

OVERVIEW AND SCRUTINY COMMITTEE 29 JUNE 2022

Report title: Recycling, Waste Collection and Street Cleansing Contract Performance Update

Wards: All

Portfolio: Cabinet Member for Sustainable Lambeth and Clean Air: Councillor Rezina Chowdhury

Report Authorised by: Venetia Reid-Baptiste: Interim Strategic Director for Resident Services

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REPORT SUMMARY

This report outlines the scope of the Recycling, Waste Collection and Street Cleansing Contract which commenced in October 2021, with associated data on how the contract is performing to date against the contractual Key Performance Indicators (KPIs).

FINANCE SUMMARY

The new Recycling, Waste Collection and Street Cleansing Contract has a total value of £118.7m over the six years of the contract, amounting to an average of £19.8m per annum. This is funded from a mixture of General Fund (GF) and Housing Revenue Account (HRA) as well as agreed capital. The maximum total cost of the contract across the maximum 14 years is approximately £277m.

The contract includes a number of KPIs that levy financial penalties should service failure occur, exceed the contracted threshold or where remedial action has not taken place within the specified Service Level Agreement (SLA). Since the start of the contract, £21,192.81 of default charges have been incurred.

RECOMMENDATIONS

1. To review and comment on the contents of this report and associated appendices.

REASONS FOR EXEMPTION FROM DISCLOSURE

The accompanying part II appendices is exempt from disclosure by virtue of the following Paragraphs of schedule 12A to the Local Government Act 1972:

3. Information relating to the financial or business affairs of a particular person (including the authority holding that information).

1. CONTEXT

- 1.1 In October 2021 Lambeth entered into a contract with Serco to deliver the new Recycling, Waste Collection and Street Cleansing Contract for a period of six years with the option to extend up to a further eight years. The contract is now more closely aligned to the Authority's Waste Strategy, working towards an agreed recycling performance target each year. Key contract benefits include achieving a saving to the Authority of over £1m per year, ceasing the use of glyphosate for weeding and having increased social value through targeted local employment and apprenticeship opportunities.
- 1.2 The contract has an expanded scope from the previous model, now including the provision of external cleaning on Lambeth Housing estates and graffiti and fly-posting removal, with a total workforce of around 400 members of staff.
- 1.3 Unlike the previous contract, the new specification for street cleansing is output-based, whereby the requirement is for the contractor to ensure the cleanliness of applicable areas do not fall below an acceptable standard of a Grade B (in accordance with the Code of Practice for Litter and Refuse). In the case that a street's cleanliness is reported to be below what is deemed as acceptable, the contractor has a contractual SLA in which they are required to return to the affected area to take remedial action and restore the standard back up to a grade A.
- 1.4 Serco work to an 'Intelligent Cleansing' approach. This enables cleansing schedules to continuously evolve over time to meet the demands of services and needs of individual areas. Minimum frequencies have been applied to specific land types, supplemented by additional mechanical and manual cleansing where there is a need. On a quarterly basis data gathered through cleansing complaints, street inspections and monitoring will be reviewed to inform any changes required to the schedule. Each road in Lambeth is cleaned a minimum of once per week, which coincides with the scheduled refuse collection day and is coordinated to take place after the collections.
- 1.5 Additional cleansing commitments within this contract include ensuring town centres are cleaned daily before 8am, all other shop fronts outside of town centres are cleaned before 9am, and litter bins do not exceed 85% full. Once reported, this will trigger a rectification notice for remedial action. Failing to remedy within the contractual SLA will incur a default and financial penalty in accordance with the contractual KPIs.
- 1.6 The graffiti service has significant differences compared with how the in-house model operated. The benefits include faster removal of small-scale graffiti, such as that on street furniture which can be removed by town centre cleaners as and when identified. The scope of the contract also enables graffiti within BID areas to be cleaned, subject to authorisation by the BID at no additional cost to the Authority.
- 1.7 Waste and recycling collections take place from all domestic properties at a minimum frequency of once per week for each applicable waste stream. This contract sees the expansion of core collection services to include Waste Electrical and Electronic Equipment (WEEE) and batteries which has recently been launched to kerbside properties, communal food waste collections, which is currently offered to 3300 communal properties and will be implemented across all communal properties in phases during the first term of the contract, with the first phase of an additional 3000 properties being rolled out by October this year.
- 1.8 Lambeth currently has around 21% of the commercial waste market share across the borough, with the majority of customers residing within town centre areas. Each town centre operates a timed collection service, restricting waste presentation to two permitted slots per day. These time

periods also apply to flats above shops within the timed collection zone. As part of the new contract, Serco are now providing an afternoon recycling service in town centres, in addition to the existing collection in the morning.

- 1.9 Details of timed waste collections can be found here: <https://beta.lambeth.gov.uk/rubbish-and-recycling/timed-rubbish-and-recycling-collections>
- 1.10 Estate cleaning is delivered to all external hardstanding areas within the boundary of land managed by Lambeth Housing. The service includes litter and detritus removal, weed and moss removal, gully cleaning and bin chamber cleaning. One of the key benefits of bringing estate cleaning and waste collections under the same contract is the coordination of services to enable waste collection, bulky waste and fly-tips to be removed simultaneously, whilst leaving the area clean, tidy and free of litter. The service is currently undergoing a reschedule exercise ready for the launch of three new RCVs this autumn, of which will provide the additional capacity required to fully implement this. Estate cleaning is output based in accordance with Serco's 'intelligent Cleansing;' approach. Similar to street cleaning, on a quarterly basis data including complaint information and inspections will be reviewed and used to inform any necessary changes to schedules.

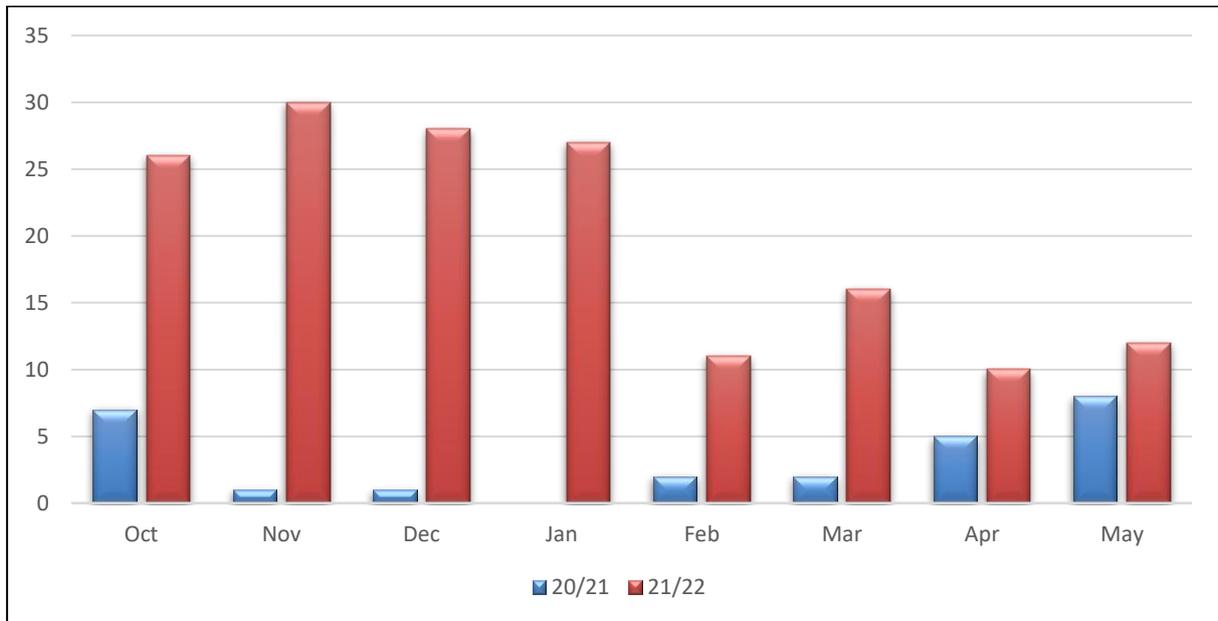
2. PROPOSAL AND REASONS

Street Cleaning Services Performance

The start of the contract coincided with seasonal leaf fall, which typically requires an additional 20 operatives for a continuous period of 10 weeks. However, at this time there was a national labour shortage affecting the recruitment of drivers and the additional operatives required to undertake leaf clearance. Throughout this period Serco were actively recruiting but struggled to achieve a full cohort for leafing in addition to the number of drivers required to fully implement their street cleansing operating model. Consequently, the service was unable to remove leaves as frequently as previous years resulting in leaves being present for longer periods of time and presenting a mulch build-up in channels and backlines. A combination of overtime for existing cleaners and retaining seasonal agency staff for longer than usual was necessary to complete a boroughwide deep clean in order to bring the streets back up to an acceptable standard. The client team have since been undertaking boroughwide inspections and have seen a notable improvement in the standard of zone 2 roads.

- 2.1 Additional contingency measures will be incorporated into this year's seasonal leafing plan, which includes how overtime across the workforce can be utilised early on should recruitment difficulties reoccur.
- 2.2 The graph below outlines the street sweeping complaints received monthly since the start of the contract. The significant increase in street sweeping related complaints between October and January correlates with the leaf removal, which took a month longer than previous years to conclude.

Graph 1 – Street Sweeping Complaints Monthly Comparison



- 2.3 In February 2022 changes were made to the cleansing operation that required less drivers and provided a more consistent approach to the cleansing of Zone 2 roads. This correlates with Graph 1 as street cleansing complaints reduced significantly.
- 2.4 Quality assurance monitoring is being undertaken by the client team to ascertain how the contract is performing. Overall, the client team have seen an improvement in environmental quality in relation to litter, detritus, litter bins and fly-tipped waste.
- 2.5 Graffiti removal is undertaken by a specialist crew supported by town centre cleaners who remove small scale graffiti using graffiti wipes. The core scope of graffiti removal has expanded to include areas within Business Improvement Districts (BIDs) which was previously only undertaken as part of a charged for service. One issue that came to light was the operating times of the graffiti crew as they start at 8am, which can often be too late to access graffiti on shop shutters. The approach has therefore recently changed to also incorporate some graffiti removal within the duties of the hotwash teams that start from 5am in order to facilitate graffiti removal from shutters. The approach means graffiti can be removed across the borough early in the morning before residents and commuters see it.
- 2.6 Table 1, below, sets out the graffiti related complaints received each month since the start of the contract against the complaints received during the same period the year prior. It should be noted that the period 20/21 included times where national lockdown was enacted and footfall was substantially lower than the usual. As you can see the number of complaints is beginning to decline.

Table 1 – Graffiti

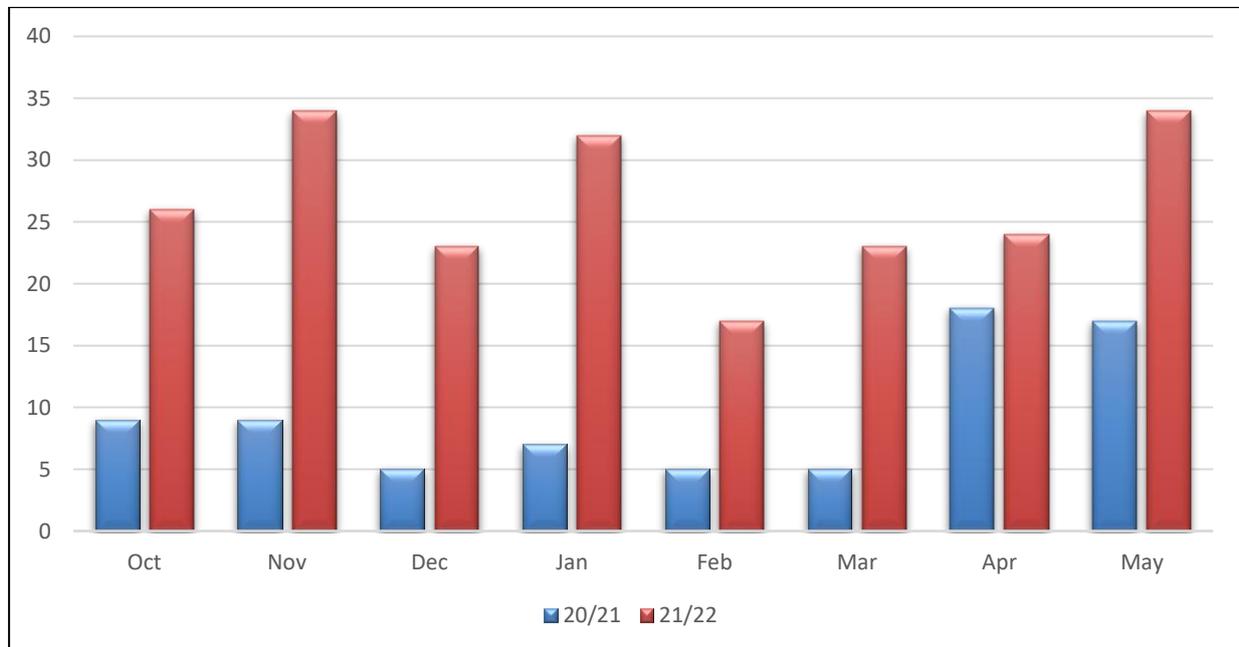
Complaints/ MEs received	20/21	21/22
Oct	1	8
Nov	3	10
Dec	1	3
Jan	1	8
Feb	1	9
Mar	0	9

Apr	5	4
May	8	4
Total	20	55

Waste Collection Services Performance

- 2.7 Waste collections are heavily reliant on the smooth running of the associated management information system (MIS). Collection schedules are loaded on mobile in-cab devices which enable the crew to report as and when collections are completed, and if not the reason why. The start of the contract experienced a significant churn in staff which included the loss of managers, drivers and loaders creating a gap of local knowledge. Extensive recruitment and training has taken place which has included an increased driver pay rate to attract experienced drivers to vacant positions.
- 2.8 For context the waste collection contract undertakes somewhere in the region of 1,500,000 (1.5 million) collections per month. Although the MIS has the capability for collection exceptions to be reported, there has been training issues which have subsequently impacted performance. If a collection exception hasn't been recorded via the MIS, it will not be followed up by the appropriate resource resulting in a service failure. In addition to this, the contract has experienced a problem with the MIS whereby incomplete collections recorded by exception do not auto allocate to a backup crew. There is a manual workaround currently in place, but some instances have been missed which have again resulted in service failures. A new version of the MIS is due to go live in July, with the expectation that this will be resolved.
- 2.9 The graph below sets out the complaints per month relating to waste collections since the start of the contract against complaints received during the same period the year prior.

Graph 2 – Waste Collection Complaints Monthly Comparison



Social Value Performance

- 2.10 The contract commits to a number of social value initiatives with associated targets. Most of the targets do not have to be achieved until the end of the first contract year, September 2022.
- 2.11 The contract includes a contribution of 1% of the annual sum for each contract year towards the Authority’s Social Value Fund which is recovered monthly.

2.12 Prior to the start of the contract, Serco carried out over 300 customer satisfaction surveys, with a commitment to improve satisfaction levels. Serco have committed to improving customer satisfaction of waste collection services by 3% from the baseline by Year 3 and 5% from the baseline by Year 6. Serco have committed to improving customer satisfaction of street cleaning by 2% from the baseline by Year 3 and 4% from the baseline by Year 6. Serco have committed to improving customer satisfaction of the Reuse and Recycling Centre at Vale Street by 1% from the baseline by Year 2 and 3% from the baseline by Year 6. Failure to achieve any of these targets has financial implications to Serco of £2000 per percentage point missed.

2.13 The full suite of social value initiatives and targets can be found in Appendix F.

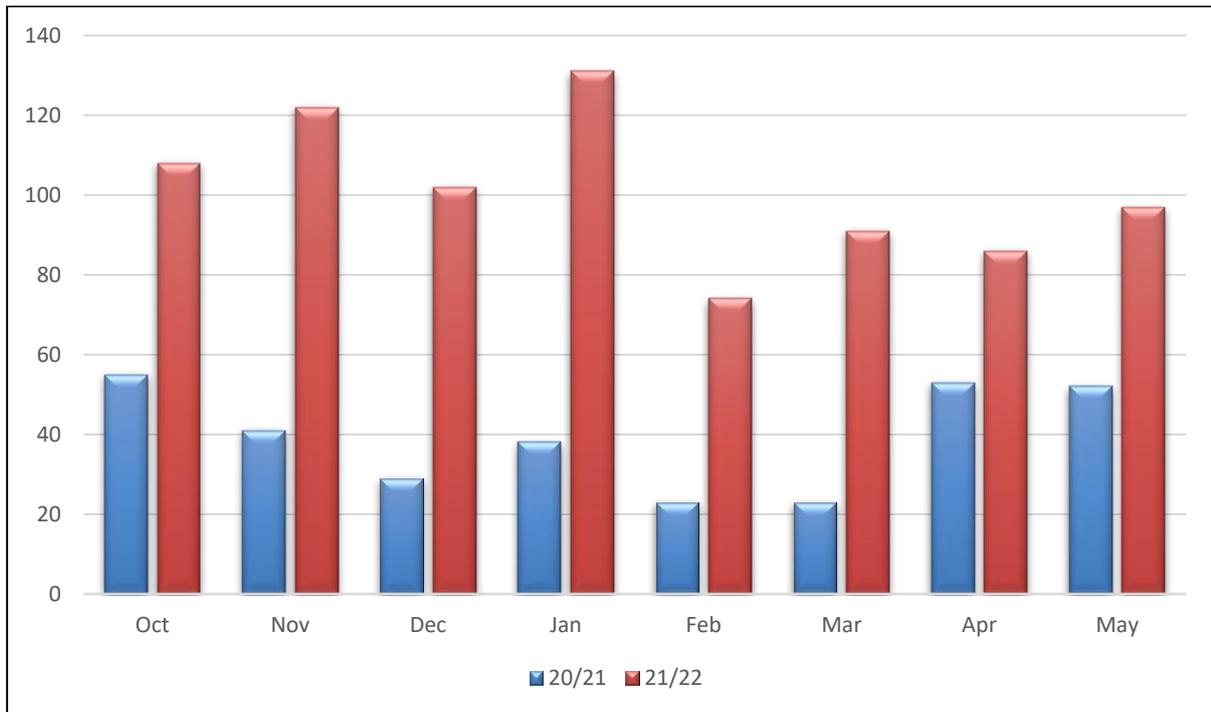
Contract related complaints and MEs

2.14 Service complaints and MEs are responded to by Serco through iCasework. Table 2 and the corresponding graph, below, set out the total complaints and MEs received per month since the start of the contract, against the same period the previous year. It should be noted that the period 20/21 included times where national lockdown was enacted and footfall was substantially lower than the usual.

Table 2 – Total complaints and Members’ Enquiries per month

Month received	20/21	21/22	% Responded to within SLA (21/22)	
			Complaints	MEs
Oct	55	108	100	100
Nov	41	122	100	100
Dec	29	102	98.81	100
Jan	38	131	98.75	100
Feb	23	74	98.75	97.30
Mar	23	91	95.77	91.18
Apr	53	86	100	94.44
May	52	97	100	100
Total	314	811	-	-

Graph 3 – Total complaints and Members’ Enquiries monthly comparison



2.15 As expected, the volume of complaints and MEs received since the start of the contract is higher compared with the same period the year prior. Table 3, below, provides a breakdown detailing the quantity of complaints received for each subject matter. Waste collection complaints present the highest number, with 213 received during the first eight months of the contract. This is an increase compared with the same period during the previous year which received 75 complaints. Waste collection complaints are predominantly related to missed collections, which was anticipated during the final weeks of the previous contract when an increasing number of drivers were offered positions elsewhere. This left Lambeth with a boroughwide loss of local knowledge. With the average kerbside round undertaking over 2,000 collections per day, obscured collection points were being missed. During the initial weeks of the contract these were being identified. However, recruitment struggles during the first few months resulted in drivers being transient, taking longer for local knowledge to acquire within collection rounds.

Table 3 – Complaint classification and comparison

Classification	20/21	21/22
Bins not returned	18	35
Assisted collection	3	8
Bin Chamber	1	2
Blocked drains and gullies	9	12
Bulky refuse collection	20	42
Christmas trees	4	3
Collection	75	213
Dog Fouling	5	10
Dumped rubbish	42	79
Envirocrime	2	0
Excess waste	3	5
Garden waste	13	14
Leaf Clearance	10	19
Litter bins	11	6
Other	30	101

Salt bins	1	3
Spilt oil/Paint	1	2
Street Champions	3	9
Street sweeping	26	160
Supply of bags/bins	29	58
Vale street	4	19
Weeds on pavement	4	3
Overhanging hedges	0	4
Public conveniences	0	4
Total	314	811

2.16 Street sweeping received the second highest number of complaints with 160 received during the first eight months of the contract, compared with 26 received during the same period the year prior. However, the street cleansing complaints declined substantially once leaf clearance concluded in January. Commencing the contract with insufficient staffing levels at the start of the leafing season, whilst there was a national labour shortage was unavoidable. Lessons learnt have informed contingency plans for the season this year, which will utilise overtime early on to fulfil requirements should there be recruitment difficulties.

Borough Comparison

2.17 Lambeth is one of few boroughs that operate weekly collection services for all waste streams. As part of this contract core collection services are being expanded to include WEEE, batteries and communal food waste collections. A kerbside textiles collection service will also be introduced to households eligible for assisted collections.

2.18 Table 4, below, sets out a collection service offer comparison against neighbouring boroughs with associated frequencies.

Table 4 – Collection Services

Borough	Recycling Collection Frequency (kerbside)	Residual Collection Frequency (kerbside)	Food Waste Collection Frequency (kerbside)	Garden Waste Collection Frequency (kerbside)	WEEE Collections	Textiles Collections
Lambeth	Weekly	Weekly	Weekly	Weekly	Yes	No
Southwark	Fortnightly	Fortnightly	Weekly	Weekly	No	No
Lewisham	Weekly	Fortnightly	Weekly	Weekly	No	No
Croydon	Fortnightly	Fortnightly	Weekly	Fortnightly	No	Yes
Merton	Fortnightly	Fortnightly	Weekly	Fortnightly	No	Yes
Wandsworth	Weekly	Weekly	N/A	Weekly	No	No
Bromley	Fortnightly	Fortnightly	Weekly	Fortnightly	Yes	Yes
H&F	Weekly	Weekly	Weekly	N/A	No	No

2.19 Table 5, below, sets out the core service areas delivered through this contract, stipulating the service provider of neighbouring boroughs and where the service is delivered in-house.

Table 5 – Service Provider

Borough	Street Cleaning	External Estate Cleaning	Waste Collections and Recycling	Graffiti Removal	Gully Cleaning
Lambeth	Serco	Serco	Serco	Serco	Serco
Southwark	In-house	In-house	Veolia	In-house	In-house
Lewisham	In-house	In-house	In-house	In-house	In-house
Croydon	Veolia	In-house	Veolia	In-house	In-house
Merton	Veolia	TBC	Veolia	Veolia	Veolia/Conway
Wandsworth	Continental Landscapes	Lewis and Graves/ Pinnacle	Serco	AGS One	Direct Services Organisation/ Drain Surgeon
Bromley	Veolia	TBC	Veolia	Veolia	Riney
H&F	Serco	Pinnacle	Serco	In-house	In-house

2.20 Table 6, below, provides the most up to date recycling rate for Lambeth and neighbouring boroughs, as published by Defra.

Table 6 – Recycling Rate for Lambeth and neighbouring boroughs

Borough	Recycling Rates
Lambeth	36.4%
Southwark	32.5%
Lewisham	28.4%
Croydon	41.3%
Merton	40.8%
Wandsworth	24.2%
Bromley	44.8%
H&F	27.5%

Service Improvements

2.21 There are a number of service improvements planned for the year ahead aimed at maximising waste diversion and improving service performance. These include:

- a. **WEEE and battery collections** – This service launched 2 May 2022 to kerbside properties. The service enables residents to present small WEEE on their usual day of collection. These items are collected by the existing collection crews and contained in a segregated compartment on the vehicle.
- b. **Communal food waste collections** – This is being rolled out in phases throughout the first term of the contract to all communal households. The service is currently offered to 3,300 communal households. By the end of the first contract year this will be rolled out to a further 3,000 and by the end of the second contract year to a further 12,000, with further phases planned for the remaining communal households which currently stands at around 65,000.
- c. **Flats recycling package** – This package will upgrade the waste facilities on estates, providing more user-friendly containers, clearer signage and ensure adequate recycling capacity, adhering to best practice ratios.
- d. **Coordinated estate collections** – External estate cleaning and bulk removal is currently subcontracted to Pinnacle. From October this arrangement will cease with the staff transferring over to Serco. At this time three additional RCVs will be delivered increasing the capacity on communal collection rounds to fully coordinate estate collections, enabling

residual waste bins, bulky waste, and fly-tips to be removed in one pass. A reschedule is currently underway to support this.

- e. **Estate cleaning improvements** – From October mechanical cleansing will be introduced to Lambeth estates to compliment manual cleaning. This will improve efficiency, cleansing standards and support weed removal.
- f. **Smart litter bins** – Smart litter bins are being installed in Lambeth town centres in June. The litter bins will be a combination of recycling and general waste bins, that compact the contents to enable the receptacle to hold five times the usual quantity of waste. The bins contain a solar powered battery that triggers the compacting mechanism and contain sensors on fill levels which send notifications when the bins require emptying.
- g. **Emmaus partnership** – Serco will be partnering with Emmaus to increase the diversion of bulky items suitable for reuse. The service will be free to residents that have eligible items for collection. The items will be sold by Emmaus with profits supporting the homeless community and contributing towards Lambeth's waste minimisation target.

Contract Management

- 2.22 The management of the contract sits within Environmental Services and consists of a team of four, comprising of a Contract Manager, a Senior Contract Officer and two Contract Officers. The contract governance structure consists of a tiered series of meetings designed to deliver strategic outcomes, achieve targets, monitor performance, strengthen partnership working and keep on top of day-to-day operational issues.
- 2.23 The Operations Group is the first tier within the governance structure. These meetings take place fortnightly and manage day-to-day operations, ensuring compliance with the specification, KPIs and performance obligations whilst supporting partnership working.
- 2.24 The Contract Management Group is the second tier within the structure. These meetings take place monthly and review contractual performance reports, financial information and education and outreach updates. This is also the forum to escalate unresolved matters from the Operations Group.
- 2.25 The Contract Partnership Board is the third and final tier within the structure. This is the Strategic Contract Improvement and Development Forum. This forum will meet six-monthly and is chaired by the Strategic Director for Resident Services, with attendance of the Cabinet Member.
- 2.26 The governance series is complimented by the Community Board designed to maintain momentum across various social value partners and an Innovations Forum which focuses on identifying new technology that could benefit the contract on an invest to save basis.
- 2.27 The performance is largely measured using a suite of agreed KPIs that are monitored through the MIS. Monthly performance data is presented at the Contract Management Group meeting detailing any applicable financial deductions. A summary of the KPI failures that have occurred since the start of the contract can be found in Appendix G.
- 2.28 Quality assurance inspections will continue to be undertaken by the client team. Substandard performance is recorded via the MIS and brought to the attention of the contractor.

3. FINANCE

- 3.1 The new Recycling, Waste Collection and Street Cleansing Contract has a total value of £118.7m over the six years of the contract, amounting to an average of £19.8m per annum. This is funded

from a mixture of General Fund (GF) and HRA as well as agreed capital. The maximum total cost of the contract across the maximum 14 years is approximately £277m.

3.2 The contract includes a number of KPIs that levy financial penalties should the service failure occur, exceed the contracted threshold or where remedial action has not taken place within the specified SLA. Since the start of the contract £21,192.81 of default charges have been incurred. This is detailed in Appendix G.

4. LEGAL AND DEMOCRACY

- 4.1 There are no specific legal comments on this report.
- 4.2 There were no further comments from Democratic Services.

5. CONSULTATION AND CO-PRODUCTION

- 5.1 Serco are responsible for the monitoring of its own performance and have therefore contributed towards the data used within this report.
- 5.2 The waste strategy update which informed the service specification was extensively consulted on and informed the development of the service specification.
- 5.3 The consultation held with various stakeholders, businesses and residents of the borough was detailed and comprehensive. It took place from 14 May to 10 June 2019. Over 8,100 emails were issued and there were over 1,000 click throughs to the dedicated Waste Conversation webpage. The accompanying social media campaign was seen over 19,000 times, which led to nearly 400 separate engagements in the Waste Conversation.
- 5.4 Internal stakeholders including Housing Officers were consulted on the contract specification.
- 5.5 Residents were broadly supportive of the strategy, particularly in terms of increased recycling targets. They also requested greater opportunities to recycle which was incorporated into the specification via a request for bidders to set out what other materials could be recycled at kerbside, such as electrical goods.

6. RISK MANAGEMENT

6.1 The main risks associated with this contract are:

Table 7 – Risk Register

Item	Risk	Likelihood	Impact	Score	Control Measures
1	Compliance with Health and Safety requirements	(2) Unlikely	(2) Significant	4	The Council has a duty to ensure that the services are designed, procured and delivered with due regard to health and safety. The contractor proved

Item	Risk	Likelihood	Impact	Score	Control Measures
					competency through the procurement process, including a dedicated method statement on health and safety.
2	Insolvency of the contractor during the contract period	(2) Unlikely	(4) Significant	8	A Parent Company Guarantee (PCG) is part of the Conditions of Contract. There is provision in the contract for the council to 'step in' and take over operations in this eventuality. The Dun and Bradstreet check indicated this was a Low-Moderate Risk company and no concerns should be raised as a result of the report.
3	Lambeth's exposure to third party claims	(2) Unlikely	(2) Significant	4	The contractor indemnifies the Council against all actions and claims relating to the provision of the services during the contract period.
4	Unforeseen changes in legislation may lead to additional costs to the contract	(2) Unlikely	(2) Significant	4	The initial contract term is quite short to enable flexibility.
5	Type of indexation/inflation indices proposed to obtain best value	(2) Unlikely	(2) Significant	4	A basket of indices is in place to reflect the key elements of the service.
6	Poor contract performance	(2) Unlikely	(2) Significant	4	Robust contract management processes in place (see section 2.32 of the Waste, Recycling and Cleansing Contract Decision Report).
7	Social Value commitments not delivered	(2) Unlikely	(2) Significant	4	Robust measurement and monitoring of Social Value in place as part of contract management (see section 2.32 and 9.5 – 9.10 of the Waste, Recycling and Cleansing Contract Decision Report).

Item	Risk	Likelihood	Impact	Score	Control Measures
8	Brexit impact	3 (likely)	(2) Significant	6	The business continuity plan will be required to cover any impacts of Brexit.
9	Covid-19 impact	3 (likely)	(2) Significant	6	The business continuity plan outlines how these impacts will be mitigated.

Key

Likelihood	Very Likely = 4	Likely = 3	Unlikely = 2	Very Unlikely = 1
Impact	Major = 8	Serious = 4	Significant = 2	Minor = 1

7. EQUALITIES IMPACT ASSESSMENT

7.1 The Equality Impact Assessment (EIA) for the procurement of this contract went to a member led panel at the time of the procurement strategy. The EIA takes into account the comments of the panel and is included at Appendix E.

8. COMMUNITY SAFETY

8.1 The new service contributes to community safety by ensuring that offensive graffiti is removed within 24 hours. Keeping areas clean and free of fly-tipping and litter may also help prevent other forms of anti-social behaviour.

9. ORGANISATIONAL IMPLICATIONS

9.1 There are no organisational implications arising from this report. Organisational implications of this contract can be found in the Recycling, Waste and Cleansing Contract Decision Report which can be found in Background information of this report.

10. TIMETABLE FOR IMPLEMENTATION

10.1 Not applicable.

AUDIT TRAIL

Name and Position/Title	Lambeth Directorate	Date Sent	Date Received	Comments in paragraph:
Councillor Rezina Chowdhury	Cabinet Member for Sustainable Lambeth and Clean Air	20.06.22	20.06.22	-
Venetia Reid-Baptiste, Strategic Director	Resident Services	14.06.22	20.06.22	Throughout
Andrew Ramsden, Finance	Finance and Investment	14.06.22	15.06.22	3
Andrew Pavlou, Legal Services	Legal and Governance	14.06.22	14.06.22	4
David Rose, Democratic Services	Legal and Governance	14.06.22	16.06.22	-

REPORT HISTORY

Original discussion with Cabinet Member	Ongoing
Report deadline	16.06.22
Date final report sent	21.06.22
Part II Exempt from Disclosure/confidential accompanying report?	Yes
Key decision report	No
Date first appeared on forward plan	N/A
Key decision reasons	N/A
Background information	Lambeth Waste Strategy Recycling, Waste and Cleansing Contract Decision Report
Appendices	Appendix A – Serco Contract (Confidential) Appendix B – Schedule 2, Specification (Confidential) Appendix C1 – Contract KPIs Appendix C2 – Contract KPIs Service Failure Process (Confidential) Appendix D – Borough Comparison Appendix E – Waste Contract EIA Appendix F – Social Value (Confidential) Appendix G – KPI Default Summary (Confidential) Appendix H – KPI Performance Comparison Appendix I – Complaints