



RUSHMOOR BOROUGH COUNCIL

OVERVIEW AND SCRUTINY COMMITTEE

*at the Council Offices, Farnborough on
Thursday, 11th December, 2025 at 7.00 pm*

To:

Cllr Halleh Koohestani (Chair)
Cllr Thomas Day (Vice-Chair)
Cllr M.J. Tennant (Vice-Chair)

Cllr Leola Card
Cllr C.P. Grattan
Cllr Steve Harden
Cllr G.B. Lyon
Cllr Nadia Martin
Cllr Bill O'Donovan
Cllr M.J. Roberts
Cllr S. Trussler

Standing Deputy

Cllr A. Adeola
Cllr C.W. Card
Cllr Lisa Greenway

Cllr Mara Makunura

Cllr T.W. Mitchell
Cllr Dhan Sarki
Cllr Becky Williams

Enquiries regarding this agenda should be referred to the Administrator, Adele Taylor, Democratic Services, Tel. (01252) 398831, Email. adele.taylor@rushmoor.gov.uk.

A G E N D A

1. MINUTES OF THE PREVIOUS MEETING – (Pages 1 - 4)

To confirm the Minutes of the Meeting held on 23rd October, 2025 (copy attached).

2. REGISTERED PROVIDERS TASK AND FINISH GROUP – (Pages 5 - 6)

Following discussions at the Committee meeting in June 2025 regarding the working arrangements of the Registered Providers Task and Finish Group and a subsequent meeting of the Group, the Committee are being asked to:

- agree a change of name for the Group from the “Registered Providers Task and Finish Group” to the “Housing Oversight Group”, and
- agree the new Terms of Reference (copy attached), for the Housing Oversight Group.

3. SERCO ANNUAL REPORT 2024/25 – (Pages 7 - 24)

To receive the 2024/25 Annual Report (copy attached) from SERCO on their activities during the year. The report will cover SERCO's performance in the key areas of refuse and recycling and management of street cleansing and grounds maintenance.

The item will be introduced by Rushmoor's Environmental Contracts Service Manager, Ruth Whaymand and representatives from SERCO, Harry Oakley, Senior Contract Manager – West Region and Aaron Straker, Contract Manager.

The Portfolio Holder for Pride in Place and Neighbourhood Services, Cllr Christine Guinness will also be in attendance.

4. WALK THIS WASTE PILOT –

To receive a presentation on the Walk this Waste Pilot, from Environmental Contracts Service Manager, Ruth Whaymand. The Portfolio Holder for Pride in Place and Neighbourhood Services, Cllr Christine Guinness, will also be in attendance to report on the Pilot and respond to any Members questions.

5. WORK PLAN – (Pages 25 - 30)

To consider the Work Plan for the 2025/26 Municipal Year (copy attached).

MEETING REPRESENTATION

Members of the public may ask to speak at the meeting on any of the items on the agenda by writing to the Committee Administrator at the Council Offices, Farnborough by 5.00 pm two working days prior to the meeting.

Applications for items to be considered for the next meeting must be received in writing to the Committee Administrator fifteen working days prior to the meeting.

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OVERVIEW AND SCRUTINY COMMITTEE

Meeting held on Thursday, 23rd October, 2025 at the Council Offices, Farnborough at 7.00 pm.

Voting Members

Cllr Halleh Koohestani (Chair)
Cllr Thomas Day (Vice-Chair)

Cllr C.P. Grattan
Cllr Steve Harden
Cllr G.B. Lyon
Cllr Bill O'Donovan
Cllr M.J. Roberts
Cllr S. Trussler

Apologies for absence were submitted on behalf of Cllr M.J. Tennant and Cllr Nadia Martin.

Cllr Leola Card joined the meeting online and was therefore unable to vote.

Cllrs Mara Makunura and Becky Williams attended the meeting as Standing Deputies.

16. APPOINTMENT OF THE CHAIR

RESOLVED: That Cllr Halleh Koohestani be appointed as Chair of the Committee for the remainder of the 2025/26 Municipal Year.

17. APPOINTMENT OF VICE-CHAIR

RESOLVED: That Cllrs Thomas Day and M.J. Tennant be appointed as Vice-Chairmen of the Committee for the remainder of the 2025/26 Municipal Year.

18. MINUTES OF THE PREVIOUS MEETING

The minutes of the meetings held on 4th and 18th September, 2025 were agreed as a correct record.

19. COMMUNITY ENGAGEMENT

The Committee welcomed Service Manager – Policy, Strategy and Transformation, Alex Shiell and Policy Officer, Sharon Sullivan who attended the meeting to report on community engagement and how the Council consulted with and understood the views of residents. The Leader of the Council, Cllr Gareth Williams, was also in attendance as the Cabinet Member responsible for this area.

It was noted that the majority of Rushmoor's consultations and surveys were carried out in house using the SurveyMonkey platform, this allowed for consultation on a wide range of issues from service delivery, structural changes and understanding residents' views and priorities at a considerably reduced cost. However, online platforms, such as SurveyMonkey, were often self-selecting, allowing anyone to fill in a survey. This raised concerns around whether responses were representative of our residents.

The Committee were advised that the cost of using external companies to undertake surveys on the Council's behalf, varied depending on the type, survey and sample size, method and analysis required. For example, a face-to-face residents' survey of 500 people could cost in the region of £15,000 - £25,000. However, by using a company to carry out a face-to-face survey, measures could be taken to ensure results were more representative of the community. For example, a population of 106,000 would require a response rate of 383 with a 5% margin for error and 1,067 with a 3% margin for error.

It was advised that at the end of each survey a series of questions were asked to help understand if the responses were representative of the community. This was done through cross referencing the information with the most recent Census data. This exercise helped identify groups that were underrepresented, such as the Nepali community, those under 34 years of age, residents of Aldershot and the male population (dependent of the topic). It was advised that options were being considered to increase the total numbers responding to surveys in general and those underrepresented groups. Options included, a prize draw, attendance at events/colleges, translation of surveys into Nepalese and working with partners to widen the reach.

The Committee were apprised of the budget available to carry out surveys and consultations. It was noted that some consultations had their own budget, such as the Leisure Centre, however, others had to be funded from the £600 annual budget, which included the cost for the license to use SurveyMonkey. It was noted that this budget had been increased for 2025/26 to £4,200 to account for the additional need around Local Government Reorganisation (LGR) and the Community Governance Review (CGR) but was expected to reduce back to £600 in 2026/27.

In summary, it was noted that twelve consultations and surveys had been carried out in the past twelve months, aimed at informing decisions made on Parish Councils and Neighbourhood Area Committees (CGR), LGR, Farnborough Leisure Centre, polling places, planning policies, community safety and the Council's Delivery Plan.

The Leader of the Council acknowledged that the topic of community engagement was much wider than surveys and consultations but appreciated that that was the steer officers had been given for this meeting. Other areas included social media and the Council's Arena Magazine, engagement with forums and partnership working with the Belong Network who had been tasked to work with hard-to-reach groups across the community to ensure all voices were heard.

The Committee discussed the presentation and raised the following matters:

- Use of AI – it was noted that it was early days with co-pilot and officers were cautiously investigating the platform. AI offered free text options and could be used as a tool to explore/categorise responses.
- Lack of access in some areas across the Borough, in particular in areas of deprivation, to digital services, making access to online consultations/surveys restrictive and unrepresentative.
- Consultation fatigue – it was noted that a face-to-face survey had been commissioned, for the forthcoming residents survey, of 500 people, this would run alongside the self-selecting survey via SurveyMonkey and provided a different way of responding for residents.
- Consideration to be given to other platforms as an alternative to SurveyMonkey – it was advised that better and cheaper options were available.
- Foster creativity through partnerships with the local colleges to explore options for better engagement.
- Length of surveys too long, consider shorter more frequent surveys – a conscious effort was being made to shorten the length of the Council's surveys especially those in paper format for use at events.
- Important to analyse respondent data to check representation of the demographic and highlight the results to decision makers. All demographic data to be collected at the end of a consultation/survey, as important to hear residents' thoughts first.
- Nepali Community – it was noted that in the past the team had engaged with Nepali Leaders and advertised in Nepali language local press; to encourage responses from the Nepali community, this approach had not resulted in many additional responses. It was noted that any Nepali translation would need to be checked carefully due to the idioms within the language to ensure the translation was reflective of the English version. In addition, it was suggested that the Nepali student cohorts at the colleges could be utilised to access parents/extended family.
- Under representation - It was important to appreciate that outreach to underrepresented groups could result in a change in representation in the opposite direction – it was important to ensure a good balance.
- Be more visual – work with partners to share the survey links through their networks allowing for a wider variety of access points.
- Incentives – the Committee showed a general consensus for support in offering incentives when completing surveys/consultations, suggestions included Pantomime ticket prize draws and vouchers.
- Staff training – it was noted that there were resourcing implications around training, but it was important to ask questions in the right way.
- Consideration be given to how the Council show residents that they are listening to and taking account of responses to consultations/surveys – if residents were shown that the Council were listening, they could be more inclined to respond to future consultations/surveys. It was noted that the results of surveys were reported on the Council's website and work was underway to develop this further. Promoting both consultations/surveys and the results through the Communications Team would be considered further.

- Respondents' data by ward – it was noted that this was not always possible and was dependent of the response rate. Members could request this data from the team in specific cases.
- Quick polls on social media – could be a good way of gathering specific information but would probably not change the representation.
- Quick wins – a suggestion was made on ways of gathering a quick general view from the public. For example, the Council could pose a question with two responses and residents could vote by placing a token in a receptacle in the town centres for their preferred option.
- Capturing personal data for focus groups – it was noted that a list was held of those who had signed up as part of a consultation group to allow the sharing of information and direct consultation, incentives could be used to engage more to join.
- Detecting suspicious activity – AI could be used to help detect suspiciously similar content, however the response rates achieved were of a level where anything suspicious would most likely be picked up when responses were analysed.

The Committee were asked to share any good practice examples of surveys/consultations that they came across with the team for reference.

The Chair thanks Mr Shiell and Ms Sullivan for their presentation and Cllr Williams for attending the meeting.

20. **WORK PLAN**

The Committee noted the current Work Plan and the changes to the arrangements going forward with the introduction of the Programme Management Group, which would consider the work plans of the Audit and Governance, Licensing and Corporate Business, Overview and Scrutiny Committees and the Policy and Project Advisory Board.

For future meetings, it was advised that SERCO would be attending the December meeting to provide a report on their Annual Report 2024/25, and a report would be made on the Walk this Waste pilot that had taken place earlier in the year. It was also noted that the date of the January 2026 meeting had been moved to 5 February, 2026, and the meeting would be dedicated to pre decision scrutiny on the Farnborough Leisure Centre.

In response to a query on the progress of the Council Tax Support Group, it was noted that a meeting was scheduled between the Managing Director, Executive Head of Finance and Section 151 Officer and the Revenue and Benefits Service Manager to discuss the proposals. Members were advised that, as things stood, it was thought that no changes would be made to the current scheme.

The meeting closed at 8.39 pm.

CLLR HALLEH KOOHESTANI (CHAIR)

Housing Oversight Group
Rushmoor Borough Council
Terms of Reference 2025/26

Purpose

The Group will provide oversight on how the council is meeting the objectives of the housing priority: Homes for All.

Terms of Reference and Responsibilities

- To improve member understanding of the housing service, including statutory duties, housing supply and resourcing issues
- To improve member understanding of key national and local housing issues including legislative and policy changes
- To review the progress of performance objectives and actions set out in the Homes for All priority and within the Housing and Homelessness Prevention Strategy

Membership:

- The group will consist of up to six members appointed by the Overview and Scrutiny Committee

Meetings:

- The group will be chaired by the Chair or Vice Chair of the Overview & Scrutiny Committee
- Hold up to three meetings each year and timed to coincide with the council's quarterly reporting
- Officers will issue an agenda and report pack one week prior to each meeting

Conduct of meetings:

- Meetings will take place on MS Teams and be facilitated by the Strategic Housing Manager and /or the Housing Service Manager with subject specific reports and presentations made by other members of the Housing Service
- To assist members in their oversight role a written report providing performance information with context notes plus updates on specific pre- agreed housing subjects (for example housing demand, supply and allocations, implementation of new legislation such as Renters Rights, issues relating to Registered Providers and private sector landlords) will be provided one week prior to the meeting taking place
- Sufficient time will be allowed for debate and questions during each meeting
- Draft minutes will be circulated within 2 weeks of the meeting taking place and agreed at the subsequent meeting.

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Serco and Rushmoor Partnership

Annual Report 2024/25





Serco. Your Solutions Partner.

We bring together the right people, the right technology and the right partners to create innovative solutions that make positive impact and address some of the most urgent and complex challenges facing the modern world.

With a focus on serving governments globally, Serco's services span justice, migration, defence, space, customer services, health, and transport.

Our core capabilities include service design and advisory, resourcing, complex programme management, systems integration, case management, engineering, and asset & facilities management.

Our power to drive innovation and support customers from service discovery through to delivery is underpinned by Serco's unique operating model, which features three components:

Impact Pathway

Our unique methodology embraces human centred design and systems thinking - factoring in the perspectives of citizens, communities, operators and customers - to inform service innovation, optimise efficiency, shape the service experience and drive more effective results.

Partnership

Our highly collaborative approach brings together our people and government, together with network partners - embracing start-ups, enterprise level technology companies, universities, social enterprise and charities - to design and deliver end-to-end solutions and learn collectively from our experience.

Global data and insights

We draw on a global pool of data, deep domain knowledge and global operating experience - backed by referenceable programmes that demonstrate proof of concepts - to inform the design of solutions we know will work in the real world.

Purpose

Impact a better future

Vision

The partner of choice to governments globally



Mission

Bring together the right people
the right technology and
the right partners to deliver positive impact

Values

Trust

Care

Innovation

Pride

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Contract Overview

Serco has delivered waste collection services, street cleansing services and grounds maintenance services on behalf of Rushmoor Borough Council since 2017. Included in these services are clinical waste collections, toilet cleansing, grave digging, sports pitch bookings and fly tip removal.

We are proud to deliver these services to approximately 42,410 households, this includes approximately 500 of which are some of our more vulnerable residents who require extra help with their waste collections which are delivered through the assisted collection service. This equates to 367,553 refuse, recycling, and food waste collections a month with a further 29,215 garden waste collections each month.

We are committed to ensuring we operate an inclusive workplace that embraces and promotes diversity. We know these are key factors in our ability to make a positive difference every day to those we work with, and for. We are therefore proud to have attained Serco's Inclusive Employers Silver Accreditation for 2023.

Our 82 strong permanent workforce, is supplemented with an agency contingency team who cover seasonal work such as leafing and grass cutting, as well as the months we have increased garden waste tonnage, our services are designed and tested to ensure we always deliver to the highest standards and quality.

We pride ourselves on the services we deliver and the standards we achieve, of the over 360,000 collections we deliver monthly less than 60 bins are missed across refuse, recycling, and garden waste collections, we also empty approximately 800 litter bins per week and consistently achieve or surpass our KPI targets for litter and detritus.



1.0 Waste Collection services

1.1 Refuse, Recycling and Garden Waste

We currently operate three refuse rounds and three recycling rounds using 26t refuse collection vehicles (RCV), the recycling rounds operate using a split back vehicle, which has two separate compartments meaning glass and recycling be collected separately in one pass. All rounds are crewed with a driver and two loaders each of which carry out approximately 1,200 collections a day. We also operate a narrow access round on Mondays utilising a smaller vehicle to collect from all the properties across the borough that cannot be accessed by our larger vehicles.

Garden Waste is a paid for service that residents can subscribe to, currently there are more than 13,000 active subscriptions. Collections are fortnightly and delivered all year round by two dedicated vehicles one of which is a 32t RCV and the other is 26t RCV, an additional seasonal vehicle is used to support these collections during the months that tonnages are at their peak, this vehicle is crewed by a driver and one loader.

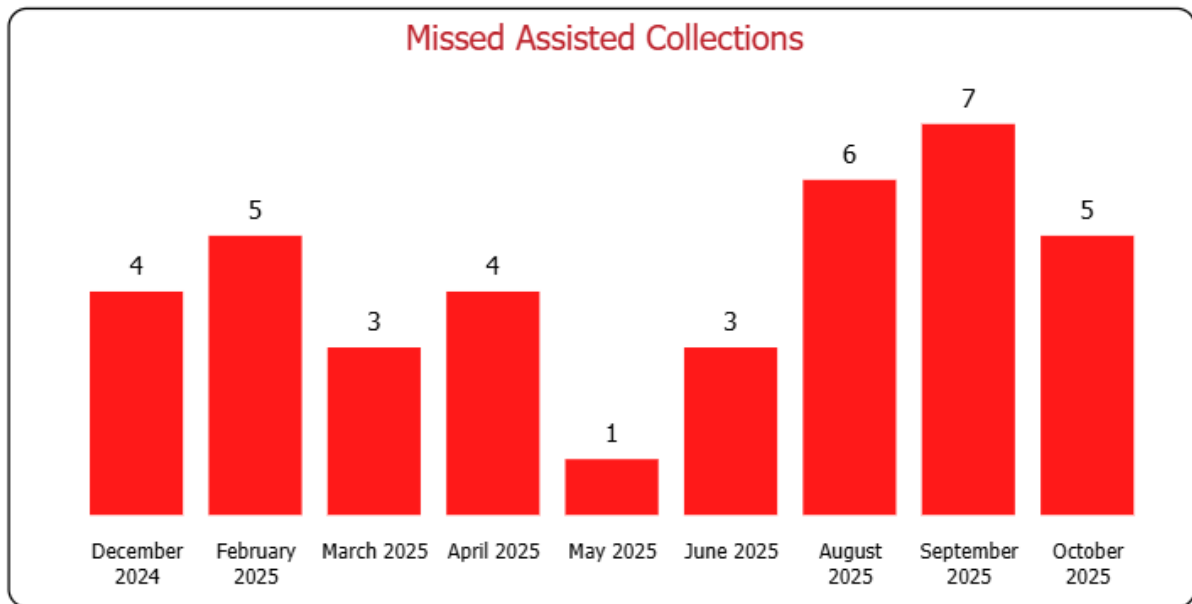
Missed Collections are reported via the customer portal on the Rushmoor Borough Council website or via phone call to Rushmoor customer services, these are then logged into our Management Information System (MIS), Whitespace, in real time. Throughout the previous year less than 0.02% of all refuse, recycling and garden waste collections were reported as missed.



Using In-cab devices the crews can log exceptions whilst completing the rounds in real time, such as bin not presented for collection, bin contaminated, excess waste left, these exceptions update the customer portal for residents to see and also provide Rushmoor customer services with the information needed to have informed conversations with residents.



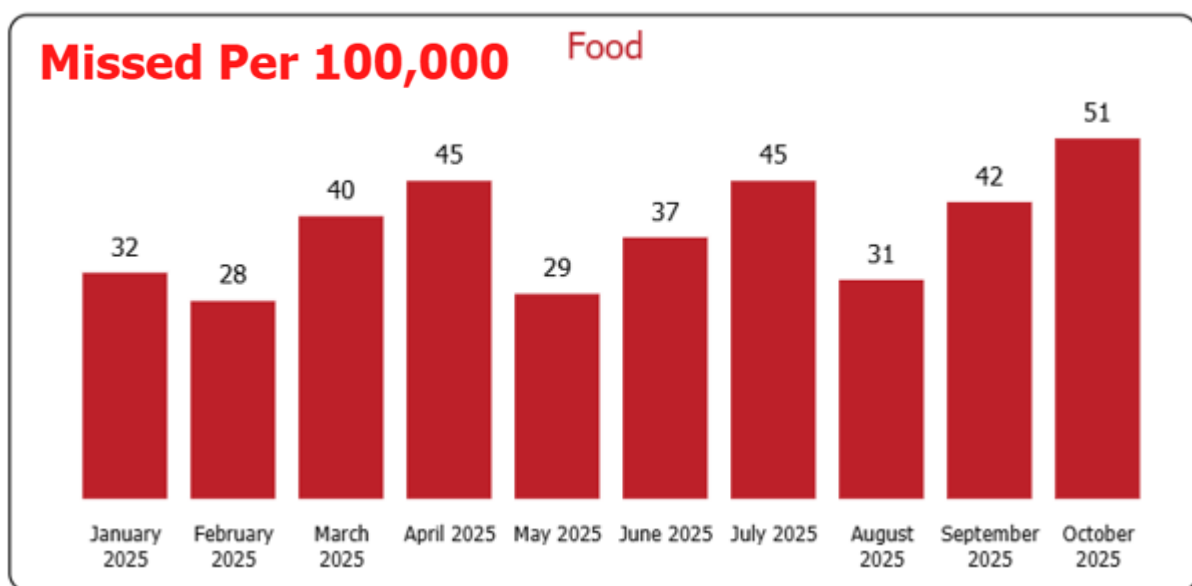
The assisted collections we deliver to, approximately 500 addresses are highlighted on the in-cab devices, this combined with our stable and established workforce, means that local round knowledge is strong, meaning missed assisted collections are very rare. When they occasionally occur, this is usually due to a change of round personnel because of sickness, annual leave or because the assisted collection is brand new and not yet understood. Any missed collections are closely monitored, and supervisor intervention occurs prior to the next collection to avoid any further misses at the same address.



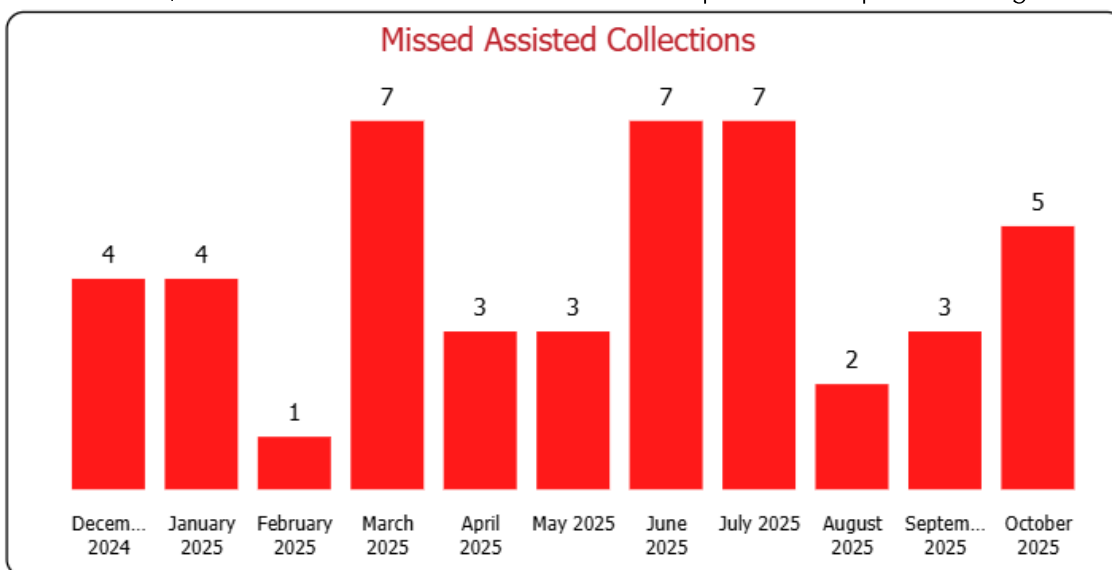
1.2 Food Waste

The food waste collection service was introduced in Rushmoor in October 2021, most properties use a 23L kerbside caddy with communal properties having the option to recycle food waste in communal food waste bins. This is a weekly collection service and Serco operate three x 7.5t food waste collection vehicles crewed by a driver and two loaders. The collection method for food waste differs from the other collection services as loaders use a transfer bin to collect multiple caddies before returning to the vehicle, rather than taking each 23l caddy to the vehicle. This allows the operation to be more efficient and each round collect from approximately 2,200 properties per day. Food waste is taken for anaerobic digestion at Herriard Bio Power, Basingstoke.

Food waste missed collections are reported in the same way as all other collections and crews have the same in-cab devices for reporting. Food waste misses are measured as a figure per 100,000 collections, the current target is 20 per 100,000 but this is currently under review. Throughout the previous year less than 0.03% of all food waste collections were reported as missed.



Missed assisted food waste collections are rare but do fluctuate more than the other collection services partly because some residents present on an ad-hoc basis and the small caddies can be hard to locate, additional attention from the collections supervisor is in place to mitigate.

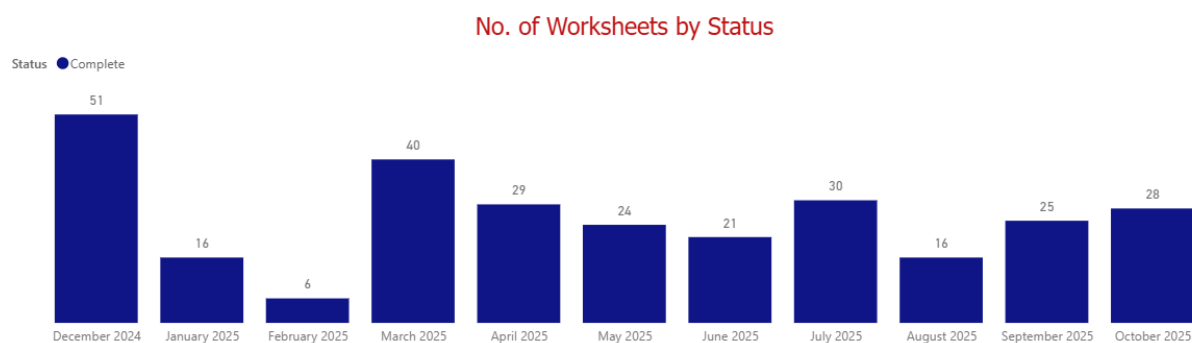


2.0 Cleansing Services

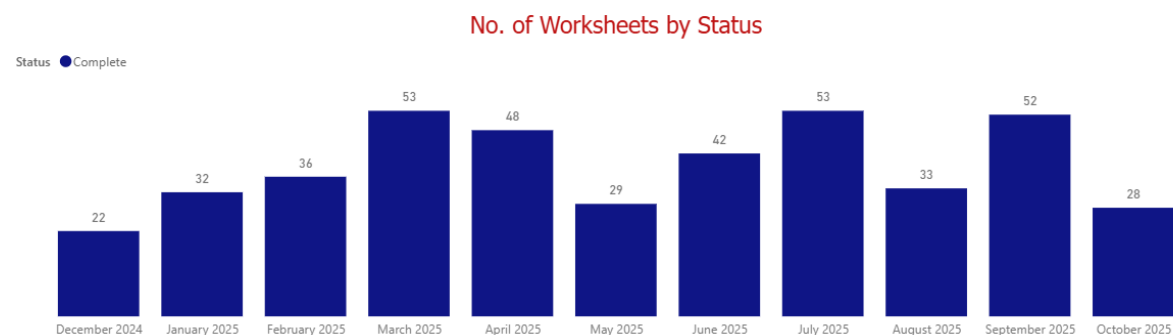
The Cleansing Service operates several cage vehicles, mechanical sweepers, town centre barrow beats, a cleansing hit squad and toilet operatives. This team ensure that 800 litter bins across the borough are emptied on a range of frequencies from daily to once a week, toilets are opened/closed and cleaned seven days a week and streets and open spaces are litter picked and swept both manually and mechanically. The team also delivers reactive tasks such as dead animal removal, sharps removal and fly tip collection as required.

Members of public can raise street cleansing issues via the Love Rushmoor app, these are then investigated by the Rushmoor Borough Council officers and passed to Serco via the Management Information System (MIS) Whitespace in real time for action. Using mobile devices, the Serco Street cleansing team action the ticket and confirm job completion. The Cleansing team are currently deep into the leaf clearance season with additional resources brought in to support the increased workloads.

Litter bins full

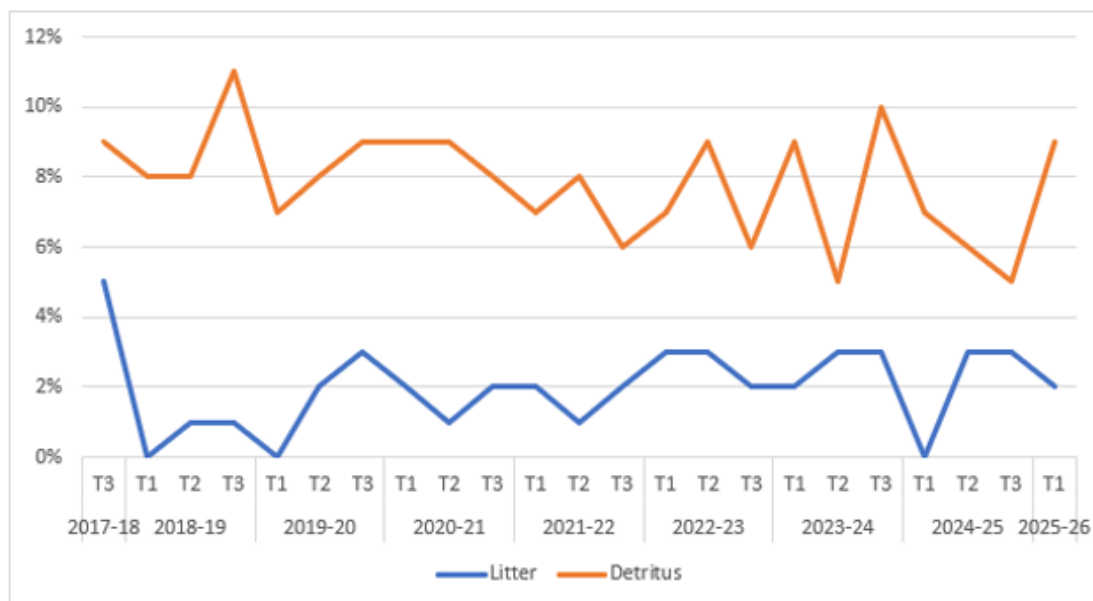


Litter or Sweeping Issue



The Contract Key Performance Indicator for Litter is 4% and detritus is 10%, this is scored by Rushmoor Borough council three times a year.

Year	Tranche	Litter	Detritus
2017-18	T3	5%	9%
2018-19	T1	0%	8%
	T2	1%	8%
	T3	1%	11%
2019-20	T1	0%	7%
	T2	2%	8%
	T3	3%	9%
2020-21	T1	2%	9%
	T2	1%	9%
	T3	2%	8%
2021-22	T1	2%	7%
	T2	1%	8%
	T3	2%	6%
2022-23	T1	3%	7%
	T2	3%	9%
	T3	2%	6%
2023-24	T1	2%	9%
	T2	3%	5%
	T3	3%	10%
2024-25	T1	0%	7%
	T2	3%	6%
	T3	3%	5%
2025-26	T1	2%	9%



3.0 Grounds Maintenance

The Serco Grounds maintenance team take great pride in their work with most of the team having been on the contract for 15+ years. Serco manage and maintain parks and open space areas in accordance with a combination of best operating practice, industry standards and specific requirements of Rushmoor Borough Council. The teams operate out of two depots, located at Manor Park Aldershot and the Grove Farnborough. Our grounds maintenance operatives are multiskilled taking on a range of tasks such as planting, hedge cutting, grass cutting and more. This approach enables a more flexible and responsive way of working for the team which has been particularly necessary with the annual changes in weather seen in recent years. The team take environmental impacts into consideration, enabling a flexible approach to the scheduling of tasks for example in a warm wet year it is all hands to mowing as soon as the ground is firm enough to hold the weight of the large equipment without causing damage, hedge cutting also becomes a priority come June as growth can start to overgrow footpaths.

Within the grounds maintenance team, we also have a dedicated sports pitch maintenance groundsman responsible for such tasks as renovations, line marking, seeding, topsoil and other repairs to Rushmoor's many sports pitches which includes an American football pitch. There is also a dedicated COTS 2 trained cemeteries team responsible for digging of graves and general maintenance. The grounds maintenance team operate a fleet of 3.5t flatbed vehicles, ride on mowers, tractors, diggers, and dumpers along with various types of pedestrian mowers and hand tools. At the Council's request in 2022 changes were made to the ground's maintenance specification in line with the Council's environmental agenda, this involved the removal of chemical treatment for weeds and a reduction to grass cutting specification, shrub bed and hard surface maintenance.

Key performance indicators for Grounds maintenance are 15 or fewer non-performance, by way of example failure to provide a service as per specification, in one month and 95% or higher compliance with the specification.





4.0 People Metrics and Health & Safety

Serco currently employ 82 staff on the Rushmoor environmental services contract across 3 services including the management team. Amongst others the typical roles on the contract are loader, HGV driver, town centre operative, toilet operative, grave digger, groundsman, sports pitch groundsman. Staffing levels are increased to address seasonal changes such as leafing, grass cutting and increased garden waste tonnage.

4.1 Employee engagement

Serco runs an independent, anonymous employee engagement survey annually in September enabling all employees to share their experiences of working within Serco and let us know what we are doing well and importantly what we could do better.

Within the Rushmoor contract a response rate of 89% was achieved during the 2024 survey a 13% improvement on 2023 and some positive scores were achieved. But some areas were also highlighted for improvement and an action plan has been created to address these areas.

Top strengths

- Procedures** ⓘ
Where I work, the work is well organised (processes and procedures, orderly work environment, etc.).
- Psychological Safety** ⓘ
At work, colleagues can voice opinions and report inappropriate behaviour without fear of negative consequences.
- Resources** ⓘ
I have the resources I need to do my job well (equipment, supplies, technology, etc.).
- Health & Safety** ⓘ
My Health and safety is taken seriously where I work.
- Empowerment** ⓘ
I feel empowered to make decisions regarding my work.
- Ethical Standards** ⓘ
I never feel under pressure to compromise our ethical standards.

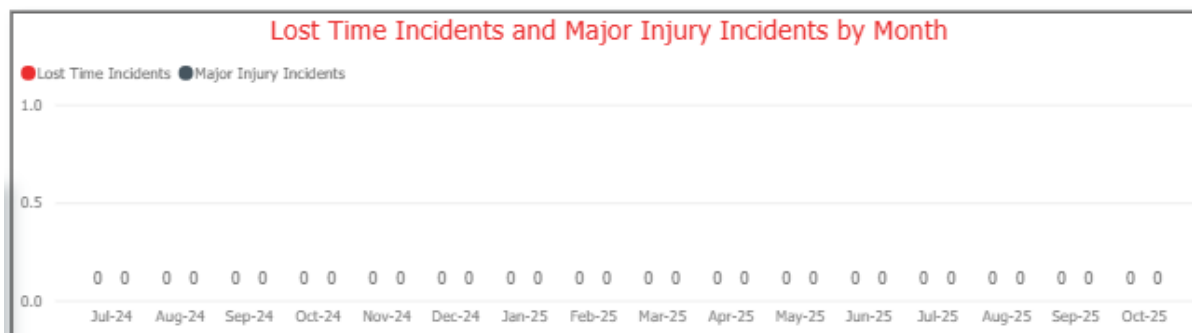
Top opportunities

- Career** ⓘ
I have good career opportunities at Serco.
- Future Success - Culture** ⓘ
Serco has the right culture for us to be successful in the future.
- Retention** ⓘ
I would like to stay with Serco for at least the next 12 months.
- Prospects** ⓘ
I am excited about Serco's future.
- Pride** ⓘ
I feel proud to work at Serco.
- Work Life Balance** ⓘ
I feel supported to balance my work and personal life.

4.2 Health & Safety

Health and safety is unashamedly, and always will be, our key priority within Serco, we are committed to a Zero Harm approach to safety. Our mantra is “Think safe. Work safe. Home safe”. There has been significant investment in Health and Safety in 2024/25 which supports our commitment to ensuring everyone goes home safely. Safety observations and near miss reporting are actively encouraged and promoted, we know that the more observations and safety considerations we carry out, the number of incidents reduce. This is something that we are extremely passionate about both on site and across Serco.

Performance (Lagging)	In Month				Year to date			
	Aug-25	Sep-25	Oct-25	Monthly Threshold	Oct-23	Oct-24	Oct-25	YTD Threshold
Lost Time Incident Frq. Rate (LTIFR)	0.00	0.00	0.00	0.00	0.00	5.56	0.00	0.00
Lost Time Incidents	0	0	0	0	0	1	0	0.0
Psych Impact Lost Time Incidents	0	0	0	-	0	0	0	-
Working Days Lost per Worker (WDLW)	0.00	0.00	0.00	0.16	0.00	0.33	0.00	0.16
Working Days Lost in Month	0	0	0	0	0	40	0	0
Major Injury Frq. Rate (MRIFR)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Major Injury Incidents	0	0	0	0	0	0	0	0
Serious Physical Assault Frq. Rate (SPAFR)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Serious Physical Assaults	0	0	0	0	0	0	0	0
Physical Assault Frq. Rate (PAFR)	0.00	0.00	0.00	0.00	0.0	0.0	0.0	0.00
Physical Assaults	0	0	0	0	0	0	0	0
HSE Reportable (RIDDOR) Incidents	0	0	0	0	1	0	0	0
Cultural (Leading)	In Month Totals				Year to date			
	Aug-25	Sep-25	Oct-25	Monthly Target	Oct-23	Oct-24	Oct-25	YTD Target
Safety Observations	8	7	7	0	54	43	74	0
Zero Harm Engagement	4	3	4	0	0	32	49	0
Incidents Open > 30 days (%)	0%	0%	13%	5%	3%	2%	3%	5%



Serco are pleased to report that there hasn't been an LTI on contract in 19 months.

The Serco team hold a bi-monthly Health & Safety meeting where representatives from the front-line team sit down with the contract manager and the Health & Safety advisor to discuss current Health & Safety performance, raise any concerns, present ideas for improvement and any key topics that have arisen.

We have a very open and strong relationship with our employees, and they are encouraged to raise any concerns directly with supervisors and managers either in person or via the safety observation app on their in-cab/mobile device. Should any of the team not feel comfortable doing details of the Serco speak up line, where any concerns can be raised anonymously, are also shared.

We also hold Health & Safety roadshows which include safety suppliers and the wider Serco management /leadership, to which all staff are invited and welcome.

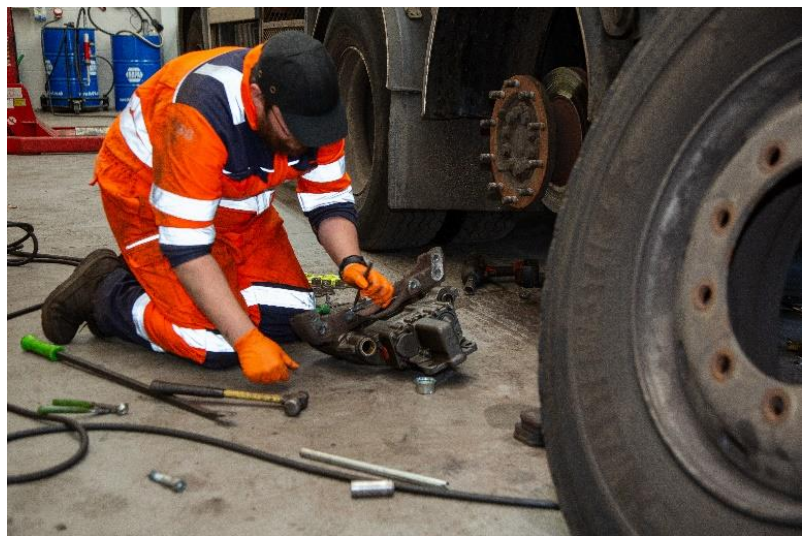


4.3 Back in action



Nearly all of the work undertaken is physically demanding and/or repetitive so 'Back in Action' physiotherapist services have been employed on the Rushmoor contract.

The aim of this free service is to help our team remain fit and well, it is promoted internally and open to everyone. Any member of the team can book in to see the physiotherapist for any physical issues not just workrelated injuries, its well-used and highly thought of by the team.



5.0 Recycling and Diversion

Serco and Rushmoor Borough Council work in partnership to improve recycling rates and increase waste diversion. This is achieved through day-to-day activities such as our crews reporting contamination, enabling resident education and ensuring recycling loads are not refused at the tip because of contamination. This is supplemented with bigger projects such as the introduction of food waste recycling. Additional support is also provided during council led campaigns, for example during the food waste launch leaflets were delivered to residents by Serco staff. This is due to be repeated later with a plan in place for Serco staff to sticker refuse bins in support of Rushmoor Borough Councils food waste re-engagement campaign. The Serco communications team have also supported events by providing eye catching promotional materials.

Contract year	Recycling Rate	Activity
2016/17	26.6%	
2017/18	29.0%	Collection of Kerbside small WEEE
2018/19	29.0%	
2019/20	29.6%	
2020/21	31.9%	5 months of Alternate week collections (AWC) due to COVID-19
2021/22	36.8%	AWC and food waste Phase 1 (low rise properties) 25/10/2021
2022/23	41.7%	Food Waste Phase 2 (Communal properties) Mar - Dec 2022
2023/24	42.4%	
2024/25	42.8%	Introduction of WEEE recycling banks (late 2025)



6.0 Carbon Reduction

Since the start of the contract Serco have utilised three electric vans to support operations across toilet cleansing and grounds maintenance operations within the cemeteries. The RCV fleet introduced in 2017 is Euro 6 compliant and equipped with low carbon electric lifts.

With a possible extension in 2027 Serco are keen to identify vehicle solutions that will continue to support Carbon reduction. In late 2024 Serco worked with 2 vehicle manufacturers to trial electric vehicles on the Rushmoor Contract.



Boschung provided an articulated fully electric compact mechanical sweeper for trial. The sweeper was well liked by operatives, performed well and demonstrated an impressive range.



Around the same time Terberg also provided a trial of their Orus EV food waste vehicle which was also well liked by operatives, had excellent capacity and range.



7.0 Added Value

7.1 Environmental Ambassadors

One of the added value initiatives at the start of the contract was the introduction of Community Champions, despite everyone's best efforts this initiative struggled to maintain traction. In partnership with the Rushmoor waste team Serco's communications team explored a range of community-based options jointly developing Environmental Ambassadors as a wider encompassing alternative. The new scheme was designed with the purpose of enabling and supporting more residents who wanted to make a positive change in their communities to become proactively involved and support biodiversity locally.



www.rushmoor.gov.uk/recycling-rubbish-and-environment/environmental-ambassadors

7.2 Pride of Rushmoor Awards

The Serco Rushmoor contract sponsored and attended the Pride of Rushmoor awards in 2025



7.3 Hampshire Futures

In 2025 placements have been offered to the Hampshire futures team, Hampshire futures support young people to identify, secure and maintain their long-term career goals. Serco is assisting Hampshire by providing work experience places.



Hampshire
County Council

Hampshire Futures

7.4 Battery Fires Campaign

Artwork has also been created to remind residents batteries can start fires and to signpost them to the correct way to dispose of them.



7.5 Love Rushmoor App

The "Love Rushmoor App" has been sponsored by Serco, the App allows members of the public to report environmental hotspots or issues such as fly tips, litter and dog mess. The reports are logged with the council team, which in turn are sent to Serco's Street cleansing teams to action service via our Management Information system (MIS) Whitespace. When the job is marked as complete by the street cleansing teams and time and date stamped are automatically added to the electronic worksheet.

7.6 Guaranteed Minimum Income

Rushmoor Borough Council are guaranteed an income from 3rd party revenue of £700K over the life of the 10-year contract to be off set against core revenue. The Council are guaranteed a further £500K over the life of the 10-year contract from commercial waste services also to be off set against core revenue. Our commercial waste services currently service 213 customers in and around the borough of Rushmoor.

OVERVIEW AND SCRUTINY COMMITTEE WORK PLAN

SECTION 1 – WORKFLOW 2025/26 (dates of meetings and work allocated to each)

DATE 2025/26	ITEMS	DELIVERY PLAN PRIORITY
12 June 2025	Registered Providers Annual Report – 2024/25 – ZP	Homes for All: Quality Living, Affordable Housing
31 July 2025	Housing and Homelessness Prevention Strategy – ZP/JP	Homes for All: Quality Living, Affordable Housing
4th September 2025 Additional Special Meeting	Local Government Reorganisation – KE/GW	The Future and Financial Sustainability
18th September 2025	Police and Community Safety – JK/DL/GC	Pride In Place: Clean, Safe and Vibrant Neighbourhoods
23rd October 2025	Community Engagement – How we consult with and understand the views of our residents	The Future and Financial Sustainability
11th December 2025	Registered Providers T&F Group – New Terms of Reference and name change – ZP SERCO – Annual Report 2024/25 – RW	Pride In Place: Clean, Safe and Vibrant Neighbourhoods

Last Updated
02/12/2025

Report Deadline: 3rd December 2025	Walk this Waste Pilot – feedback on the recent pilot - RW	
5th February 2026 (moved from Jan) Report Deadline: 28 January 2026	Farnborough Leisure Centre – Pre-decision scrutiny	Skills Economy and Regeneration
26th March 2026 Report Deadline: 18 March 2026	<i>Update on Regeneration and Civic Quarter - TBC</i>	Skills Economy and Regeneration

Potential future items for the Committee – for co-ordination at Programme Management Group

Item	Explanation of the item/ Issue that this is seeking to review or scrutinise
Business Support and Economic Development	
Royal Mail postal deliveries	A request had been received from Cllr S.J. Masterson to consider a review of postal services following a number of complaints from his residents regarding the lack of a daily delivery and a trend towards batch delivery once or twice a week.
Digital ID Cards	A request from Cllr G.B. Lyon to look at the impacts of the Governments proposal to introduce Digital ID Cards.

SECTION 2 – ISSUE LOG
(recent updates on running topics)

SKILLS ECONOMY AND REGENERATION	
Farnborough Leisure Centre	February 2026 - Pre Decision Scrutiny on the development of the Farnborough Leisure Centre prior to it being considered by the Cabinet.
HOMES FOR ALL: QUALITY LIVING, AFFORDABLE HOUSING	
Registered Providers Task and Finish Group	June 2025 – Committee reviewed work undertaken in the 2024/25 Municipal Year and suggested that the Group consider the Terms of Reference and question the best use of time to achieve strategic discussions with Registered Providers. Consideration would also be given to the makeup of the Group and the option to widen the membership.
Housing and Homelessness Prevention Strategy	July 2025 – Committee reviewed the Housing and Homelessness Prevention Strategy to track progress since 2024/25. The progress to date had been noted.

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COMMUNITY AND WELLBEING: ACTIVE LIVES, HEALTHIER AND STRONGER COMMUNITIES	
PRIDE IN PLACE: CLEAN, SAFE AND VIBRANT NEIGHBOURHOODS	
Police and Community Safety	September 2025 - Meeting with the Police Chief Inspector and the Community Safety Manager to receive an update on police and community safety matters. The Committee receives an update on an annual basis to review current and emerging issues and work undertaken.
Registered Providers T&F Serco Annual Report Walk this Waste Pilot	December 2025 – the meeting will be reviewing the SERCO Annual Report 2024/25. The 2023/24 Annual Report was last reviewed in August 2024 and can be found here . The Committee would also be reviewing the outcomes of the Walk this Waste Pilot and the working arrangements of the Registered Providers T&F Group.
THE FUTURE AND FINANCIAL SUSTAINABILITY	
Local Government Reorganisation (LGR)	September 2025 - The Committee's comments regarding the LGR proposals were considered by the Cabinet before approval was given at the Extraordinary Meeting of the Council on 25 September. With regard to local government funding and the suggestion to write to Central Government to highlight the issue, it was noted that the Cabinet would not be taking up this recommendation
Community Engagement	October 2025 – The Committee considered how the Council consulted with and understood the views of our residents.

SECTION 3 – Criteria for selection of items for the work programme drawn from Terms of Reference

The Committee's overall work programme should take account of:

- Whether the proposed work furthers corporate priorities
- The likelihood of something significant or valuable coming from the work
- The importance of the issue for users and the public generally
- Whether there is evidence of user dissatisfaction with the service
- Issues raised through audit or inspections
- Whether there is a high level of budgetary commitment to the service
- Public interest covered in the local media

The general terms of reference of the Overview and Scrutiny Committee are set out below:

- to develop a work programme, and which is co-ordinated with the work programmes of the Policy and Project Advisory Board, and the Audit and Governance Committee which ensures that the Committee's time is effectively and efficiently utilised;
- to appoint such formal sub-committees and informal task and finish groups as appropriate to deliver its planned work programme and fulfil its overview and scrutiny functions;
- to undertake investigations into such matters relating to the Council's functions and powers as:
 - may be referred by the Council, Committees, the Cabinet, or the Leader;
 - or the Committee may consider appropriate as part of a co-ordinated work programme; or
 - have been referred to the Committee pursuant to the "call-in" procedure set out in the Overview and Scrutiny Procedure Rules in Part 4 of this Constitution. (These can be decisions taken by the Cabinet, a Cabinet Member, key decisions taken by an officer or under joint arrangements);
- to discuss initiatives put forward for consideration by individual members of the Committee and any relevant 'call-for-action' in accordance with the Overview and Scrutiny Procedure Rules set out in Part 4 of this Constitution; and
- to consider petitions referred to the Overview and Scrutiny Committee in accordance with provisions set out in the Petition Scheme set out in Part 4 of this Constitution.

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