

# Waste and Related Services Contract (Serco) Performance Management Report

Barry Brandford, Waste & Recycling Manager

Borough Council of  
King's Lynn &  
West Norfolk



# Background

The Contract involves three councils (Breckland DC, North Norfolk DC and Borough Council of King's Lynn and West Norfolk).

Serco were previously the service provider for Breckland DC

Services under this contract started in North Norfolk in April 2020 and for King's Lynn & West Norfolk and Breckland in April 2021

Covid19 impacted the mobilisation of the contract.

- Food waste could not be collected to prioritise Green and Black Bins
- Waste and Recycling amounts increased
- Staff availability reduced
- Not all systems and training could be fully deployed
- Data management and reporting delayed



# Contract Performance Standards

The contract in King's Lynn and West Norfolk's area collects each week

- 37,500 Black Bins
- 37,000 Green Bins
- 14,400 Brown Bins

The Contract has performance management framework

This has two parts relating to

- Contract Wide Standards
- Locally Derived Performance

The contract is self monitoring and Serco are responsible for collecting performance data and reporting it to the council.



# Contract Wide Standards

	Dec	Jan	Feb	Mar	April
Failure to gain ISO9001, ISO14001, ISO45001 or agreed equivalent accreditation within the relevant timescale and continuously maintain these accreditations thereafter	0	0	0	0	0
Failure to notify the Supervising and Authorised Officers of RIDDOR reportable incident	0	0	0	0	0
Unavailability of Contract Managers during the specified hours	0	0	0	0	0
Unavailability of Contract Manager(s) or Supervisory Staff to contact during urgent situations arising out of normal office hours	0	0	0	0	0
Failure to manage and maintain suitable and secure IT systems and paperless MIS and provide an auditable trail of the Services provided, and store and update at least, but not limited to, the information listed in Authorities' Requirements paragraphs 6.5.8 throughout the Contract Period.	0	0	0	0	0



# Contract Wide Standards

Unavailability or inaccessibility of the IT system and/or MIS:	Dec	Jan	Feb	Mar	April
Number of hours every Quarter	0	0	0	0	0
Number of hours per Contract Year	0	0	0	0	0
Failure to respond to information requests from the Supervising / Authorised Officers within the specified timescale within 3 working days	0	0	0	0	0
Failure to follow the Daily reporting procedures, associated timescales and/or provide the required information	0	0	0	0	0



# Performance Reporting Standards

Provision of Self Monitoring Reports	Dec	Jan	Feb	Mar	April
Failure to provide accurate Monthly Report	0	0	0	0	0
Failure to provide accurate Quarterly Report	0				0
Failure to provide accurate Annual Report					0



# Contract Wide Standards

Provision of Customer Care Centre & Performance	Dec	Jan	Feb	Mar	April
Failure to provide a fully functional Customer Care Centre (CCC) in accordance with the Authorities' Requirements	0	0	0	0	0
Failure to achieve the CCC performance standards	0	0	0	0	0
Failure to address complaints / referrals in accordance with the Authorities' Requirements	0	0	0	0	0



# Contract Wide Standards

Method Statements, Staff & Vehicles	Dec	Jan	Feb	Mar	April
Failure to update Method Statements at least annually and for each Service change agreed with the Supervising Officer and submit the updates for his/her Approval in accordance with the Authorities' Requirements.					0
Failure to ensure that all Staff, including supervisory Staff, are at all times properly attired and presentable in appropriately identifiable, functional, protective and smart clothing approved by the Supervising Officer, wear appropriate PPE and are issued with identity cards which have a photograph of the individual together with their name and Staff number (if applicable) indicated thereon	0	0	0	0	0
Failure to keep Plant employed in the performance of the Services in good and serviceable repair in accordance with the maintenance arrangements in the Annual Maintenance Plan.	0	0	0	0	0





# Contract Wide Standards

Ancillary Matters	Dec	Jan	Feb	Mar	April
Failure to keep Premises well maintained and in a clean and presentable manner. Monitored separately for each Depot.	0	0	0	0	0
Failure to prepare, agree and review the Exit Plan					N/A

# Locally Derived Performance

Waste Collections	Dec	Jan	Feb	Mar	April
Failure to adhere to the specified working hours applicable to each Service	0	0	0	0	0
Failure to leave re-usable Receptacles (after collection) at the location where they were placed for collection, minimise footway obstructions and loss or damage and with lids closed and secured after emptying (to cause justified complaint)	2	1	3	2	1
Failure to sweep up and remove any spilled material following delivery of Collection Services	0	0	0	0	0
Failure to leave communal collection points and collection locations of premises on Assisted Collections clean and free from Litter and spillage	0	0	0	0	0



# Locally Derived Performance

Waste Collections	Dec	Jan	Feb	Mar	April
Failure to record and report significant contamination and adhere to the relevant procedures	0	0	0	0	0
Where Contract Waste presented does not comply with the collection requirements due to reasons described in paragraphs 22.5.1.1 – 22.5.1.5 of the Authorities' Requirements, failure to place a pre-printed notice or sticker on Receptacles of the Customer informing them of the reason for non-collection.	0	0	0	0	0
Missed Collection – Residual Waste	48	37	10	24	16
Missed Collection – Dry Recyclables	25	34	10	18	17
Missed Collection – PAYT Residual or Garden Waste	0	0	0	0	0



# Locally Derived Performance

Waste Collections	Dec	Jan	Feb	Mar	April
Missed Collection – Food Waste	25	20	13	28	9
Missed Collection – Garden Waste	0	0	0	0	0
Missed Collection – Clinical Waste	0	0	0	0	0
Missed Collection – Bulky Waste	1	0	0	1	0



# Locally Derived Performance

Commercial Waste Collections	Dec	Jan	Feb	Mar	April
Missed Collection – Commercial Recyclables	5	0	5	2	4
Missed Collection – Commercial Waste	4	8	6	1	4

# Locally Derived Performance

Assisted Waste Collections	Dec	Jan	Feb	Mar	April
Missed Assisted Collections - Residual Waste	2	4	1	7	1
Missed Assisted Collections - Dry Recyclables	6	4	1	4	0
Missed Assisted Collections - Food Waste	0	0	0	0	0
Missed Assisted Collections - Clinical Waste	0	0	0	0	0

# Locally Derived Performance

Bin Delivery & Bulky Waste Collections	Dec	Jan	Feb	Mar	April
Failure to supply additional or replacement receptacles	36	36	0	0	0
Failure to offer Bulky Waste Collection Service to a household within ten Working Days of making a request	0	0	0	0	0

# Locally Derived Performance

Failure to monitor, empty (before becoming full) and clean Litter and dog waste bins, in accordance with the Authorities' Requirements	Dec	Jan	Feb	Mar	April
In Priority Zones 1, 5 and areas of coastal tourism. (Heacham to Burnham Market)	0	1	2	0	0
In Priority Zones 'Other' (Parish Litter Bins)	2	1	2	0	0





# **Missed Bins – contract definition**

**A Missed Collection shall be defined as non-collection from any individual household or Commercial Waste Customer premise of any of the following on the Scheduled Collection Day, if presented before 07:00 for collection on that day**

# **Missed Bins – contract definition**

**It is important to note that figures in the tables below are for all reports of missed bins but some do not meet the contract definition and will not be treated as missed and will be rejected**



# Missed bins 2022 Refuse (Black)

Missed collection by Type	January	February	March	April
Disputed Missed Bin – Refuse*	2	2	0	2
Missed Refuse Assisted Collection	7	4	14	8
Missed Refuse Collection	69	37	52	55
Missed Refuse Collection - Communal	2	0	5	2
Repeat Assisted Missed - Refuse	1	2	0	0
Repeat Missed - Refuse	2	1	0	0

\* Disputed missed collections double count the number of bins



# Missed bins 2022 Recycling (Green)

Missed collection by Type	January	February	March	April
Disputed Missed Bin – Recycling*	2	1	0	1
Missed Recycling Assisted Collection	6	4	10	6
Missed Recycling Collection	75	19	38	48
Missed Recycling Collection - Communal	4	0	2	0
Repeat Assisted Missed - Recycling	1	2	0	0

\* Disputed missed collections double count the number of bins



# Missed bins 2022 Garden (Brown)

Missed Collection by Type	January	February	March	April
Disputed Missed Bin – Garden*	2	3	2	0
Missed Garden Assisted Collection	8	7	14	10
Missed Garden Collection	45	31	78	21
Repeat Assisted Missed - Garden	0	1	2	0
Repeat Missed Garden	0	2	0	0

\* Disputed missed collections double count the number of bins



# Missed Bins 2022 Commercial

Missed collection by Type	January	February	March	April
Missed Trade Collection - Recycling	2	8	9	15
Missed Trade Collection - Refuse	10	12	12	15



# Missed Bins 2022 Food Caddies

Missed collection by Type	January	February	March	April
Missed Food Assisted Collection	0	0	0	2
Missed Food Collection	21	9	23	17



# Missed bins 2022 Rejected

Missed collection by Type	January	February	March	April
Refuse (Black Bin)	9	4	2	5
Recycling (Green Bin)	6	1	7	4
Garden Waste (Brown Bin)	11	2	7	3
Trade Bins (Refuse and Recycling)	5	2	8	8
Food Caddies	2	1	2	2





# Deeper Look at Missed Collections

Numbers of Performance Management Framework and Missed Bins accepted for collection are not the same.

The slides below examine the performance in terms of householder experience in February 2022 concentrating on Black Bin Collections

# Deeper Look at Missed Collections

- There are approximately 150,000 black bin collections in February
- The figures do double count some collections including Disputed Missed Collections
- Missed Collections involved 44 properties
- 40 collections were accepted as missed



# Deeper Look at Missed Collections

- The number of missed bins which needed to be rectified each working day is 2 on average
- 18 were collected on the same day as reported
- 32 passed the contract standard for rectification
- 8 Collections failed the standard for rectification
- 2 Collections failed the standard twice



# Contract Development

There are three areas which are considered important to the delivery of the contract package

Which are outstanding

- Small electrical and battery collections
- Bulky waste re-use
- Community Grants



# Background Documents

The following documents are background papers to this presentation

Waste and Related Services Contract Schedule 2 – Authority Requirements

Waste and Related Services Contract Schedule 4 – Performance Management Framework

