6	7	5	8	5	80
Complaint - Refuse	17	16	18	10	8	10	9	14	10	16	10	138
Complaint - Serco Misc									1			1
Escalation Worksheet - Bin Delivery										1		1
<b>Total</b>	<b>35</b>	<b>26</b>	<b>30</b>	<b>21</b>	<b>21</b>	<b>23</b>	<b>18</b>	<b>27</b>	<b>19</b>	<b>31</b>	<b>25</b>	<b>276</b>

- Kings Lynn have had an average of 25 complaints per month since Jan 2025, all dealt with by the depot in a timely manner.
- Stability in service delivery with continued partnership working.

# Health Safety & Wellbeing Data

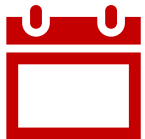
361

# ES EAST REGION - YTD OCT 2024/2025

\* Data correct as of 01/07/2025

## LOST TIME INCIDENTS

8



Lost Time Incidents in  
**2025** vs **5** in **2024**

2

**Kings Lynn**

1

Contract A

1

Contract B

4

Contract C

## Top 5 Lost Time Incident Types

362



6

**Slips & Trips**



1

**Contact by  
Moving Vehicle**



1

**Manual  
Handling**



0

**Fall**

**LTIFR**



**6.76**

2025

**VS**

**6.00**

2024



**1.22m**

Hours Worked in **2025**  
vs **1.13** in **2024**

## SIRS RATINGS

\* Employees only

**SIRS 1**

**2024 | 2025**

0

|

0

**SIRS 2**

**2024 | 2025**

0

|

0

**SIRS 3**

**2024 | 2025**

0

|

00

**SIRS 4**

**2024 | 2025**

00

|

00

## NEAR MISSES & SAFETY OBSERVATIONS



**16**

Near Misses reported in **2025**  
vs **22** in **2024**



**293**

Safety Observations reported  
in **2025** vs **255** in **2024**

## MAJOR INCIDENTS & RIDDORS



**0**

Major Incidents reported in  
**2025** vs **1** in **2024**



**2**

RIDDORS reported in  
**2025** vs **4** in **2024**

## TOP 2 PIAs



**23**

Slips & Trips PIAs reported in  
**2025** vs **21** in **2024**



**4**

Manual Handling PIAs reported  
in **2025** vs **8** in **2024**

## ZERO HARM ENGAGEMENT & WORKING DAYS LOST



**187**

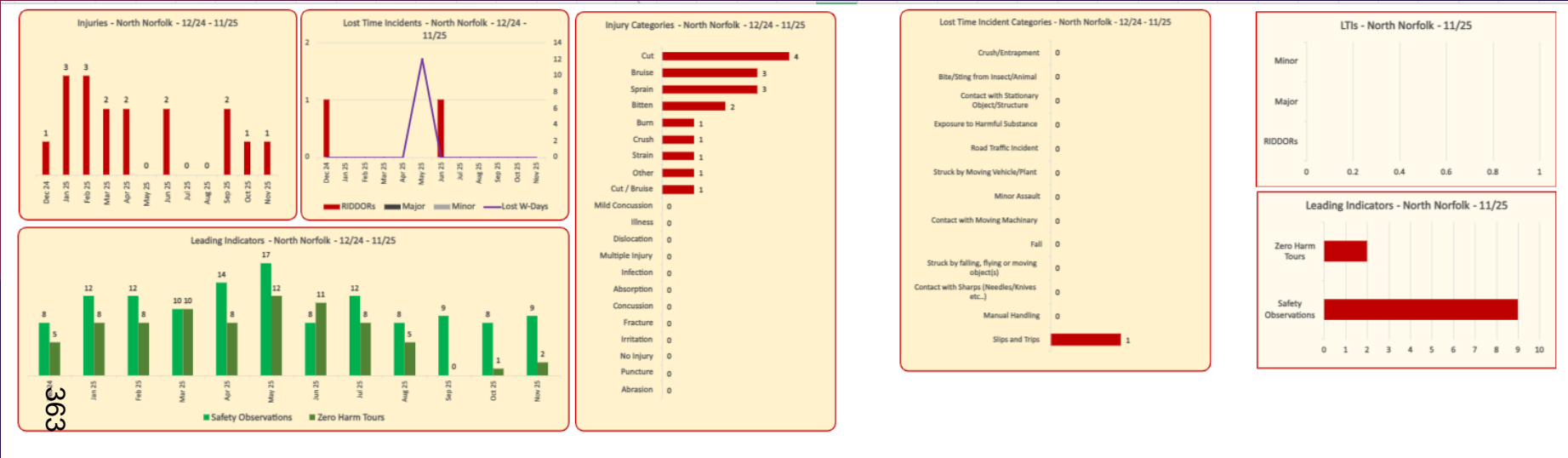
ZH Tours conducted in **2025**  
vs **167** in **2024**



**31**

Working Days Lost in **2025** vs  
**88** in **2024**

# Health Safety Data



- Summary for 2025  
We have increased the number of ZHT and safety observations.
- A significant improvement on lost working days.
- We have performed safety stand downs following health and safety events either on contract or within Serco ES.

	2023	2024	2025	2023	2024	2025	2023	2024	2025	2023	2024	2025	2023	2024	2025	2023	2024	2025	2023	2024	2025	2023	2024	2025	2023	2024	2025	2023	2024	2025	2023	2024	2025	2023	2024	2025	2023	2024	2025	2023	2024	2025
	Contract 1			Contract 2			Contract 3			Contract 4			Contract 5			Contract 6			Contract 7			Contract 8			Contract 9			Contract 10			Contract 11			Kings Lynn			Breckland			Aylsham		
Lost Time Incident	13	11	12	1	0	2	3	0	2	4	2	2	0	1	0	0	0	0	2	4	3	4	5	1	2	4	1	1	1	1	3	1		1	4	2	0	1	1	5	2	1
LTIFR	20.17	16.23	17.65	4.82	0	10.24	28.33	0	16.83	13.9	7.05	6.94	0	4.44	0	0	0	0	3.06	5.74	4.77	21.89	22.28	4.2	12.4	17.01	3.16	4.51	4.43	4.47	13.91	4.65	25.8	5.66	29.41	12.37	0	4.64	4.73	9.27	2.31	1.26
Working Lost Days	329	178	104	9	0	22	9	0	5	82	12	16	4	40	0	0	0	0	31	26	22	163	99	1	3	20	59	19	25	1	24	5	1	20	74	6	0	10	10	35	18	12
Major Injury Incidents	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	1	0	0	0	1	0	1	0	0	0		0	0	0	0	0	0	0	0	0	1	1	
Physical Assaults	2	0	0	1	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0	0	1	2	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Safety Observations	946	530	210	68	80	93	41	74	14	67	70	129	60	53	81	49	77	101	121	61	343	88	64	85	87	90	88	112	63	46	45	90	6	42	45	50	64	88	83	75	68	122
Zero Harm Engagement Tours	18	83	63	14	38	20	26	17	25	8	28	92	74	35	55	40	35	40	70	38	94	58	46	53	64	49	26	35	26	41	24	43	5	23	23	72	28	42	41	88	68	65

# Contract Wellbeing Initiatives – 2026

## Kings Lynn :-

- Health Kiosk - 1<sup>st</sup> Cycle - 13/05/2026 – 26/05/2026
  - Health Kiosk - 2<sup>nd</sup> Cycle - 23/10/2026 – 04/11/2026
  - Wellbeing Day - 28/10/2026
- 
- Health Kiosks – on site for 2 weeks – BMI, Weight, Heart Rate, Ratio %, - confidential & repeated to track progress
  - Mental Health Sppt. – Tough Enough to Care
  - Back in Action initiatives – Physio Appointments



# Social Value - Local Support

365

## Social Value Update:

1. Bobby Visit – Graham Miles driver of Tango 1, had a visit from Bobby who has autism, his Mum got in contact with us and asked if she could arrange a visit, he got a ride around the yard, went and tipped the lorry.
2. Brooklyn – Brooklyn has a lovely relationship with G2 (Matthew & Ricky), he pulls the bins out for them before they get there and one day wants to be a bin man, he came for a visit when he was younger and now speaks to the crew on every collection
3. Dog Rescue – Luke on bin deliveries came across a lost Husky whilst out delivering, without hesitation popped him in the cab and went on a mission to find the owners.





# Social Value Update:

4. Dylan/Wayne/Lady Falling – T3 Dylan and Wayne came across a lady who fell off her scooter, they assisted and made sure they took her back to the hotel she was staying at, her husband has passed away but she still wanted to travel to the coast as they loved it here.
5. Theo – Wayne See's Theo who's blind every Wednesday on Trade food, he comes out to hear the lorry, but isn't happy its only a little lorry now.
6. Wayne & Sandy – nomination colleague of the year in the local paper



# Future Contract Developments

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## Contract Challenges ahead:

- Impact of Local Government Review – Unitary plans – unknown currently
- Recruitment pressures – increased competition for HGV Drivers and Loaders – Introduction of Food Waste collections in neighbouring districts in 2026(Salaries, especially Drivers)
- Ageing Workforce – National shortage of HGV Drivers
- Challenges around Sustained Educational developments IE NVQ/Apprentices.
- Financial - Contract Extension 2029 – significant increased costs – Market Value
- Growth – Increase in new build properties – Downham Market, Kings Lynn, West Winch
- Market issue with Lithium Batteries

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Any Member ideas or initiatives for the 26 Annual Improvement Plan,  
please submit to: [davidhead1@serco.com](mailto:davidhead1@serco.com)

