

COMMUNITIES OVERVIEW & SCRUTINY PANEL

MONDAY, 15TH FEBRUARY, 2021

At 6.15 pm

in the

VIRTUAL MEETING - ONLINE ACCESS, RBWM YOUTUBE

SUPPLEMENTARY AGENDA

PART I

<u>ITEM</u>	<u>SUBJECT</u>	<u>PAGE NO</u>
5.	<u>SERCO OPERATIONS UPDATE</u> To receive an operations update from SERCO.	3 - 10
6.	<u>DISTRICT ENFORCEMENT UPDATE</u> To receive an update on District Enforcement.	11 - 18

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Service Update

Royal Borough of Windsor & Maidenhead



Katy Bassett, Regional Director, South
Monday 15th February 2021

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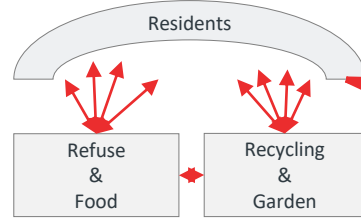
Agenda Item 5

Introductory Summary

- Roy Fulton has been appointed as your Contract Manager.
- We continue to focus on our daily service and the improvements necessary to meet the contractual obligations and expectations of residents.
- There has been a significant reduction in the number of missed collections and our service has stabilised.
- The latest phase of Covid-19, including over the Christmas period, did have an impact on the availability of frontline colleagues, although this is currently stable.
- Serco temporarily ran the waste element of the Council Customer Services, but this has now reverted back to the Council following the stabilisation of services.
- Work to integrate the Serco system and Council system is ongoing and a key milestone within our future plan.
- The design of the future model is progressing well and the planned go-live date in June 2021.

Our Current Service Structure

We are operating a stable six day service following the transition of circa 5,500 collections to a Saturday

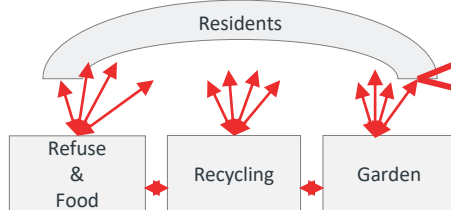


MONDAY, WEDNESDAY & THURSDAY

We continue to deploy 11 refuse & food and 11 recycling & garden crews. 2 of which are narrow access.

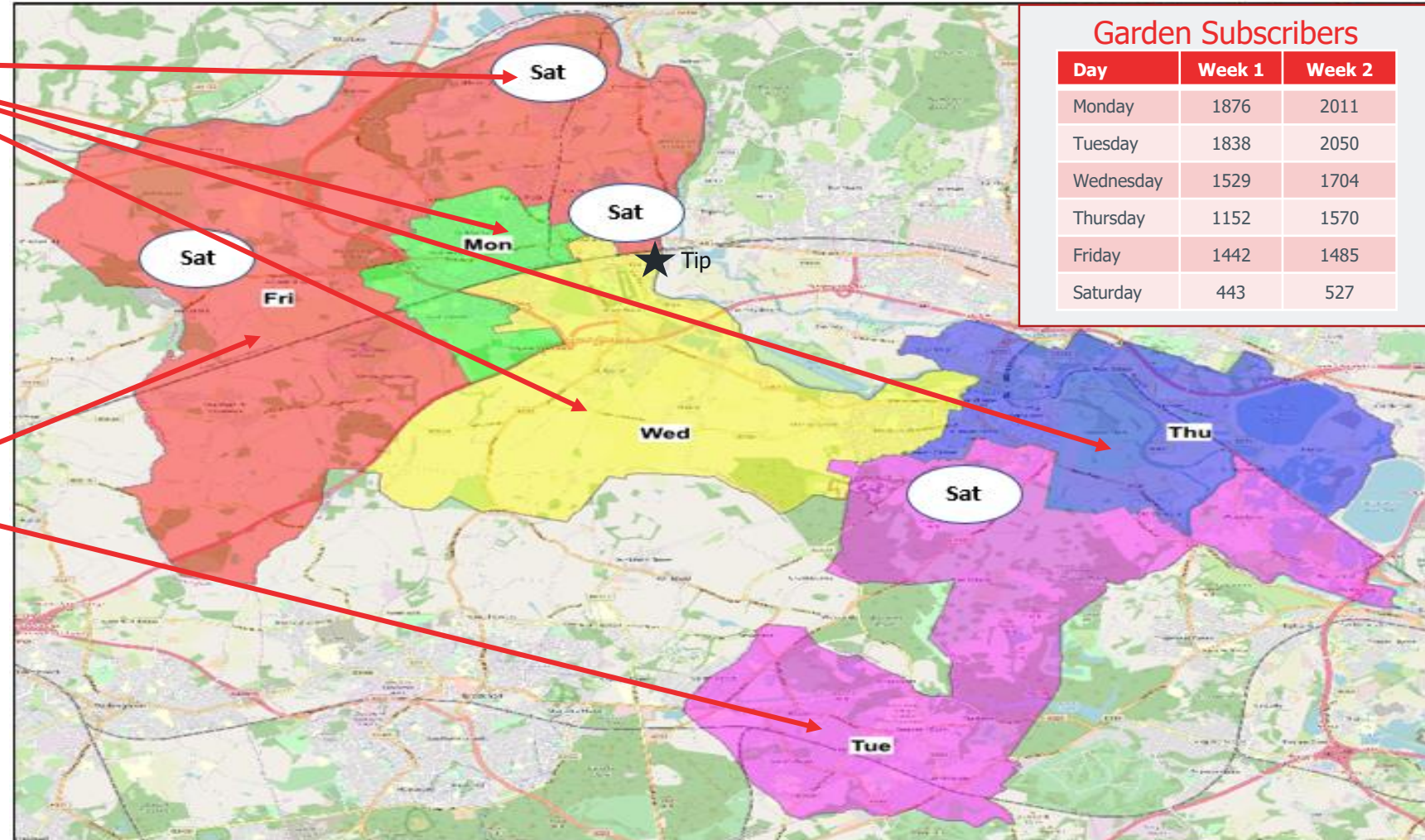
SATURDAY

We deploy 3 Refuse & Food and 3 Recycling & Garden Crews



TUESDAY & FRIDAY

We deploy 11 refuse & food crews, 9 recycling crews and 3 dedicated garden crews, to support the completion of work where garden tonnages are high.

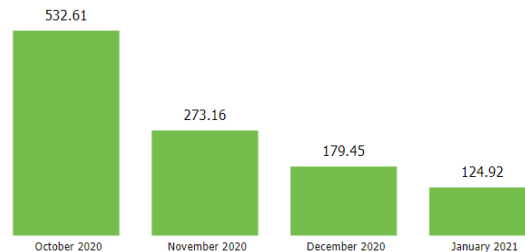
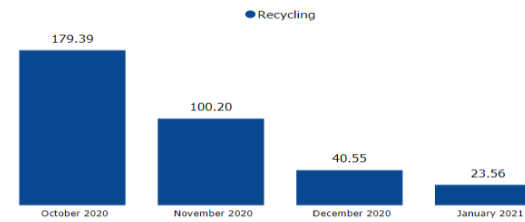
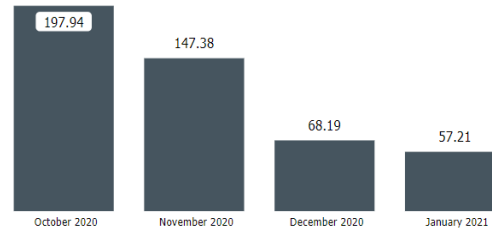
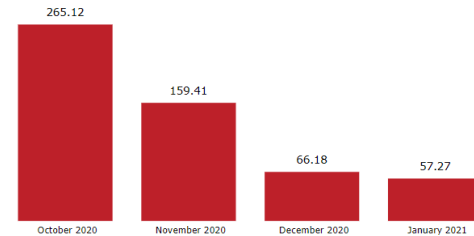
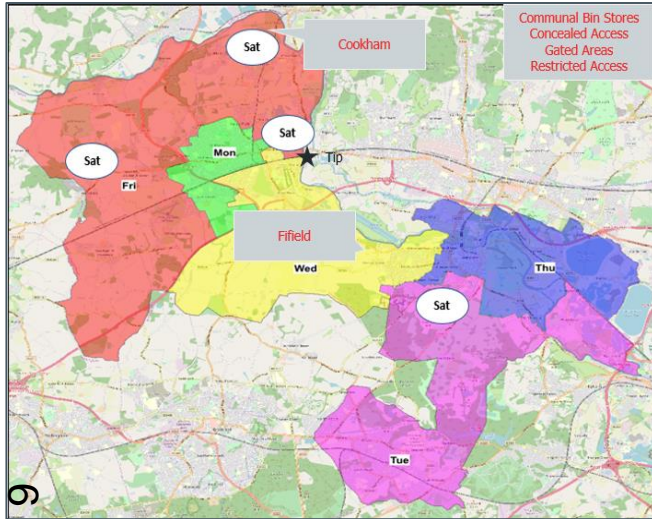


Garden Subscribers

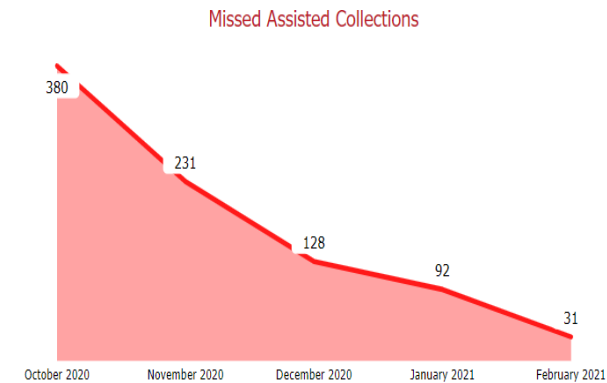
Day	Week 1	Week 2
Monday	1876	2011
Tuesday	1838	2050
Wednesday	1529	1704
Thursday	1152	1570
Friday	1442	1485
Saturday	443	527

Our Progress To Service Stabilisation

We continue to focus on improvements to our service, in particular, missed assisted collections



- Our KPI for missed collections is 60 missed bins per 100,000
- The missed assisted collections KPI is 0.



Complaints Log

- The complaints log was initially tactical, managing over 600 locations that had been experiencing collection issues.
- Today, we have 7 locations on the complaints log, subject to fluctuation.
- Our Waste Operations Team are responsible for this activity, liaising with the Area Supervisors to carry out site visits to minimise repeat collection issues.
- The complaints log will remain in place until the systems integration is complete.

Crew Performance

- Onboard devices were not fully utilised.
- Operations undertook a review of each round highlighting areas of concern.
- Training was developed and provided to Crews to improve device usage.
- Crew Performance Meetings identify collection issues and support Supervisor activities e.g. site visits.
- Ensure Sheets support best practice.
- We have onboarded several staff to strengthen our team.
- We are moving to a collective task and finish culture..

Service Operations

- Screens in the Depot display live information of round performance.
- Status Reports demonstrate to the Council daily performance.
- Our Covid-19 Business Continuity Plan is regularly reviewed with the Council.
- Covid-19 absences had an impact over Christmas (29%). Inclement weather caused disruption most recently.
- Access issues are highlighted on the onboard devices, reflected in our Status Report, and scheduled for recollection.

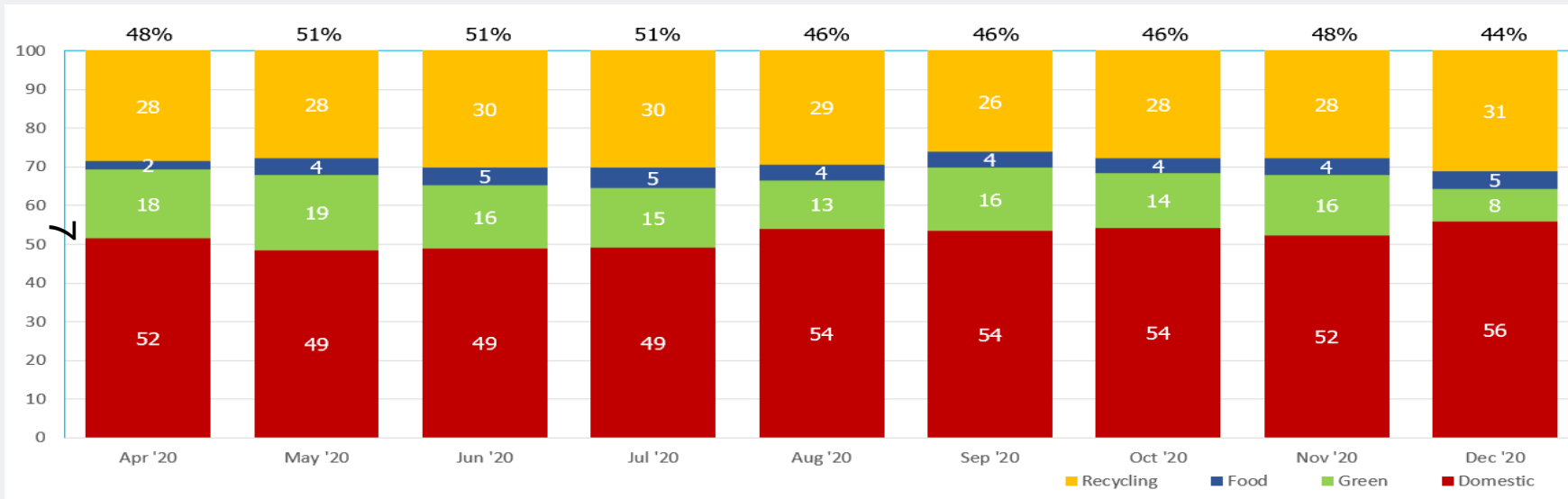
Zero Missed Assisted Collections

- We recognise that an immediate improvement must be made to the number of Missed Assisted Collections as these represent the most vulnerable residents in the Borough.
- Our management team are working with collection teams to reduce these by taking the following action:
 - Crews returning for their own missed collections.
 - The use of Ensure Sheets.
 - Training and performance management.

Waste and Environment

The Royal Borough of Windsor & Maidenhead recycled 46.85% of waste in 2019/20

- The Resources and Waste Strategy outlines Government intentions to legislate further and introduce new statutory responsibilities regarding waste collection and disposal. This includes the requirement to have recycling rates of 55% by 2025, and 65% by 2035.



- The temporary implementation of an alternate weekly collection service in 2020, improved recycling rates to 51%.
- Following the reversion to a weekly collection service, recycling rates have reduced and in December was 44%.

Food Waste Campaign

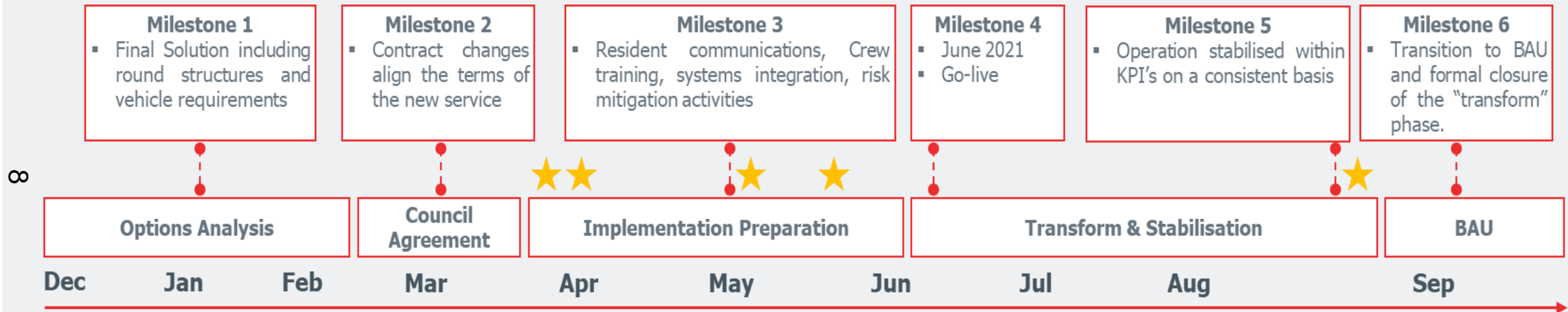
- Several Council Customers are planning for the implementation of a food waste service, and reductions in the frequency of refuse collections to encourage recycling. When considering the adoption of this new type of collection service, we work closely with Councils to forecast tonnages and the associated increases in recycling rates.
- The expectations of Councils for the introduction of a new food waste service are to increase recycling rates by at least 10%. The Borough currently has levels of 4-5%. This presents an opportunity for the Borough to significantly improve the recycling levels of this waste stream and to move further towards meeting the targets in the Government Resources and Waste Strategy.

Our Enduring Solution Design

We are making good progress with regards to the enduring solution and implementation timetable

Implementation Plan

- Project team consisting of members from both Serco and the council.
- Weekly meetings scheduled from February 2021 to go-live.
- Sub groups for comms, routeing, system integration and whitespace data.



Risk Mitigation

- A formalised governance process is in place and includes a series of technical reviews with the Council.
- A workforce engagement plan has been designed and includes Trade Union relations and a clear approach to training to ensure that Crews understand their new routes and locations (particularly those with concealed access).
- The stabilisation period is between June – August.
- We will create a shared communications plan to include website update, social media campaigns and community briefings.

Service Update

Royal Borough of Windsor & Maidenhead

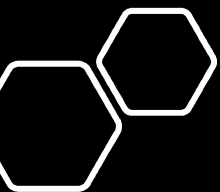


Thank You
&
Questions

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Communities Overview and Scrutiny Committee 15 February 2021

Environmental Crime Enforcement
Pilot Contract Update
October 2020 to January 2021



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**DISTRICT
ENFORCEMENT**



THE ENVIRO-CRIME SPECIALISTS

Agenda Item 6

Pilot Contract Brief and Requirements

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- The Council's environmental enforcement activity has been relatively low compared to other councils nationally and there has been an aspiration of both elected members who receive requests from their constituents and officers who work in environmental services to increase activity, in order to reduce anti-social behaviour and criminal acts through the introduction of a high profile and pro-active service.
 - District Enforcement were identified as a suitable contractor through which to deliver the pilot and commenced work on 5th October 2020.
 - District Enforcement would spend 75% of their patrolling resource time working on offences that are subject to FPN's. namely littering, vehicle littering, dog fouling and public space protection orders (PSPOs).
 - The remaining 25% of their patrolling resource will reactively enforce against fly-posting, graffiti, A-boards, licence infringements (skips and scaffolding, tables and chairs) and obstructions on the highway.
 - In addition, their specialist team will enforce against the following waste offences: fly-tipping, business duty of care, residential duty of care, commercial waste and domestic waste.

Enforcement

Activity

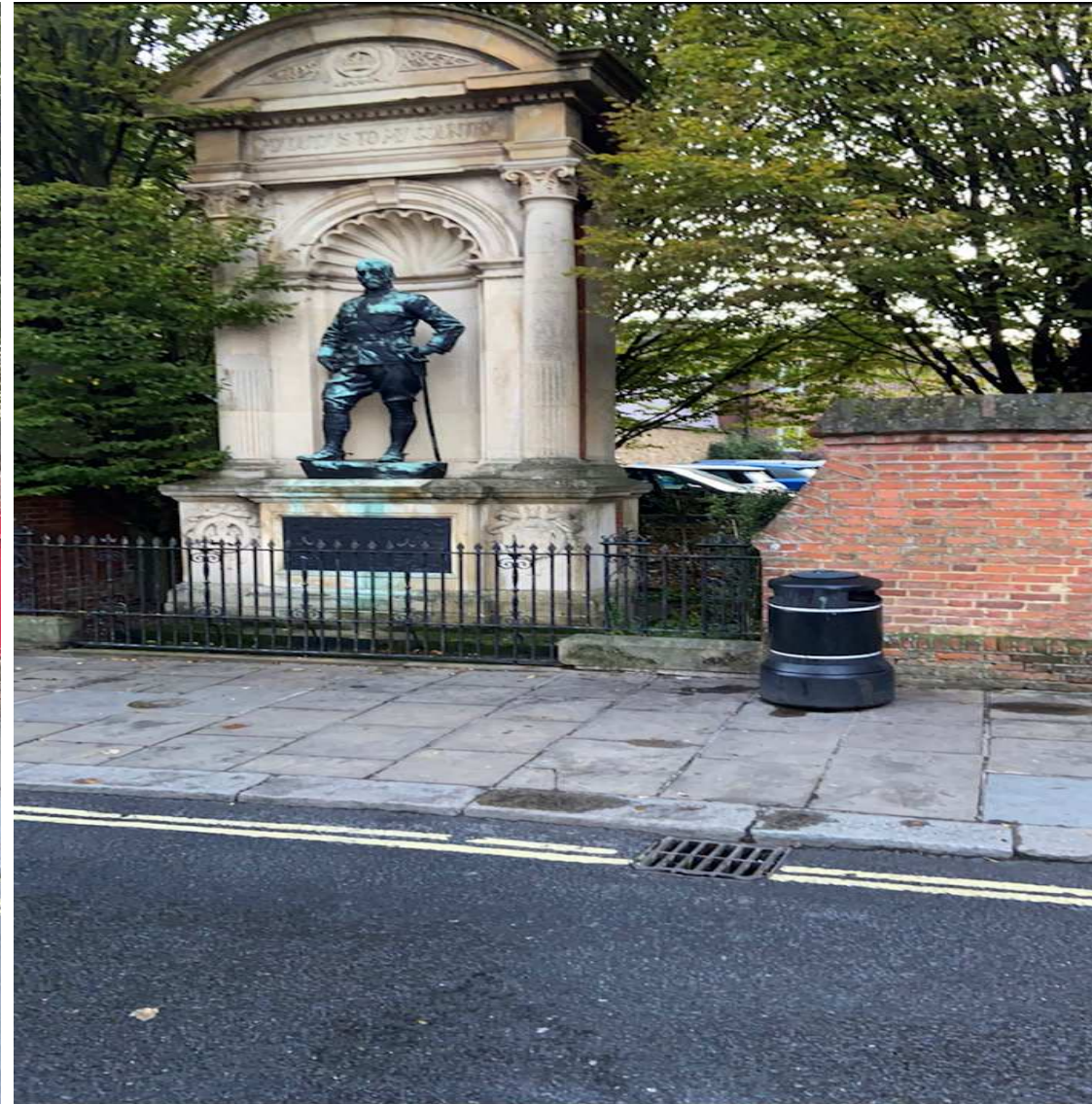
Quarter 1 (5th October – 31st December 2020)

- Each Officer patrols an average of 40 hours per week, covering Monday - Saturday.
- Total Fixed Penalty Notices (FPN) Issued: 1309
 - 1185 littering offences
 - 63 duty of care offences
 - 58 fly-tipping/littering (Business and Domestic waste)
 - 3 PSPO dog fouling
 - 83 FPNs written off or cancelled
 - 188 formal representations received seeking a review of FPNs issued
- Number of FPNs paid 927 (71%)
- Circa 100 non-payments for Quarter 1 are in the process of progressing to court for prosecution.
- Complaints 19

Extra services hours

- Hours worked on Fly-tipping and business inspections from the start of the contract: Investigation and patrol hours – total 364
- Admin hours – total 130
- 29 Fly-tipping complaints received from RBWM and the public:
- 114 investigated

Example of behaviour change:



FPNs issued by area:

ISSUED BY WARD	
Ward	Ward Count
Ascot & Sunninghill	<u>17</u>
Belmont	<u>11</u>
Bisham & Cookham	<u>14</u>
Boyn Hill	<u>1</u>
Bray	<u>2</u>
Clewer & Dedworth East	<u>55</u>
Clewer & Dedworth West	<u>65</u>
Clewer East	<u>19</u>
Cox Green	<u>1</u>
Datchet, Horton & Wraysbury	<u>28</u>
Eton & Castle	<u>555</u>
Furze Platt	<u>74</u>
Hurley & Walthams	<u>4</u>
Old Windsor	<u>18</u>
Oldfield	<u>6</u>
Pinkneys Green	<u>12</u>
Riverside	<u>39</u>
St Marys	<u>378</u>
Sunningdale & Cheapside	<u>16</u>

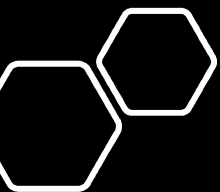
Reflection

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Re-focus

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- Adverse Publicity awareness
 - Training constantly
 - Body-worn cameras operating
 - Scripting consistency
 - Street scene improvement
 - Using the current model to inform the future

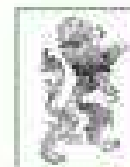
- More positive image
- Education – 500 stubbi pouches
- Behavioural change is key
- Cleaner Borough
- Responsible citizenship
- Future service modeling



Thank you and Questions



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