

# Merton Council

## Cabinet Agenda

### Membership

#### Councillors:

Stephen Alambritis (Chair)  
Mark Allison  
Nick Draper  
Caroline Cooper-Marbiah  
Edith Macauley MBE  
Tobin Byers  
Martin Whelton  
Katy Neep  
Ross Garrod

**Date: Monday 4 July 2016**

**Time: 7.15 pm**

**Venue: Committee rooms C, D & E - Merton Civic Centre, London Road,  
Morden SM4 5DX**

This is a public meeting and attendance by the public is encouraged and welcomed.  
For more information about the agenda please contact  
[democratic.services@merton.gov.uk](mailto:democratic.services@merton.gov.uk) or telephone [020 8545 3361](tel:02085453361).

All Press contacts: [press@merton.gov.uk](mailto:press@merton.gov.uk), 020 8545 3181

# Cabinet Agenda

## 4 July 2016

1	Apologies for absence	
2	Declarations of pecuniary interest	
3	Minutes of the previous meeting	1 - 2
4	Financial Monitoring 2015/16 - May 2016	To Follow
5	Expansion of South London Legal Partnership	To Follow
6	Reference from Scrutiny on the South London Waste Partnership (procurement of waste collection and related environment services)	3 - 4
7	Reference from Scrutiny on Harris Wimbledon Secondary School - Required Site Approvals	To Follow
8	Exclusion of the public To RESOLVE that the public are excluded from the meeting during consideration of the following report(s) on the grounds that it is (they are) exempt from disclosure for the reasons stated in the report(s).	
9	South London Waste Partnership - Procurement of Waste Collection and Related Environmental Services	5 - 70
10	Harris Wimbledon Secondary School - Required Site Approvals	71 - 74

### Note on declarations of interest

Members are advised to declare any Disclosable Pecuniary Interest in any matter to be considered at the meeting. If a pecuniary interest is declared they should withdraw from the meeting room during the whole of the consideration of that matter and must not participate in any vote on that matter. If members consider they should not participate because of a non-pecuniary interest which may give rise to a perception of bias, they should declare this, withdraw and not participate in consideration of the item. For further advice please speak with the Assistant Director of Corporate Governance.

# Agenda Item 3

All minutes are draft until agreed at the next meeting of the committee/panel. To find out the date of the next meeting please check the calendar of events at your local library or online at [www.merton.gov.uk/committee](http://www.merton.gov.uk/committee).

## CABINET

6 JUNE 2016

(8.15 pm - 8.26 pm)

PRESENT: Councillor Stephen Alambritis (in the Chair),  
Councillor Mark Allison, Councillor Tobin Byers,  
Councillor Nick Draper, Councillor Caroline Cooper-Marbiah,  
Councillor Ross Garrod, Councillor Edith Macauley,  
Councillor Katy Neep and Councillor Martin Whelton

Ged Curran (Chief Executive), Paul Evans (Assistant Director of Corporate Governance), Caroline Holland (Director of Corporate Service), Chris Lee (Director for Environment and Regeneration), Mike Pierce (Commissioning Manager – Public Health), Yvette Stanley (Director of Children, Schools and Families) and Chris Pedlow (Senior Democratic Services Officer).

ALSO PRESENT: Councillor Stephen Crowe

### 1 APOLOGIES FOR ABSENCE (Agenda Item 1)

No apologies were received.

### 2 DECLARATIONS OF PECUNIARY INTEREST (Agenda Item 2)

No pecuniary declarations were made.

### 3 MINUTES OF THE PREVIOUS MEETING (Agenda Item 3)

That the minutes of the meeting held on 18 May 2016 were agreed as a correct record.

### 4 EXTENSION OF ADULT INTEGRATED SUBSTANCE MISUSE CONTRACT. (Agenda Item 4)

The Cabinet Member for Adult Social Care and Health, presented the report that sought retrospective approval for the contract extension of the substance misuse contract. It was explained that the Council had attempted to re-procure the contract in late 2015/ early 2016, but there were no successful bidders. The current providers are willing to continue in the current format until the end of June 2016, as they have done since the contract had expired on 31 March 2016. It was therefore proposed that the Director of Community and Housing, in consultation with the Cabinet Member for Adult Social Care and Health be delegated authority to negotiate and approve a further contract extension from 1st July 2016 to 31st March 2018.

RESOLVED

That Cabinet:

- 1) retrospectively approves the extension of the substance misuse contract from 1<sup>st</sup> April 2016 to 30<sup>th</sup> June 2016.
- 2) agrees to delegate to the Director of Community and Housing, in consultation with the Cabinet Member for Adult Social Care and Health, the authority to negotiate and approve a further contract extension from 1<sup>st</sup> July 2016 to 31<sup>st</sup> March 2018.

5 |FINANCIAL OUTTURN 2015-16 (Agenda Item 5)

The Cabinet Member for Finance presented the Annual Financial Outturn report which provided the provisional out-turn position for 2015-16 financial year. It was highlighted that Council had an overspend at the end of a financial year, of £1.6million. It was acknowledged that if the implementation of the ANPR had started on time and had not been halted through a legal challenge on the awarding of the contract, there would not have been an overspend. The report also broke down the Council expenditure by service departments and provided details of the capital outturn.

It was noted that the report would be going to the Financial Monitoring Task Group for some in-depth scrutiny and it would also in its completed format, be going to the Standards and General Purpose Committee for approval as part of the Final Accounts report.

RESOLVED:

That Cabinet:

- 1) notes the provisional revenue outturn for 2015/16
- 2) considers the issues around the quality of revenue budget monitoring and agrees to receive a further report on the detailed issues in respect of 2016/17
- 3) considers and noted the outturn position on Capital and slippage into 2016/17

## Committee: Cabinet

Date: 4 July 2016

Wards: All

**Subject:** Reference from the Sustainable Communities Overview and Scrutiny Panel – Pre decision scrutiny of the South London Waste Partnership (procurement of waste collection and related environment services)

Lead officer: Annette Wiles, Scrutiny Officer, 0208 545 4035

Lead member: Councillor Abigail Jones, Chair of the Sustainable Communities Overview and Scrutiny Panel

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### Recommendation:

That Cabinet takes account of comments made by the Sustainable Communities Overview and Scrutiny Panel when taking decisions on South London Waste Partnership – procurement of waste collection and related environment services (set out in paragraph 2.2 below);

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## 1 PURPOSE OF REPORT AND EXECUTIVE SUMMARY

1.1. To inform Cabinet of the recommendations and comments resulting from pre decision scrutiny of the South London Waste Partnership preferred bidder's technical solution at a Panel meeting on 9 June 2016.

## 2 DETAILS

2.1. Members received the draft Cabinet report with all accompanying appendices. The Cabinet Members for Community and Culture and Cleanliness and Parking in addition to the Director of Environment and Regeneration presented the report and answered questions.

2.2. Members acknowledged the officers' considerable work and effort in getting the proposed South London Waste Partnership to the stage of having selected preferred and reserve bidders for Lots 1 and 2. A comment on the recommendations in the draft Cabinet report was agreed as set out below:

Recommendation: Cabinet use the period of 'preferred bidder fine tuning' to determine how many households will experience significant difficulty in storage and/or presentation of wheeled bins for regular emptying.

Recommendation is endorsed

## 3 ALTERNATIVE OPTIONS

3.1. Cabinet is required under the terms of the constitution to receive, consider and respond to recommendations from Overview and Scrutiny.

## 4 CONSULTATION UNDERTAKEN OR PROPOSED.

4.1. None for the purposes of this report.

## 5 TIMETABLE

5.1. None for the purposes of this report.

**6 FINANCIAL, RESOURCE AND PROPERTY IMPLICATIONS**

6.1. None for the purposes of this report.

**7 LEGAL AND STATUTORY IMPLICATIONS**

7.1. None for the purposes of this report.

**8 HUMAN RIGHTS, EQUALITIES AND COMMUNITY COHESION IMPLICATIONS**

8.1. None for the purposes of this report.

**9 CRIME AND DISORDER IMPLICATIONS**

9.1. None for the purposes of this report.

**10 RISK MANAGEMENT AND HEALTH AND SAFETY IMPLICATIONS**

10.1. None for the purposes of this report.

**11 APPENDICES – NONE**

**12 BACKGROUND PAPERS**

12.1. None

## **Committee: Cabinet**

**Date: 4<sup>th</sup> July**

Wards: ALL

## **Subject: South London Waste Partnership – Procurement of Waste Collection and Related Environment Services**

Lead officer: Chris Lee, Director of Environment and Regeneration

Lead member: Councillor Ross Garrod, Cabinet Member for Street Cleanliness and Parking and Councillor Nick Draper, Cabinet Member for Community and Culture

Contact officer: Cormac Stokes, Head of Street Scene and Waste

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### **Recommendations:**

- A. That Cabinet recognises the Administration's desire, in the context of Merton's continually decreasing funding from Central Government, to maintain and enhance the borough's public realm, open spaces and parks; noting the results of the wheeled bin pilot in Lavender Fields ward and the Administration's desire to introduce wheeled bins to ensure cleaner streets and the need for any solution to be affordable
- B. Following the endorsement from the Joint Waste Committee (7 June 2016) it is recommended that Cabinet approves the appointment of Veolia ES (UK) Ltd as Preferred Bidder for LOT 1 services including waste collection, street cleaning, commercial waste collection, winter maintenance and vehicle procurement and fleet maintenance in relation to the procurement exercise undertaken by the South London Waste Partnership (SLWP) for Waste Collection and Related Services. This is for a period of 8 years with the option to extend for two further periods of 8 years, a maximum total of 24 years.
- C. Approve the appointment of The Landscape Group Ltd as Preferred Bidder for LOT 2 services (including Parks, Grounds maintenance, Cemeteries, Verges and Tree maintenance) . This is for a period of 8 years with the option to extend for two further periods of 8 years, a maximum total of 24 years.
- D. Approve the appointment of Amey LG Ltd. as Reserve Bidder for LOT 1 services and Veolia ES (UK) Ltd as Reserve Bidder for LOT 2 services.
- E. Following fine tuning discussions with the Preferred Bidders and there being no material changes to the proposed solution beyond the scope of the proposed solution set out in this report, delegate authority to the Director of Environment and Regeneration in consultation with Cabinet Members to authorise the London Borough of Croydon to award the contract for both Lots, on behalf of the four boroughs of Sutton, Merton, Kingston and Croydon (the SLWP).
- F. Based on the principles of the Inter Authority Agreement (IAA), delegate authority to the Director of Environment and Regeneration in consultation with Cabinet Members to agree the IAA and the arrangements relating to the management of the contracts.

- G. To note the statutory requirement under section 123 of the Local Government Act 1972 requiring the Council to advertise its intention to grant leases of areas of Public Open Space for those depots and staff facilities within parks and open spaces required to facilitate the operation of the contract(s).
- H. Note the work in hand to establish fit for purpose contract management and Clienting functions and delegates this to the Director of E&R to finalise
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## **1 PURPOSE OF REPORT AND EXECUTIVE SUMMARY**

- 1.1. In November 2014 Cabinet agreed to jointly procure through London Borough of Croydon a range of environmental services as part of the South London Waste Partnership, using the competitive dialogue procurement route.
- 1.2. This report provides a summary of the outcome of the procurement exercise and seeks approval to the selection of Preferred Bidder and Reserve Bidder for both Lot 1 (waste collection, street cleaning, winter maintenance, vehicle procurement and fleet maintenance) and Lot 2 (parks, arboriculture, cemeteries and grass verges and tree maintenance services) each as set out in the table below (section 2.2).
- 1.3. The report details the implications of the Preferred Bidder's proposals on Merton's current existing in house services, the work progressing on establishing effective governance arrangements for the new contracts and outlines the timetable for the remainder of the procurement exercise through fine tuning and contract award in Dec 2016.
- 1.4. It is envisaged that the contract will start on 1st April 2017 for LOT 1 services and 1 Feb 2017 for LOT 2 services.

## **2 DETAILS**

- 2.1. The South London Waste Partnership was formed in 2003 and has a proven record of providing improved and more cost-effective waste management services through the procurement of complex waste disposal treatment, recycling and Household Reuse and Recycling Centre contracts. The success of the Partnership was recognised in 2013 when it received the International Public Private Sector Partnerships award for its Residual Waste Disposal Project, where an innovative contracting structure saved over £200m against existing budgets and was praised for its 'optimum risk transfer'.
- 2.2. As part of the drive for even greater efficiency, SLWP Management Group and Officers explored opportunities for the future delivery of a range of high quality environmental services. An options analysis was undertaken to assess the merits of procuring services in partnership, rather than continuing with existing arrangements or procuring services alone. The four boroughs made an assessment of delivery, procurement options and modelled savings based on joint procurement by all boroughs. The financial modelling suggested potential savings in the region of 10% through such a joint procurement. It is important to note that procuring in partnership does



not necessarily require that all partners need or receive the same service. It was on this basis that the business case for the joint procurement of these services was approved by Cabinet in November 2014.

<b>Lot 1 (All boroughs)</b>	<b>Lot 2 (Sutton &amp; Merton only with options for other boroughs to join later)</b>
Waste collection	Parks and grounds maintenance
Street cleaning	Cemeteries
Commercial waste	Highway verge maintenance
Winter Maintenance	Tree maintenance (excluding inspections)
Vehicle maintenance and procurement	Sports and play facilities management

2.3. Considering the scale, scope and complexity of the services being procured and feedback from two separate market engagement exercises, a procurement strategy was developed that recommended Competitive Dialogue (CD) as the most appropriate procurement route.

2.4. The CD process involves pre-qualifying bidders and then de-selecting bidders through iterative stages, which are shown in the flow diagram at Appendix 1. The key determinants of the decision to use Competitive Dialogue were:

- The complexity of the requirement and the need to explore various options and service developments with bidders;
- The costs of the Partnership's services which is estimated to be in the region of £50m per annum, and the requirement for skilled dialogue to take place with bidders, particularly given the scale of spend and that making significant savings is a core requirement of the project.
- At the Market Engagement events prospective bidders confirmed they favoured this approach.

2.5. One of the key benefits of using Competitive Dialogue is that it allows both the authorities and bidders to enhance and adapt the scope of the requirements throughout the commissioning process, including the final specification. This route has highlighted further efficiencies, in demonstrating the benefits of incorporating the administration function for

- both the Waste and Cemeteries services, along with the sports bookings function for Parks, within the scope of the contract.
- 2.6. In addition, it has been possible for Merton and Sutton to review the timescale and contract start date and in consultation with the bidders, to bring forward the contract start date for Lot 2 services from 1st April 2017 to 1st February 2017, to ensure that the contractor is in place prior to the start of the peak demands of the horticultural season.
- 2.7. The following objectives, agreed prior to the commencement of the procurement were:
- to target optimum savings on the costs of service provision through lower service costs and increasing recycle income;
  - to deliver residents a high performing service, achieving high levels of customer satisfaction;
  - to provide improved environmental and carbon outcomes in the way we deliver environmental services; and
  - to ensure the community remain engaged and involved in the management, maintenance and oversight of parks, cemeteries and open spaces in Merton and Sutton.
- 2.8. **Evaluation Criteria**
- 2.8.1 The evaluation criteria were agreed at the beginning of the procurement process. A detailed report on the procurement process and key milestones was shared with the Sustainable Communities, Overview and Scrutiny in February 2016. Full details of the tender evaluation is contained within Appendix A.
- 2.8.2 The individual weightings for the four distinct quality categories for the final tender stage are as follows.
- (i) Technical Evaluation: LOT 1 (35%) LOT 2 (40%)
- This evaluates bidders approach to service delivery, their technical solution, their approach to the contract specification and the robustness of their resource plan.
- (ii) Financial: LOT 1 (25%) LOT 2 (20%)
- This evaluates the bidders approach to the contract payment mechanism approach to financing solution and the robustness of their pricing. In addition it covers the bidders response to take in the requirement for transparency and auditing of the contract. The overall bid price is evaluated separately (see para 2.8.3).
- (iii) Legal and Commercial: LOT 1 (35%) LOT 2 (35%)
- This evaluates the bidder's response and approach to the contract as a whole. Bidders proposed organisational structure for managing and delivering the services is evaluated within this section. A key area for consideration is the approach to staff and issues relating to the Transfer of

Undertakings (Protection of Employment) Regulations 2006 (SI 2006/246) (TUPE) and pensions.

(iv) Bid Coherence: Both LOT1 and LOT 2 (5%)

This element examines the bids in their completeness to ensure there is consistency across all the above elements.

- 2.8.3 The price of the bids was evaluated as a Net Present Value (NPV) of the annual contract payments. This is calculated in accordance with the Payment Mechanism from the contract commencement to the anticipated first Contract breakpoint (Year 8). The flow diagram Appendix 2 (Decision Tree) sets out the evaluation decision to determine the ranking of each of the bids received at the final tender stage with regards to ensuring the most economically advantageous tender is identified.

2.9. **Evaluation Process**

- 2.9.1 The procurement process covered three stage of dialogue with bidders in each Lot; Outline Solutions Stage (ISOS), Detailed Solutions Stage (ISDS) and Final Tender Stage (ISFT). Please see Appendix 1 which describes the process in greater detail.
- 2.9.2 Following the PQQ evaluation 5 bidders were invited to submit outlined solutions (ISOS) for LOT 1 services and 6 bidders were invited for LOT 2.
- 2.9.3 At the end of the ISOS stage all submissions were assessed to be of good quality. The bidders' 'New Service' proposals were all considered to meet the boroughs' requirements and offered savings against the current budget.
- 2.9.4 Going forward as part of the next round of Dialogue, 4 bidders from each LOT were invited to take part in the next stage. Invitations to Submit Detailed Solutions began in September 2015.
- 2.9.5 Following the evaluation of all bids received as part of ISDS the number of bidders was reduced, with 3 bidders for LOT 1 being invited to tender for final solutions (ISFT) along with 2 bidders for LOT 2. Final submissions were received on the 1<sup>st</sup> April 2016.
- 2.9.6 Bidders have been advised of the need for technical submissions to include a Waste Flow Model, a Resource Model and a Service Delivery Plan setting out how each element of the service would be performed. These are deliverables that provide the operational evidence base upon which the financial information will ultimately be based.
- 2.9.7 At the end of each stage of the procurement the SLWP has retained the option to deselect bidders based on an overall evaluation of their proposed bid.

2.10. **Evaluation Outcome**

- 2.10.1 Final tenders from the three remaining bidders at the final stage for Lot 1 (AMEY, Biffa and Veolia ES (UK) Limited) and for Lot 2 (The Landscape Group and Veolia ES (UK) Limited) were received on 1 April 2016. The

tenders for both Lots were reviewed and assessed by officers and the SLWP advisers in accordance with the evaluation criteria.

- 2.10.2 On 7 June 2016 the Joint Waste Committee (JWC) considered a report setting out the results of the evaluation of final tenders, including the prices offered by each bidder and their bid quality scores. Members of the JWC endorse the outcome of the procurement.
- 2.10.3 As a result Veolia ES (UK) Ltd was evaluated to have submitted the most economically advantageous tender (having the highest quality score and the lowest price for Lot 1, resulting in the recommendation to appoint them as Preferred Bidder and Amey LG Ltd. as Reserve Bidder.
- 2.10.4 The Landscape Group were evaluated as having submitted the most economically advantageous tender having assessed tenders in accordance with the Price Evaluation Method (decision tree diagram) set out at Appendix 2 resulting in the recommendation to appoint them as Preferred Bidder and Veolia ES (UK) Ltd. as Reserve Bidder.

### **3 FACTORS FOR CONSIDERATION**

- 3.1. The procurement process has been driven with four objectives as set out at 2.7
  - a) Value for money / cost effectiveness in light of the financial challenge
  - b) High quality services that maintain good levels of resident satisfaction
  - c) Environmental sustainability.
  - d) Ensuring the community remain engaged and involved in management / maintenance and oversight of parks , cemeteries and open spaces etc..
- 3.2. With these objectives in mind the Competitive Dialogue process has allowed the opportunity to seek optimal solutions and to harness the experience and economies of scale of bidders in delivering the right solution for the 4 boroughs
- 3.3. Competitive dialogue allows flexibility in agreeing the service specification throughout the process. This enabled the partner boroughs to engage with bidders regarding the solution they considered to meet the objectives of the procurement. The outcome of these discussions and subsequent submissions results in optimal solutions being put forward which will deliver service changes for Merton which are set out below.
- 3.4. **Waste Collection Services**
- 3.4.1 All proposed service redesigns and financial models in waste collection have been modelled on the assumption that the proposed changes will be implemented in Merton in October 2018,maintaining the current service from April 2017. Final details will be confirmed during fine tuning.

- 3.4.2 From 2015 there is a legal issue with collecting materials in a commingled form. (Mertons current methodology for collecting recycling material) The European Union Directive 2008/98/EC on waste, the Revised Waste Framework, has specified that by January 2015 there is a requirement to collect glass, paper, metal and plastics separately, unless it can be shown that the current collection method is the most Technologically, Environmentally and Economically Practicable (TEEP)
- 3.4.3 It has been clarified in EU guidance notes that 'Technically practicable' means that the separate collection may be implemented through a system which has been technically developed and proven to function in practice. 'Environmentally practicable' should be understood such that the added value of ecological benefits justifies possible negative environmental effects of the separate collection (e.g. additional emissions from transport). 'Economically practicable' refers to a separate collection which does not cause excessive costs in comparison with the treatment of a non-separated waste stream, considering the added value of recovery and recycling and the principle of proportionality.
- 3.4.4 As part of the procurement exercise each bidder was required to undertake a TEEP analysis in order to ensure that their technical solution was compliant with the new legislation. During Final Tender stage of dialogue all bidders confirmed that the best proposed collection methodology which meets the most Technically, Environmentally and Economically practicable method is a twin stream collection which segregates the paper and card from the glass and plastics.
- 3.4.5 During the life of the contract Veolia will introduce a harmonised waste collection service across the Partnership boroughs. The recommendations would mean the continuation of weekly food waste and recycling collections; paper and card being collected one week and glass, tins and plastic the next. The remaining non-recyclable rubbish would be collected on alternate weeks encouraging behaviour change promoting recycling and food waste and making the solution affordable to Merton. This recommendation would also see the introduction of wheeled bins.
- 3.4.6 There are a number of expected advantages associated with the use of wheelie bins which were confirmed following the recent wheelie bin pilot in Lavender Fields.
- There were significant improvements in standards of cleanliness of the roads within the trial area through less wind blown litter and reduced risk of animal attack and spillage from sacks;
  - There were positive environmental impacts through increased recycling resulting from increased container capacity for recyclables;
  - Improved street scene appearance: neater curtilage with single bin rather than multiple black sacks;
  - Improved recycle quality resulting from protection from adverse weather
  - Improved working conditions for collection operatives (less heavy lifting, manual handling and limited hazards from sharp objects in black sacks).

3.4.7 In addition to the monitoring of cleanliness and impacts on waste diversion, the service commissioned an independent survey of residents living within the trial area. The detailed findings are set out in Appendix 3. However, the key highlights include:

- 89% of residents were happy with the wheeled bins
- 95% found them easier to use than the current sack and box collection;
- 81% of residents felt that the streets were cleaner as a result of proper containerisation of the waste.

3.4.8 Veolia is proposing a change in the waste collection operational times, The proposed times of collection will be between 6:00am – 16:00 Monday to Friday. This deviates away from the current operating times of Monday to Friday 6am – 2pm. In addition Saturday collections will be introduced with Saturday collections starting from 7am through to 17:00, to minimise the disruption to residents.

3.4.9 Recycling and the value of the material will be maximised by introducing a twin stream collection, with paper and card collected separately from the remaining dry mixed recyclates – glass, plastics, cans (DMR). With the contractor guaranteeing the council revenue from the sale of these two waste streams. To ensure the quality of the material is maximised a wheelie bin collection service will be implemented for the paper and card with the DMR being collected using either the current 55 litre box system or a reusable bag.

3.4.10 The collection of all waste streams from communal properties in Merton will be on an output basis where the bins will be emptied before they become full on a minimum weekly bases. The frequency of communal bins will be tailored per site following an initial monitoring period and survey of containers at communal properties to ensure there is appropriate provision of food and recycling bins. This flexible approach is a service enhancement for those in flatted properties currently receiving fixed scheduled collection. This will enable the contractor to manage the demand for collections in these properties better and contribute to achieving the Service Performance Indicators.

3.4.11 Veolia will work in partnership with the third sector organisation to provide the Bulky Waste collection service to maximise the full potential of the re use markets for items collected at the kerbside. Merton will continue to subsidise this service until at least October 2018 so that it remains free of charge to residents until this time.

3.4.12 Garden waste will remain a fortnightly chargeable service, with the contractor responsible for the administration of the service and agree in conjunction with the Council the annual subscription rate. .

3.4.13 The table below illustrates the frequency of collection and the container

				Number of Collections Per week
<b>Week 1</b>	Food (Caddie)	Residual (240ltr Wheelie	DMR* (reusable bag /55ltr	3

		bin)	Box)	
<b>Week 2</b>	Food		Paper & Card (240ltr wheelie Bin)	2
<b>Week 3</b>	Food	Residual	DMR	3
<b>Week 4</b>	Food		Paper Card	2

DMR\* Dry Mixed Recyclables – Glass, Plastic, Cans etc.

3.4.14 It is recognised that the approach to waste collection cannot necessarily be a “one size fits all” approach and that different container types and sizes may be most appropriate depending on household types and sizes. Appendix 4 illustrates the type of households which might not be suitable for a wheelie bin service. However, in order for collection processes to be as lean and efficient as possible standardisation will be required to a large extent and any variation from the standard process would require justifiable reasons. Acceptable criteria to vary from the “norm” will be agreed in advance of any service being rolled out. In terms of a wheeled bin service it is important that the bin is of an appropriate height to be lifted by standard bin lifting equipment at the rear of the collection vehicle without the need for any repetitive re-adjustments to the bin lifting equipment.

3.4.15 Merton’s commercial waste service will be operated by Veolia who propose to integrate its existing commercial waste portfolio with that of the partnership boroughs. Whilst there will be no change to the pricing mechanism for existing customers for 2017/18, Veolia will have the flexibility to adjust customer prices in consultation with the SLWP Authorised Officer.

3.5. **Street Cleaning services**

3.5.1 The benefits of a wheeled bin service set out above include the effective containerisation of waste: less wind blown litter and reduced spillage. This enables an alternative approach to resourcing street cleaning provides a higher quality and more efficient service.

3.5.2 Veolia propose to implement a Neighbourhood approach to deliver the street cleaning operations which will allow the needs of the local area to be understood and addressed directly by accountable area Environmental Managers. This allows the staff to be fully integrated as part of the local community in which they are responsible for.

3.5.3 The proposal is to establish 3 Neighbourhoods aligned to ward boundaries to facilitate this integration and provide local Members with clear visibility of the resources and points of contact for their ward.

3.5.4 The street cleaning services will be provided seven days a week, 365 days a year. The core activity will be undertaken during the day shift, operating from 06:00 to 14:00 Monday to Friday. This will be supplemented by an evening shift operating from 14:00 to 22:00. The Saturday shifts will operate over seven hours, working from 06:00 to 13:30 and the evening shift from 13:00 until 20:30. The Sunday shifts will operate over six hours, working from 06:00 to 12:30 and the evening shift from 12:30 until 18:30.

3.5.5 The Neighbourhood based resource will be supported by mechanical sweepers operating throughout the borough. The mechanical sweepers will work across Neighbourhood areas to ensure their routes are effectively optimised.

3.5.6 In addition to this there will be several cross borough teams providing the following services on a reactive basis.

- Graffiti/ Fly post removal
- Emptying of litter bins and collection of street sweepers sacks
- Gully Cleaning
- Weed removal
- Litter bin repair and maintenance team
- Emergency response team when required.

This approach effectively places the resources at the point where most required and enables greater cross boundary efficiencies, delivering further savings as a result of the procurement.

3.5.7 An alternating manual sweep and litter pick schedule has been modelled for the residential areas. This ensures areas receive a thorough clean at the frequencies required to maintain the agreed standard of cleanliness

3.5.8 The contractor will be required to ensure that on the completion of any cleaning activity i.e. manual sweeping , litter picking and mechanical sweeping the relevant area of land has been cleaned to a Grade 'A' standard as reported in line with the guidelines set as part of Ni 195 , the National Indicators for local Authorities. Photos of this standard are shown at Appendix 5. In addition to this the frequency of cleaning needs to ensure that town and district centres and residential roads meet a Grade 'B' standard as a minimum. This is in line within the measures used in Ni 195. Please refer to Appendix 5 which highlights the different level of litter as measured in the Service Performance Framework.

### 3.6. **Greenspaces**

3.6.1 The nature of the service procured in Lot 2 meant that the specification was more prescriptive in its requirements of bidders. The specification has been developed and refined throughout the dialogue process, with emphasis being placed on outcomes rather than inputs insofar as possible. Both bidders within this lot sought to consolidate the existing delivery model that relies substantially upon mobile teams, providing flexibility within the service.

3.6.2 The Preferred Bidder will continue to provide dedicated teams at some of the borough's key parks: Wimbledon Park; John Innes Park; and Cannizaro Park, but will be able to respond through the mobilisation of roving teams to demands, reflecting the seasonal nature of the service.

3.6.3 Tree inspections and management of outdoor events in parks will remain the responsibility of the Council.



3.6.4 The Preferred Bidder has proposed a revised charging schedule for a range of paid-for services within the Greenspaces management portfolio. The Council will, however, retain control over all of its fees and charges for facility hires and other services, including sports pitches, ball courts and burials.

3.6.5 The scope of the services to be delivered within Lot 2 includes:

Horticulture	Parks and highways grass cutting Hedge maintenance Herbaceous, shrub & rose beds Annual bedding, bulbs, planters & troughs Meadows Allotments War memorials & memorial gardens
Sports pitches	Pitch management, repairs & renovations Pitch bookings
Play & leisure facilities	Children’s playgrounds management, servicing, repairs and inspection Management and inspection of outdoor gyms, ball courts and , skate parks .
Cleaning and general maintenance	Litter, waste and leaf collection Toilet and pavilion cleaning Parks furniture and signage maintenance and cleaning Removal of fly tips Maintenance of waterways and water features, gullies and drains Emergency response service
Outdoor events	Event support including litter clearance and stewarding Grounds reinstatement
Arboriculture	Tree planting, pruning and maintenance 24 hour emergency tree works cover
Cemeteries	Burials and exhumations Grounds maintenance Administration
Nature conservation	Management of woodlands, hedgerows, and meadows . Working with community volunteers and conservation groups

3.6.6 Relevant services currently delivered by the Council on behalf of the Merton & Sutton Joint Cemetery Board and the Mitcham Common Conservators have been included within the contract with the approval of these two external bodies.

- 3.6.7 Some key services and functions currently delivered by the Greenspaces team, specifically the borough's tree inspections and tree works commissioning, management of outdoor events and annual capital investment programme, will be retained by the Council.
- 3.6.8 The introduction of new field-based technology and annualised working hours for Merton grounds maintenance staff are an integral part of the Preferred Bidder's proposals for achieving greater operational efficiencies within the contract.
- 3.7. **Customer experience**
- 3.7.1 Customers will continue to make contact with the council through the existing channels to make enquiries, report problems and subscribe/pay for services. The preferred bidder(s) solution will update the Council's CRM system, enabling the provision of real time information and transactions to be made.
- 3.7.2 **Clienting / Contract management**
- 3.7.3 Work is in hand to develop clienting / contract management arrangements. The SLWP will carry out some contract management functions, specifically those necessary at pan-borough level including payment arrangements. Day to day contract monitoring, liaison and enforcement will take place at a borough level. These functions will in the main be carried out by a limited number of newly created Client Officer posts which will be established and filled before the contract commences. These, and the SLWP client function, will be funded from savings delivered from this procurement.
- 3.8. **Communications Strategy**
- 3.8.1 The Partnership has created an overarching Communications plan which has been directly contributed to by the Head of Communications in each of the partner boroughs.
- 3.8.2 The key objectives of the SLWP Environmental Services Procurement (Preferred Bidder) Communications Plan are to: Provide residents, elected Members, council staff and other stakeholders with clear, factual and timely information about the SLWP Environmental Services contracts; fill the seven-month 'information void' that would otherwise exist between the identity of the recommended Preferred Bidders entering the public domain on 27 May 2016 and contracts being signed in December 2016; help mitigate the risk of commercially sensitive information entering the public domain whilst the Preferred Bidder recommendations are being endorsed by the Joint Waste Committee and ratified by the four boroughs.
- 3.8.3 During Fine Tuning (August – November 2016) the Partnership's Communications Advisor will work with the Preferred Bidders to develop joint Communications and Engagement Strategies and Plans that take effect once contracts are signed.
- 3.8.4 Given the different implications of the contract award for each borough, Merton will need to compile a service specific communications plan which

incorporates the strategic drivers and acknowledges the local impact on residents and staff.

### 3.9. **Partnership Governance and clienting arrangements**

3.9.1 The boroughs have worked closely on a range of joint procurement activities since 2003. In order to deliver successful and sustainable procurements the partner boroughs of the SLWP continue to manage their commitments through a series of inter-Authority Agreements (IAA).

3.9.2 When approving the business case and procurement strategy for this project, Cabinet considered and agreed the requirements for a revised IAA to cover the procurement phase of the project and was made aware of a future need for a supplemental IAA to cover the service or contract management phase of the project. This IAA will cover the period from Contract Award to ensure continuity during the phasing of service commencement and service changes through the term of the contract and will cover both Lot 1 and Lot 2 services.

3.9.3 This “service phase” IAA is being drafted by the South London Legal Partnership in consultation with borough officers and the SLWP Legal Advisors. The main principles remain consistent with existing agreements. The main elements of the proposed agreement will include:

- (i) No savings achieved during the life of the contract shall lead to increased costs for any of the other partnership boroughs;
- (ii) No changes to the scope of the contract shall add to any borough’s costs without that borough’s agreement;
- (iii) The split of costs and income by borough has been agreed with bidders and will be the basis for the individual borough charges. These will be the starting point for negotiations in how any changes to payments should be apportioned through the life of the contract;
- (iv) the governance and contract management structure for the contracts, including timescales for review.

3.9.4 The contract will be managed by the SLWP in conjunction with each of the boroughs, with a centralised client function sitting in the SLWP team and a borough-led client team in each borough, in accordance with the reporting requirements developed through dialogue with bidders and agreed with the Preferred Bidder during fine tuning. The key objective will be to ensure a consistent approach to contract management across the partnership area whilst appreciating the diverse requirements of individual boroughs.

3.9.5 For both LOTS 1 & 2 the respective contracts will be measured against a Service Performance Framework with a robust set of ‘performance indicators which have been accepted by all bidders and will be contractualised by all bidders at fine tuning stage as outlined in Appendix B and C Service Performance Framework.

### 3.10. **SUMMARY**

- 3.10.1 The preferred bidder proposals for both Lot 1 and 2 effectively meet the agreed objectives of the procurement project as set out in section 2.
- 3.10.2 For both LOTS the respective contractors will be bound by the agreed Service Charter as illustrated in Appendix 6 and 7.
- 3.10.3 The proposals represent the optimum solution in terms of service performance quality and financial savings and with respect to Lot 2 services are very strong in terms of stakeholder engagement.
- 3.10.4 Veolia's proposals will result in the introduction of wheeled bins for residual waste and for Pare and Card. The main benefit of this approach will be the effective containerisation of waste and associated street cleansing benefits, as demonstrated by the wheeled bin pilot in Lavender Fields ward. Furthermore it is anticipated that the solution will lead to increased participation in both food waste and recycling collection services, driving up the borough's recycling rates and reducing our reliance on costly waste disposal/treatment options.
- 3.10.5 Veolia's proposals include guaranteed levels of income with respect to commercial waste, and through the sale of recyclates. The twin stream approach to recycling enables both the contractor and the councils to secure maximum value from these materials.
- 3.10.6 All operations across the four boroughs will be operated out of three main waste depots, rather than four, effectively rationalising and making best use of depot facilities. There is not expected to be a change to depot use in Merton with Garth Road being a preferred depot for Lot 1 along with Hillcross Road for Lot 2.
- 3.10.7 The eventual harmonisation of services across the partnership area provides procurement efficiencies for the contract and delivers greater resilience across the region.
- 3.10.8 The main focus across all services will be to deliver high quality outputs: contractor performance will be judged not on the resources being employed but the outcomes being enjoyed by service users.

#### **4 ALTERNATIVE OPTIONS**

- 4.1. The only alternative option available to the Council is to not appoint preferred bidders and withdraw from the procurement process. This would potentially expose the Council to claims from partner boroughs if the procurement was unable to proceed and potentially from bidders. The Council would also still face the need to make budget savings already built into the MTFs.
- 4.2. The Council has faced a significant reduction to its Government funding since 2010 and to address this, the Council has consistently identified savings through its Medium Term Financial Strategy.
- 4.3. Despite this, further savings are required to address the funding gap, the Council initiated a service transformation programme to drive through the transformation of council services and deliver savings.

4.4. Although Merton has a number of potential routes in which they can provide these services in the future it was concluded that a joint procurement of a single, integrated contract using competitive dialogue was the preferred option. This is for the following reasons:

- Joint procurement would allow for aggregation of valuable materials, producing a high volume tonnage into recycle markets.
- Procurement efficiencies derived from procuring a range of services across four boroughs
- SLWP commissioned commercial expertise, derived from significant previous commercial negotiation with the providers within these markets
- A single contract across a range of services allows the partnership to benefit from the economies of scale
- Contractors are able to achieve savings across staff, depot, vehicles, routing and new software.

While efficiencies may be achievable by individual authority procurements a number of these might not be realisable if an individual authority procured alone. This was confirmed in feedback from the market testing ,where it was reported that a higher priority was given to the bidding to the sub regional approach than that for individual boroughs.

## **5 CONSULTATION UNDERTAKEN OR PROPOSED**

### **5.1. Members**

5.1.1 Members of the JWC have been consulted regularly and at the natural points in the procurement process, when proposals and potential interim prices made available. Workshops with Lead Members across all partnership Boroughs have been undertaken with a focus on developing the specification principles, the Service Charters and evaluation framework.

5.1.2 Further member consultation has been undertaken within the individual boroughs at key points in the procurement process.

5.1.3 This has allowed the opportunity to track the progress of negotiations and shape services through the course of the dialogue process, and to agree the approach to public and staff consultation as applicable to each borough.

5.1.4 In February 2016 a report was presented to Sustainable Communities Overview and Scrutiny Panel providing an update and opportunity to scrutinise the process to date which at that time was just about to enter into the Invitation to submit Final Tender stage. Members noted the report and the intention to report back for Pre-decision Scrutiny in June.

### **5.2. Staff**

5.2.1 Monthly engagement and progress updates have been provided to all impacted staff. This has been achieved through alternate monthly Newsletters, supported with alternate monthly staff engagement sessions with the Director of Environment and Heads of Service.

- 5.2.2 Trade Unions have been separately updated on progress through the monthly Departmental Consultative Committee meetings.
- 5.2.3 It is currently anticipated that approximately 309 directly managed staff are involved in delivering the services in scope of the procurement. These staff will be transferred to the new contractors on the date of commencement of each contract under the TUPE Regulations. A TUPE transfer plan will be refined by the Preferred Bidders during the fine tuning stage for agreement by the Partnership and individual boroughs. Resources to support the plan have been identified and secured through the Merton Improvement Board. Staff and Trade Unions will be fully consulted throughout this process.
- 5.2.4 In addition to the finalisation of the list of staff likely to transfer to the new contractor under TUPE, work has commenced on reviewing the required internal structure to manage these contracts as well as services retained within the council and out of scope of the new contract. Affected staff will be consulted on proposals as part of the Council's Managing Change process and procedures.
- 5.3. Friends of Parks
- 5.3.1 There have been two separate meetings with key open spaces stakeholders, principally the parks friends groups, during the procurement process: one in March 2015 to announce and outline the project; and a second in January 2016 to update local groups on progress. The Director of Environment & Regeneration and Cabinet Member has also written to a wide range of parks users and friends groups in order to update them on relevant matters most recently at the end of May to advise them of the preferred bidder recommendation . Further meetings are currently planned with stakeholders groups, firstly, following the appointment of the Preferred Bidder and, later, during the contract mobilisation phase and in advance of the contract commencement. It is hoped that a meeting with the preferred bidder will be arranged before Contract Award.

## 6 TIMETABLE

- 6.1. Subject to each partner borough executive's approval of the recommendations within this report, the contract will commence on 1 April 2017 for Lot 1 and 1 February 2017 for Lot 2. A mobilisation plan has been submitted by the Preferred Bidder in accordance with the submission requirements and will be subject to further discussion and agreement with Partnership officers during contract fine tuning.
- 6.2. The indicative timetable leading to contract commencement is as follows

WORK STREAM	DATE
Boroughs approval for Preferred Bidder and Reserve Bidder	June – 3 August 2016
Preferred Bidder Fine tuning	August – November 2016
Advertising intention to lease properties	August/September 2016

Contract Award (includes 10 working days standstill period following notification of contract award)	December 2016
Mobilisation period (includes TUPE transfer of relevant staff)	LOT 1 - January – March 2017 LOT 2 - January 2017
Contract commencement	Lot 1 – April 2017 Lot 2 – February 2017

## 7 FINANCIAL, RESOURCE AND PROPERTY IMPLICATIONS

- 7.1 The cost to the SLWP of this procurement is forecast to be £1,640,000, of which Merton's share is £410,000. In addition to the Partnerships cost Merton incurred the cost of additional project management support along with HR resource at a cost of c£216k over the three years. Transformation Challenge Award funding of £1,330,500 was successfully bid for and received from the Department for Communities and Local Government, of which Merton's share is £332,625, resulting in a net cost for Merton of c£293k.
- 7.2 For the purposes of comparison it has been assumed that existing budgets will be inflated by 1.5% annually and benchmarked against the Preferred Bidders 2.5% inflation cap within the contract.
- 7.3 Preliminary work undertaken by Waste Services indicates that the award of the contract to the Preferred Bidder for Lot 1 could potentially result in revenue savings of up to £1.3m in year 1. In year 2 following the implementation of the new harmonised service the revenue savings could potentially increase to up to £2.2m per annum. Please note that these savings currently excludes the cost of Capital for new Vehicles and containers.
- 7.4 The award of the contract to the Preferred Bidder for Lot 2 could potentially result in revenue savings of up to £650k in year 1 decreasing to c£540k in Year 2.
- 7.5 It is important to stress that these savings figures are indicative and will be subject to change throughout the fine tuning stage of the process.
- 7.6 In addition, work has now advanced within the Finance section to further analyse the Preferred Bidder's tender in finer detail in order to fully understand the scope of their tender and comparison with individual budget expenditure and income lines . Further comparison with existing budgets at detailed level will clarify more thoroughly the savings figure before any Contract Award in December .
- 7.7 This work will also involve analysing the potential impact on internal overheads, remaining Fleet Services budgets, Capital borrowing, and the impact on other sections within the Authority, which may impact on the final savings figure.

## CAPITAL

- 7.8 The Preferred Bidder for Lot 1 has indicated that it would be financially preferable and beneficial to the public purse if the Councils funded the capital cost of new Refuse collection vehicles and containers. For Merton this amounts to c£5.8m over 8 years. The majority of the capital cost £4.190m (72%) is for new refuse vehicles followed by the cost of new containers £1.512m (26%) This financing cost would be met by Merton Council.
- 7.9 The Table below shows the impact on revenue of borrowing the estimated capital required for the contract. These costs will need to be offset against any savings identified by the contract.:

**Calculation of Debt Charges to Revenue - Internal Borrowing**

	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8
	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s
MRP @ 7 years - Vehicles	0	599	599	599	599	599	599	599
Reduction in Vehicle Replacement Programme *	0	0	(150)	(150)	(150)	(150)	(150)	(150)
MRP @ 15 Years - Containers	0	101	101	101	101	101	101	101
Internal Interest in Model @ 1.25%	71	71	63	54	45	36	28	19
<b>Total</b>	<b>71</b>	<b>771</b>	<b>612</b>	<b>603</b>	<b>594</b>	<b>586</b>	<b>577</b>	<b>568</b>

- 7.10 The assets will be owned by the Authority. They will be purchased by the contractor who will also be liable to maintain the assets. In the event of termination all assets will revert back to the authority
- 7.11 At the end of the 8 years the assets will be reviewed. If the contract is extended the contractor will need to justify any future capital requirement for new / additional assets. In the case of an extension any residual value left on the asset will be used to offset any replacement cost. Whilst 8 years is the expected useful life of refuse trucks it is expected that the containers will have a longer useful life.
- 7.12 At this stage officers are recommending a preferred bidder based on a technical solution. If agreed a 6 month period of fine tuning prior to awarding any contract. It is currently envisaged that the estimated capital requirement for this scheme will be progressed by a separate report to Council.
- 7.13 The costs associated with the integration of Merton's ICT systems referred will need to be fully funded by the council. This will need to be quantified and classified as to whether it is capital or revenue expenditure.

**8 LEGAL AND STATUTORY IMPLICATIONS**

- 8.1. The London Borough of Croydon has acted as legal lead for the procurement and in this role has taken advice from Gowling WLG (previously known as Wragge & Co) throughout the process. The SLWP has chosen to conduct a competitive dialogue procedure in accordance with the provisions of the Public Contracts Regulations 2015 (SI 102/2015) (the "Regulations"), for the procurement of these services.



- 8.2. The partner boroughs are parties to an Inter Authority Agreement (IAA) to govern the relationship and obligations in respect of the procurement of Lots 1 and 2 services. The partner boroughs shall enter into a further IAA to govern the contract management of these services.
- 8.3. No legal issues are anticipated because legal advice has been taken throughout the process. This has comprised advice on the Regulations, the procurement and dialogue process, the tender documents and the contract documents.
- 8.4. Once approval has been given to appoint the Preferred Bidders and Reserve Bidders all bidders will be notified of that decision.
- 8.5. Legal advice will continue to be sought throughout the fine tuning period and prior to entering into the contracts to ensure continued compliance with the Regulations.
- 8.6. Once the fine tuning period has ended and the final form of contracts have been agreed, all bidders will be notified of the decision to enter into the contracts and a 10 day stand still period will apply before the contracts are entered into..
- 8.7. Staff currently working in Merton on both Lot 1 and Lot 2 services are directly employed by the borough and will be transferred (under TUPE) to the new service providers for Lot 1 or Lot 2 as relevant. Staff who transfer under TUPE will leave the Local Government Pension Scheme administered by the Council and become deferred members of the Scheme. This transfer of staff will need to be made according to the TUPE regulations and staff representatives will need to be fully informed and consulted.
- 8.8. It should also be noted that there would need to be due consultation with staff (and potentially with staff representatives) in respect of staff who will be managing the contracts and those who work in retained service (see paragraph 5.2.4 above.)
- 8.9. Asset Management/Property
- 8.9.1 There are a number of areas where the service currently operates from which the Preferred Bidder may wish continue to use to provide the service. Some of these have been identified as Public Open Space. Under section 123 of the Local Government Act 1972 the Council has a duty to advertise its intention to grant a lease and to consider any objections.
- 8.9.2 An advertisement must be placed in a local newspaper circulating in the area in which the property is situate for two consecutive weeks allowing a period for objections to be made. These must then be considered by the Council.
- 8.9.3 Provided no valid objections have been received the council can then grant a lease of the area to the Preferred Bidder. The lease will be on standard lease terms (at a market rental). If after considering the objections the council considers they should be upheld the council will be prevented from granting leases for the public open space areas.

8.9.4

## **9 HUMAN RIGHTS, EQUALITIES AND COMMUNITY COHESION IMPLICATIONS**

- 9.1. An Equality Impact Assessment will need to be completed for these universal services, assessing the impact of these changes on all stakeholders. All households access these services and the staff in scope, third sector organisations and managing agents will be affected by the change.
- 9.2. Changes to the waste collection service have the potential to impact on all households especially those who rely on the assisted collection service, and it will be important to ensure these residents are provided with an uninterrupted service throughout the period of change. The proposals will require households to have additional containers which may impact those with limited space. However, by offering a flexible approach in the provision of containers, the Council and the contractor will seek to mitigate the impact.
- 9.3. In mitigating the impact of the proposed changes the Council and contractor will ensure that all residents and stakeholders receive information about the service through a variety of channels as part of the communications plan.
- 9.4. Staff may be affected by the Preferred Bidder proposal to change services if this results in a change in their terms and conditions. These include changes to shift patterns, working hours, pay, location and duties. The contractors will be required under TUPE to carry out a full consultation with relevant staff.

## **10 CRIME AND DISORDER IMPLICATIONS**

- 10.1. None specific to this report

## **11 RISK MANAGEMENT AND HEALTH AND SAFETY IMPLICATIONS**

- 11.1. In order for the boroughs to realise the potential benefits associated with this joint procurement a firm commitment from all 4 boroughs is required prior to any contract award. Each of the partners is seeking that approval to appoint the Preferred Bidder through their appropriate decision making processes. It is anticipated that this approval will be finalised in July/ August 2016 subject to any required 'Call In' process and Alcatel.
- 11.2. A risk register for the procurement exercise has been well established and monitored by Management Group Officers on a monthly basis and reported to the Strategic Steering Group. This risk register capture the risks in 6 categories, strategic, commercial, financial, legal, technical and engagement activities.

## **12 APPENDICES – THE FOLLOWING DOCUMENTS ARE TO BE PUBLISHED WITH THIS REPORT AND FORM PART OF THE REPORT**

- Appendix 1 - Competitive Dialogue Process
- Appendix 2 - Decision Tree
- Appendix 3 – MEL Resident Survey
- Appendix 4 – House Hold Types (suitability)
- Appendix 5 – Street Cleaning Measurements
- Appendix 6 - Service Charter (LOT 1)
- Appendix 7 - Service Charter (LOT 2)

#### **Confidential Appendices**

- Appendix A - Evaluation report
- Appendix B - Service Performance Framework (LOT 1)
- Appendix C - Service Performance Framework (LOT 2)

### **13 BACKGROUND PAPERS**

- 13.1. Held by Cormac Stokes, Head of Street Scene and Waste

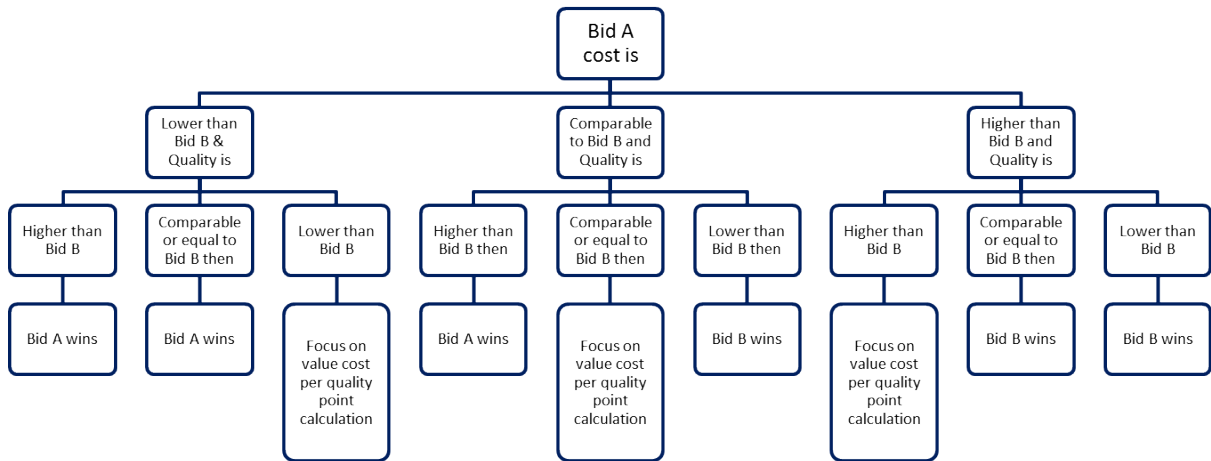
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## Appendix 1

### Competitive Dialogue Procurement Process



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## Wheelie Bin Trial Residents Feedback Consultation

London Borough of Merton

October 2015

**FINAL REPORT**

Wastes &  
resources  
management



Community  
safety &  
neighbourhood  
policing



Sure Start  
& Children's  
Centres



Affordable  
housing



Healthy  
communities



Active citizens  
& customer  
research



Local  
Authority  
research &  
evaluation



# Contents Page

- 1) Project details and acknowledgements .....1**
- 2) Executive Summary .....2**
- 3) Background .....3**
  - Overview .....3
  - Sampling Method .....4
  - Reporting conventions .....4
- 4) Findings .....5**
  - Demographics .....5
  - Results.....6
- 5) Conclusion .....10**
- Appendices .....11**
  - Appendix A: Data tables (face to face survey).....12
  - Appendix B: Postal survey results .....14
  - Appendix C: Questionnaire .....18

## 1) Project details and acknowledgements

<b>Title</b>	Wheelie Bin Trial Residents Feedback Consultation
<b>Client</b>	London Borough of Merton
<b>Project number</b>	PR15120
<b>Author</b>	Sophi Dangerfield
<b>Contract Manager</b>	Sophi Dangerfield

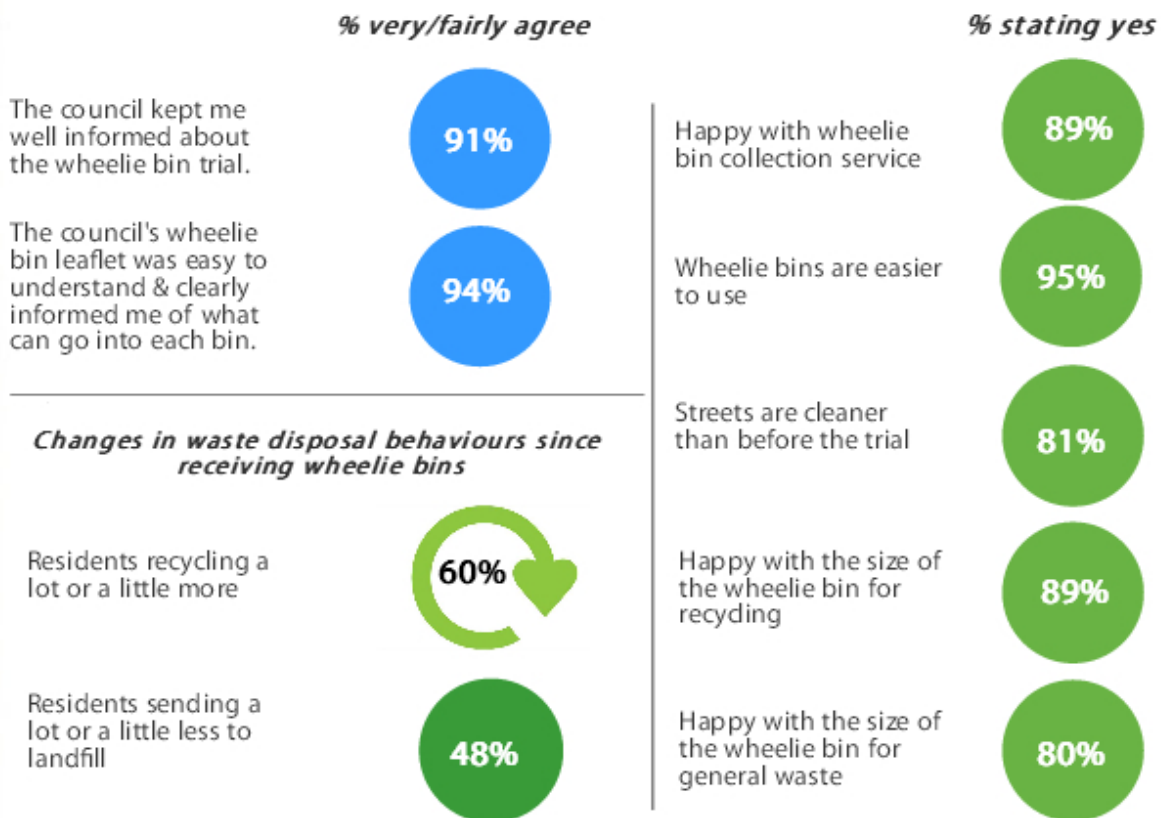
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## 2) Executive Summary

During April and September 2015 Merton Council provided residents in the Lavender Fields area with trial wheelie bins for general rubbish and commingled dry recycling which temporarily replaced the existing sack and box collection containers. The trial was funded by the Department of Communities and Local Government (DCLG). M·E·L Research were commissioned to carry out a face to face consultation with residents to gain feedback on the trial. The fieldwork was carried out just before the trial ended at the beginning of September 2015. Overall 350 face to face surveys were completed out of 1,035 households taking part in the trial. The key indicators of the consultation are presented below, further detail can be found in the main body of the report.



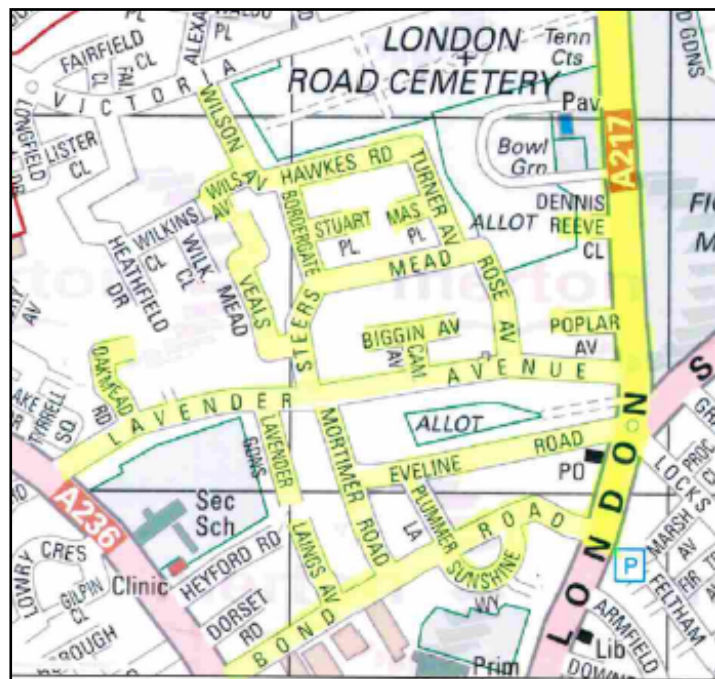
### 3) Background

#### Overview

During April and September 2015 the council provided residents in the Lavender Fields area with trial wheelie bins for general rubbish and commingled dry recycling which temporarily replaced the existing sack and box collection containers. Other than the containers provided no other aspect of the service changed during the trial period. The council's main aim of running the trial was to measure any changes in street cleanliness, the cost effectiveness of collecting waste in the wheeled bins rather than the sacks/boxes and to measure the environmental impact i.e. has recycling increased. The trial was funded by the Department of Communities and Local Government (DCLG). To gain feedback from residents in the trial area; during August 2015 M·E·L Research was commissioned to undertake a doorstep resident consultation. The main objectives of the project were to:

- ◆ Understanding residents perceptions of the wheelie bins opposed to the sacks/boxes i.e. ease of use, size of bins
- ◆ Perceived environmental improvements i.e. street cleanliness
- ◆ Perceived changes in residents waste disposal behaviour i.e. recycling more
- ◆ Satisfaction with the way the council communicated to residents about the trial

The trial area consisted of approximately 1,035 households (please see map of the trial area below). All households within the trial area received an introductory letter about the wheelie bin trial. Residents were then provided with a 240 litre green wheelie bin for commingled dry recycling and a 180 litre grey wheelie bin for non-recyclable waste as well as an informative leaflet about how to use the service.



## Sampling Method

During 8<sup>th</sup> and 12<sup>th</sup> of September 2015 experienced M·E·L Research surveyors were deployed to carry out the doorstep face to face consultation. The Surveyors called at different occasions spread over daytime and evenings to ensure maximum opportunity to contact residents. The Surveyors worked on a two-knock approach; if no one was home on the second approach then a postal version of the survey was left. The face to face questionnaire can be viewed in Appendix C. In total 350 face to face surveys were completed by M·E·L Research and 675 households were provided with a postal survey.

This report covers only the face to face results as the postal survey responses were collected and analysed by the Council. For information purposes, the postal survey results are presented in a tabulated format in Appendix B, overall 201 surveys were returned.

### Confidence intervals

It is necessary to take account of sampling errors when assessing the accuracy of any sample base. It is therefore possible to be more specific about how accurate each percentage value is from a survey. The confidence intervals shown in Table 3.1 below are reported to give an indication for the precision of the results and are not an absolute measure. With 350 completed surveys, this means that at a confidence level of 95% the results are within +/- 3.1% of the calculated response. For example, a figure where 50% of residents were satisfied with the collections could in reality lie within the range of 46.9% to 53.1%.

**Table 3.1: Confidence intervals at 95%**

Size of sample	Approximate sampling tolerances		
	10% or 90%	30% or 70%	50%
	±	±	±
350 surveys (Face to face sample)	3.14	4.79	5.23
201 surveys (Postal sample)	4.15	6.34	6.91

### Reporting conventions

The output from the survey is in the form of conventional cross-tabulations. These provide results for the total sample and various sub-groups of the resident profile (e.g. gender, age, household size and housing stock).

Within the main body of the report, where percentages do not sum to 100 per cent, this is due to computer rounding. The 'base' figure referred to in each chart and table is the total number of residents responding to the question with a valid response.

In addition, percentage levels for satisfaction are reported for valid responses only, meaning that this excludes respondents who were unable to rate their level of satisfaction i.e. 'don't know' or 'don't use service' were both deemed to be invalid responses. As an additional reference, the count of respondents citing an invalid response is highlighted for each indicator.

## 4) Findings

This section sets out the results for the face to face resident's consultation in both tabular and graphical form. Data tables for all of the results presented in graphical form can be viewed in Appendix A.

### Demographics

The tables below present the socio-demographic characteristics for the survey respondents and are compared with Merton as a whole. It should be noted that no demographic quotas were set by age, household size, gender or housing stock and are presented for information purposes only. Table 4.1, shows that the sample surveyed was broadly representative by age relative to the adult population of Merton, although the 25-34 age groups was under represented and the older age groups (65+) have been over represented. This is due to the nature of the activity, whereby older people are generally more likely to be at home and more willing to take part when Surveyors call.

**Table 4.1: Age group of respondents surveyed compared to Merton as a whole**

	Merton profile		Survey profile	
	Count	%	Count	%
18-24	16301	10%	26	7%
25-34	40781	26%	44	13%
35-44	32759	21%	78	22%
45-54	25333	16%	68	19%
55-64	18126	12%	48	14%
65-74	11880	8%	45	13%
75+	11242	7%	36	10%
Prefer not to say	0	0%	5	1%
<b>Total</b>	<b>156422</b>	<b>100%</b>	<b>350</b>	<b>100%</b>

Table 4.2 shows that one person households were under represented and the larger household sizes (4+) were over represented.

**Table 4.2: Household size of respondents surveyed compared to Merton as a whole**

	Merton profile		Survey profile	
	Count	%	Count	%
1 Person in Household	22294	28%	46	13%
2 People in Household	23958	30%	85	24%
3 People in Household	13311	17%	48	14%
4 People in Household	11747	15%	73	21%
5+ People in Household	7447	9%	97	28%
Prefer not to say	0	0%	1	0%
<b>Total</b>	<b>78757</b>	<b>100%</b>	<b>350</b>	<b>100%</b>

When comparing gender, females were slightly over represented.

**Table 4.3: Gender of respondents surveyed compared to Merton as a whole**

	Merton profile		Survey profile	
	Count	%	Count	%
Males	98515	49%	140	41%
Females	101178	51%	203	59%

<b>Total</b>	<b>199693</b>	<b>100%</b>	<b>343</b>	<b>100%</b>
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Table 4.4 shows that the housing stock surveyed was fairly representative to Merton as a whole. The trial area was selected as it provided a good representation of housing types compared to the council area.

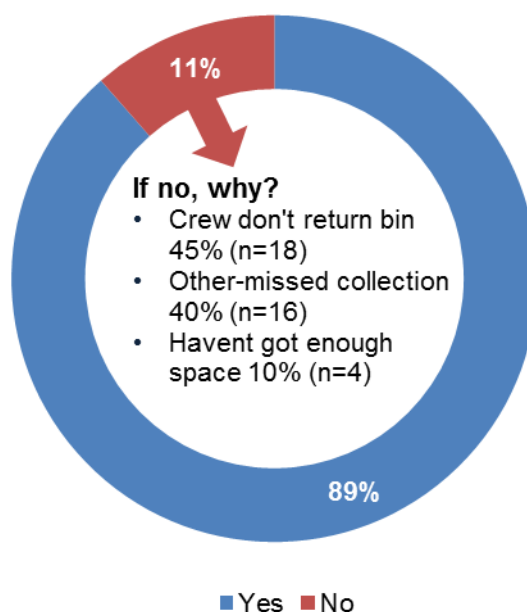
**Table 4.4: Housing stock of respondents surveyed compared to Merton as a whole**

	Merton profile		Survey profile	
	Count	%	Count	%
<b>House or Bungalow: Detached</b>	<b>4807</b>	<b>9%</b>	<b>12</b>	<b>4%</b>
Detached with front garden over 6ft in length			7	2%
Detached with front garden less than 6ft in length			5	1%
<b>House or Bungalow: Semi-detached</b>	<b>14661</b>	<b>28%</b>	<b>71</b>	<b>21%</b>
Semi-detached with front garden over 6ft in length			67	20%
Semi-detached with front garden less than 6ft in length			4	1%
<b>House or Bungalow: Terraced (including end-terrace)</b>	<b>32882</b>	<b>63%</b>	<b>251</b>	<b>71%</b>
Terraced with front garden over 6ft in length			226	62%
Terraced with front garden less than 6ft in length			25	9%
<b>Other</b>			<b>15</b>	<b>4%</b>
<b>Total</b>	<b>52350</b>	<b>100%</b>	<b>349</b>	<b>100%</b>

## Results

Respondents were first asked if they were happy with the council’s wheelie bin collection service. Almost nine out of ten (89%) said they were. The 11% who said that they weren’t were then asked why; most commonly cited reason was that the collection crew don’t return the bin to the place of origin. This was followed by ‘missed collections’ which was not on the pre-coded list of reasons. When comparing satisfaction with the wheelie bin collection by different age groups, the results showed that as age increased satisfaction with the service decreased.

**Figure 4.1: Are you happy with the council’s wheelie bin collection service, if not why? Base = 349**

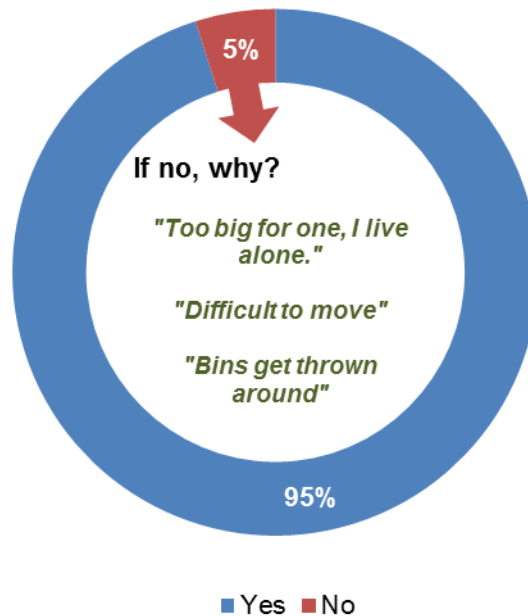


Respondents were then asked if they found using the wheelie bin easier when compared to the sacks and boxes. The vast majority (95%) of respondents agreed that it was the case. Of the 5% (n=17) who didn't



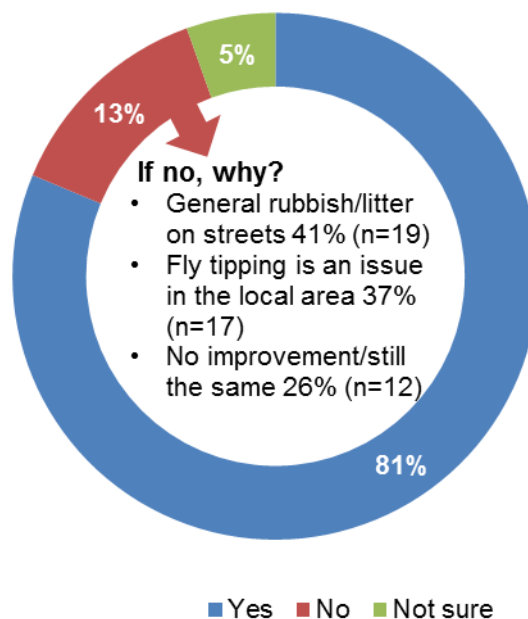
find the wheelie bins easier to use were then asked why, common responses were the bins are too big and are difficult to move, bins get thrown around and bins get in the way i.e. space issues.

**Figure 4.2: Have you found using the wheelie bins easier to use than the sacks and boxes, if not why? Base = 346**



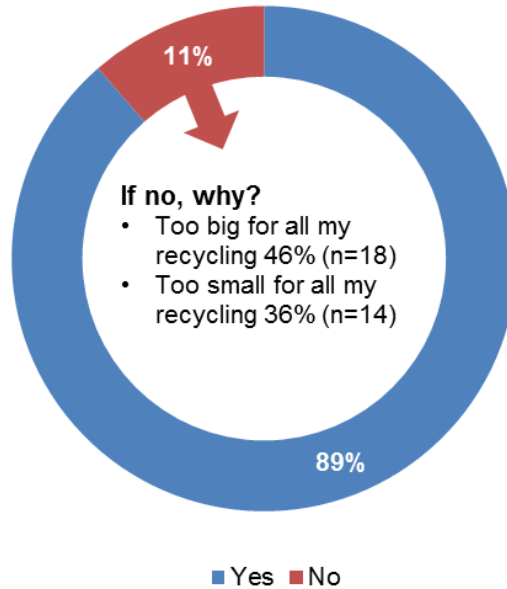
To assess any changes in the local area respondents were asked if their street was cleaner than before the wheelie bin trial started. Around eight out of ten (81%) said yes, 13% said no and 5% were unsure. Respondents who said no were asked why, most commonly cited reasons were that there is still general rubbish and litter around the local area with some respondents commenting that the road sweeper didn't come or clean properly (n=19). This was followed by concerns with fly tipping (n=17) and 12 respondents felt there had been no change in the condition of the local area since the introduction.

**Figure 4.3: Is your street cleaner than before the wheelie bin trial started, if not why? Base = 347**



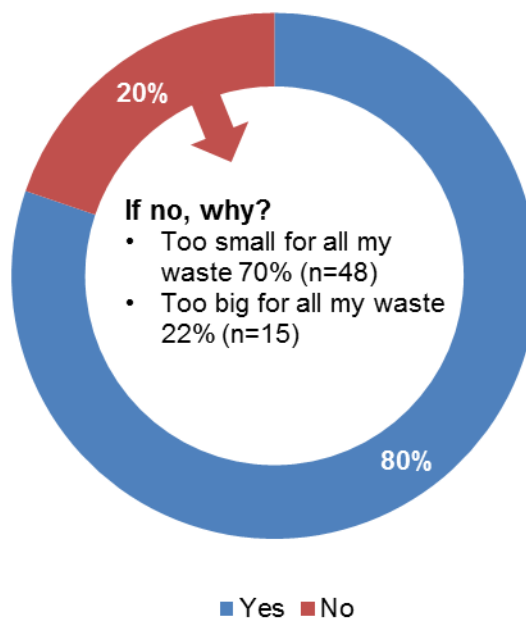
Almost nine out of ten (89%) respondents were happy with the size of the recycling wheelie bin provided. Of those who weren't (11%) when asked why, 18 respondents said the bin is too big for all their recycling; this is more so with older residents and smaller households. This was followed by 14 respondents stating the recycling wheelie bin was too small for all the recycling.

Figure 4.4: Are you happy with the size of the wheelie bins for recycling, if not why? Base = 350



Respondents were then asked if they were happy with the size of the general rubbish wheelie bin provided. Slightly fewer respondents were satisfied with this aspect when compared with the results of the recycling wheelie bin, with eight out of ten (80%) stating yes, whilst a fifth (20%) stated no. Respondents who weren't happy were asked why; 70% (n=48) felt the wheelie bin was too small for all their waste and 22% (n=22) felt it was too big for all their waste.

Figure 4.5: Are you happy with the size of the wheelie bins for general rubbish, if not why? Base = 349

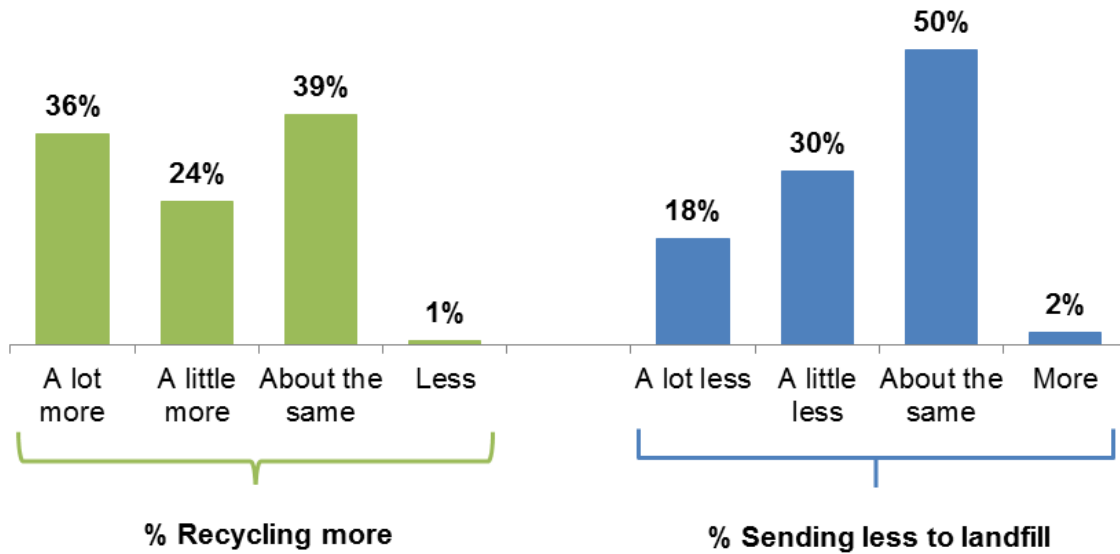


To assess any changes in residents perceived waste disposal behaviours, residents were firstly asked if since receiving the wheelie bins if they now recycle more. Almost two thirds (60%) said they now recycle a

little (24%) or a lot (36%) more since receiving the bins. When analysing the result by age, respondents falling into the middle age group (25-34) were most likely to have positively changed their recycling behaviours. When compared by household size, respondents recycling a little or a lot more increased as household size increased.

Respondents were then asked if they felt that since receiving the wheelie bins if they send less of their waste to landfill. Almost half (48%) said they now send a lot (18%) or a little (30%) less to landfill. When comparing the result by household size, those claiming to send less to landfill increased as households size increased.

**Figure 4.6: Changes in waste disposal behaviour since receiving the wheelie bins?** Base = 349



To assess how well the council communicated with residents about the trial, respondents were firstly asked how much they agree that the council kept them well informed about the wheelie bin trial. The majority (91%) either strongly (57%) or fairly (34%) agreed with this statement. Secondly, respondents were asked how much they agree that the council’s wheelie bin leaflet was easy to understand and clearly informed them of what can go in each bin. Again the majority (94%) either strongly (70%) or fairly (24%) agreed with this statement.

**Image 4.1: Respondents stating they strongly or fairly agree** Base = 321 (don’t know responses removed)



The council kept me well informed about the wheelie bin trial.



The council's wheelie bin leaflet was easy to understand & clearly informed me of what can go into each bin.

## 5) Conclusion

In summary the consultation results show that the majority of the respondents were happy with the wheelie bin collection and found the bins easier to use than the boxes and sacks. Although happiness with the wheelie bin collection decreases as age increases, with crews not returning bins to the place of origin and missed collections being the most common issues cited by respondents aged 55+. These issues could possibly be overcome by communicating residents' grievances to the collections crews.

Respondents were more satisfied with the size of the recycling wheelie bin when compared to the size of the general rubbish wheelie bin although both bins scored 80% or above. When comparing satisfaction by demographics, older respondents and smaller households were most likely to cite that the recycling bins are too big, whilst younger respondents and larger households were most likely to state the recycling bins are too small. A possible suggestion for this would be to offer larger households bigger recycling wheelie bins if the service was rolled out and the opposite for smaller households.

In terms of street cleanliness eight out of ten respondents surveyed felt that there had been a positive change in the condition of their street since the introduction of the wheelie trial. This satisfaction decreased as age increased, although when asked why they felt this way fly tipping was most commonly cited. This could potentially be an existing neighbourhood problem or linked to the reduction in general rubbish bin capacity; these are both out of scope of this consultation but further research could be carried out, such as a street scene/cleanliness survey, to investigate the degree of the issues.

When assessing the impact the wheelie bins have had on waste disposal behaviours, around two thirds felt they recycle a lot or a little more since the introduction of the trial. When comparing this by age and household size, the 25-34 age group and larger household sizes were most likely to have positively changed their recycling behaviours. Just under half of respondents felt that they are also sending a lot or a little less to landfill.

Finally, the majority of respondents were satisfied with the way the council communicated with them about the wheelie bin trial and the information about how the service operates.

# Appendices

**Appendix A: Data tables (face to face survey)**

**Appendix B: Postal survey results**

**Appendix C: Questionnaire**

## Appendix A: Data tables (face to face survey)

Table A1: Are you happy with the council's wheelie bin collection service?

	Count	%
Yes	309	89%
No	40	11%
<b>Total</b>	<b>349</b>	<b>100%</b>

Table A2: If no, why aren't you happy with the council's wheelie bin collection service?

	Count	%
Looks less visually pleasing	1	3%
Hard to manoeuvre	3	8%
Crews do not return to property/where left	18	45%
Haven't got enough space to store bins	4	10%
Don't need such a big bin, box/bags were adequate	1	3%
Other	18	45%
<b>Total respondents</b>	<b>40</b>	<b>100%</b>

Table A3: Have you found using the wheelie bins easier to use than the sacks and boxes?

	Count	%
Yes	329	95%
No	17	5%
<b>Total</b>	<b>346</b>	<b>100%</b>

Table A6: Is your street cleaner than before the wheelie bin trial started?

	Count	%
Yes	282	81%
No	46	13%
Not sure	19	5%
<b>Total</b>	<b>347</b>	<b>100%</b>

Table A7: If no, why do you think that your street isn't cleaner than before the wheelie bin trial?

	Count	%
No improvement	12	26%
Still lots of fly tipping	17	37%
General rubbish on streets	19	41%
Other	4	9%
<b>Total respondents</b>	<b>46</b>	

Table A8: Are you happy with the size of the wheelie bins for recycling and general rubbish?

	Recycling wheelie bins		General rubbish wheelie bins	
	Count	%	Count	%
Yes	310	89%	280	80%
No	40	11%	69	20%
<b>Total</b>	<b>350</b>	<b>100%</b>	<b>349</b>	<b>100%</b>

Table A9: If no, why aren't you happy with the size of the wheelie bins for recycling and general rubbish?

	Recycling wheelie bin		General rubbish wheelie bin	
	Count	%	Count	%
Find it hard to manoeuvre	2	5%	2	3%
Too big for all my recycling/waste	18	46%	15	22%
Too small for all my recycling/waste	14	36%	48	70%
Too big, I don't have adequate storage space	3	8%	2	3%
Other	3	8%	6	9%
<b>Total</b>	<b>39</b>	<b>100%</b>	<b>69</b>	<b>100%</b>

Table A10: Do you recycle more or less since receiving the wheelie bins?

	Count	%
A lot more	125	36%
A little more	85	24%
About the same	137	39%
Less	2	1%
<b>Total</b>	<b>349</b>	<b>100%</b>

Table A11: Do you have less waste going to landfill since receiving the wheelie bins?

	Count	%
A lot less	63	18%
A little less	103	30%
About the same	175	50%
More	7	2%
<b>Total</b>	<b>348</b>	<b>100%</b>

Table A12: Overall, on a scale of 1 to 4 where 1 is strongly agree and 4 is strongly disagree, how much do you agree with the following statements (excluding don't knows)

	The council kept me well informed about the wheelie bin trial.		The council's wheelie bin leaflet was easy to understand and clearly informed me of what can go into each bin.	
	Count	%	Count	%
Strongly agree	182	57%	212	70%
Fairly agree	111	35%	72	24%
Disagree	20	6%	11	4%
Strongly disagree	8	2%	7	2%
<b>Total</b>	<b>321</b>	<b>100%</b>	<b>302</b>	<b>100%</b>





## Appendix B: Postal survey results

The tables below present the results from the postal survey. All data was processed by Merton Council.

**Table B1: Are you happy with the council's wheelie bin collection service?**

	Count	%
Yes	183	91.0%
No	13	6.5%
blank	5	2.5%
<b>Total</b>	<b>201</b>	<b>100.0%</b>

**Table B2: Have you found using wheelie bins easier than sacks and boxes?**

	Count	%
Yes	187	93%
No	12	6.0%
Blank	2	1.0%
<b>Total</b>	<b>201</b>	<b>100.0%</b>

**Table B3: Is your street cleaner than before the wheelie bin trial started?**

	Count	%
Yes	161	80.1%
No	35	17.4%
Not Sure	5	2.5%
<b>Total</b>	<b>201</b>	<b>100.0%</b>

**Table B4: Are you happy with the size of the bins**

	Count	%
Yes	172	85.6%
No	24	11.9%
No response	5	2.5%
<b>Total</b>	<b>201</b>	<b>100.0%</b>

**Table B5: How well did the council tell you about the trial?**

	Count	%
Very well	132	65.7%
Satisfactory	57	28.4%
Not well	6	3.0%
No response	6	3.0%
<b>Total</b>	<b>201</b>	<b>100.0%</b>

**Table B6: In the council's wheelie bin leaflet, how easy was it to understand what to put in each wheelie bin?**

	Count	%
Very easy	161	80.1%
Satisfactory	34	16.9%
Not easy	4	2.0%
no response	2	1.0%
<b>Total</b>	<b>201</b>	<b>100.0%</b>

**Table B7: Is it easier to recycle using a wheelie bin?**

	Count	%
Yes	187	93.0%
No	12	6.0%
Blank	2	1.0%
<b>Total</b>	<b>201</b>	<b>100.0%</b>

**Table B8: Are you recycling more of your waste using wheelie bins?**

	Count	%
A lot more	110	54.7%
A little more	43	21.4%
The same	44	21.9%
Less	2	1.0%
Blank	2	1.0%
<b>Total</b>	<b>201</b>	<b>100.00%</b>

**Table B9: Do you have less waste going to landfill using wheelie bins?**

	Count	%
A lot less	96	47.8%
A little less	42	20.9%
The same	55	27.4%
More	4	2.0%
Not sure	4	2.0%
<b>Total</b>	<b>201</b>	<b>100.0%</b>

**Table B10: Gender**

	Count	%
Male	124	61.7%
Female	66	32.8%
No response	11	5.5%
<b>Total</b>	<b>201</b>	<b>100.0%</b>

**Table B11: What is your age group?**

	Count	%
Under 16	0	0.0%
16-24	0	0.0%
25-34	15	7.5%
35-44	44	21.9%
45-54	47	23.4%
55-64	37	18.4%
65-74	25	12.4%
75 or over	22	10.9%
No response	11	5.5%
<b>Total</b>	<b>201</b>	<b>100.0%</b>

**Table B12: Do you consider that you have a disability?**

	Count	%
Yes	21	10.4%
No	164	81.6%
No Response	16	8.0%
<b>Total</b>	<b>201</b>	<b>100.0%</b>

**Table B13: How many people live in your house?**

	Count	%
1	45	22.4%
2	47	23.4%
3	26	12.9%
4	39	19.4%
5	23	11.4%
6	0	0.0%
7	1	0.5%
No Response	20	10.0%
<b>Total</b>	<b>201</b>	<b>100.0%</b>



**Table B14: Please tick which property type best describes your house.**

	count	%
Detached with front garden over 6 foot in length	10	5.0%
Detached with front garden less than 6 foot in length	6	3.0%
Semi-detached with front garden over 6 foot in length	48	23.9%
Semi-detached with front garden less than 6 foot in length	20	10.0%
Terraced with front garden over 6 foot in length	51	25.4%
Terraced with front garden less than 6 foot in length	29	14.4%
Other, please specify	16	8.0%
blank	21	10.4%
<b>Total</b>	<b>201</b>	<b>100.0%</b>

**Table B15: Other specified to be as follows:**

	Count
end of terrace	8
block of flats	4
maisonette	2
terraced with no front garden	1
terraced with rear garden over 6 foot	1

## Appendix C: Questionnaire



### 15120 Merton Wheelie Bin Trial survey

Good morning/afternoon, my name is \_\_\_\_\_ and I am working for M·E·L Research on behalf of Merton Council to carry out a survey to gain residents feedback on the wheelie bin trial. Do you have 5 minutes to spare to answer a few quick questions?

#### Interviewer details:

Interviewer Name \_\_\_\_\_

Date of Interview \_\_\_\_\_

ID number \_\_\_\_\_

#### Q1. Are you happy with the council's wheelie bin collection service? [SINGLE CODE]

<input type="checkbox"/> 1	Yes [GO TO Q3]	<input type="checkbox"/> 2	No [GO TO Q2]
----------------------------	----------------	----------------------------	---------------

#### Q2. If no, why is this? [TICK ALL THAT APPLY / DO NOT READ OUT]

<input type="checkbox"/> 1	Looks less visually pleasing	<input type="checkbox"/> 4	Haven't got enough space to store bins
<input type="checkbox"/> 2	Hard to manoeuvre	<input type="checkbox"/> 5	Don't need such a big bin, box/bags were adequate
<input type="checkbox"/> 3	Crews do not return to property/where left	<input type="checkbox"/> 6	Other (specify)

#### Q3. Have you found using the wheelie bins easier to use than the sacks and boxes? [SINGLE CODE]

<input type="checkbox"/> 1	Yes [GO TO Q5]	<input type="checkbox"/> 2	No [GO TO Q4]
----------------------------	----------------	----------------------------	---------------

#### Q4. If no, why is this? [OPEN ENDED]

--

#### Q5. Is your street cleaner than before the wheelie bin trial started? [SINGLE CODE]

<input type="checkbox"/> 1	Yes [GO TO Q7]	<input type="checkbox"/> 2	No [GO TO Q6]	<input type="checkbox"/> 3	Not sure [GO TO Q7]
----------------------------	----------------	----------------------------	---------------	----------------------------	---------------------

#### Q6. If no, why is this? [OPEN ENDED]

--

#### Q7. Are you happy with the size of the wheelie bins for recycling and general rubbish? [SINGLE CODE FOR EACH OPTION]

	Yes	No
Recycling bins	<input type="checkbox"/> 1 (GO TO Q9)	<input type="checkbox"/> 2 (GO TO Q8a)
General rubbish bins	<input type="checkbox"/> 1 (GO TO Q9)	<input type="checkbox"/> 2 (GO TO Q8b)

#### Q8. If no, why is this? [TICK ALL THAT APPLY FOR EACH WASTE TYPE]

Q8a. Recycling wheelie bin		Q8b. General waste wheelie bin	
<input type="checkbox"/> 1	Find it hard to manoeuvre	<input type="checkbox"/> 1	Find it hard to manoeuvre
<input type="checkbox"/> 2	Too big for all my recycling	<input type="checkbox"/> 2	Too big for all my waste
<input type="checkbox"/> 3	Too small for all my recycling	<input type="checkbox"/> 3	Too small for all my waste
<input type="checkbox"/> 4	Too big, I don't have adequate storage space	<input type="checkbox"/> 4	Too big, I don't have adequate storage space
<input type="checkbox"/> 5	Other (specify below)	<input type="checkbox"/> 5	Other (specify below)

#### Q9. Do you recycle more or less since receiving the wheelie bins [SINGLE CODE]

<input type="checkbox"/> 1	A lot more	<input type="checkbox"/> 3	About the same
<input type="checkbox"/> 2	A little more	<input type="checkbox"/> 4	Less

#### Q10. Do you have less waste going to landfill since receiving the wheelie bins? [SINGLE CODE]

<input type="checkbox"/> 1	A lot less	<input type="checkbox"/> 3	About the same
<input type="checkbox"/> 2	A little less	<input type="checkbox"/> 4	More

**Q11. [SHOW CARD A] Overall, on a scale of 1 to 4 where 1 is strongly agree and 4 is strongly disagree, how much to you agree with the following statements? [TICK ONE FOR EACH OPTION]**

	1 – Strongly agree	2 – Fairly agree	3 – Disagree	4 – Strongly disagree	[DON'T PROMPT] Don't know
The council kept me well informed about the wheelie bin trial.	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
The council's wheelie bin leaflet was easy to understand and clearly informed me of what can go into each bin.	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5

**And now I'd just like to ask some questions about you and your household**

**Q12. [SHOWCARD B] What age group do you fall into? [SINGLE CODE ONLY]**

<input type="checkbox"/> 1	18-24	<input type="checkbox"/> 4	45-54	<input type="checkbox"/> 7	75+
<input type="checkbox"/> 2	25-34	<input type="checkbox"/> 5	55-64	<input type="checkbox"/> 8	Prefer not to say
<input type="checkbox"/> 3	35-44	<input type="checkbox"/> 6	65-74		

**Q13. Are your day-to-day activities limited because of a health problem or disability which has lasted, or is expected to last, at least 12 months? [SINGLE CODE ONLY]**

<input type="checkbox"/> 1	Yes	<input type="checkbox"/> 2	No	<input type="checkbox"/> 3	Prefer not to say
----------------------------	-----	----------------------------	----	----------------------------	-------------------

**Q14. How many people live in your household including yourself?**

Adults  Children 18 and under   1 Prefer not to say

**Q15. INTERVIEWER TO CODE GENDER [SINGLE CODE ONLY]**

<input type="checkbox"/> 1	Male	<input type="checkbox"/> 2	Female
----------------------------	------	----------------------------	--------

**Q16. INTERVIEWER TO RECORD HOUSETYPE [SINGLE CODE ONLY]**

<input type="checkbox"/> 1	Detached with front garden over 6 foot in length	<input type="checkbox"/> 5	Terraced with front garden over 6 foot in length
<input type="checkbox"/> 2	Detached with front garden less than 6 foot in length	<input type="checkbox"/> 6	Terraced with front garden less than 6 foot in length
<input type="checkbox"/> 3	Semi-detached with front garden over 6 foot in length	<input type="checkbox"/> 7	Other (specify below)
<input type="checkbox"/> 4	Semi-detached with front garden less than 6 foot in length		

**Q17. INTERVIEWER: Do you think English is respondent's first language [DO NOT DIRECTLY ASK RESIDENT]**

<input type="checkbox"/> 1	Yes	<input type="checkbox"/> 2	No
----------------------------	-----	----------------------------	----

**Q18. As part of our quality checking process, some of the people who answered the survey will be selected at random to check that they really were interviewed. Could I please take your name and telephone number so that you can be called if necessary? This will not be passed to anyone else.**

Respondent name:	<input type="text"/>
Telephone no:	<input type="text"/>

**Q19. Thank you, that is all the questions I have. The answers you have provided, including your number, street and postcode, will be passed back to Merton Council so that they can improve services. This does not include your name or contact details. Are you happy for us to do this?**

<input type="checkbox"/> 1	Yes	<input type="checkbox"/> 2	No
----------------------------	-----	----------------------------	----

<input type="checkbox"/> 1	Interviewer: Please tick if resident asked what was going to happen to the wheelie bin once trial ends
----------------------------	--

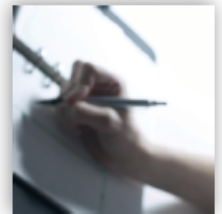
**That's all the questions, thank you for participating!**



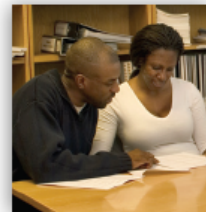
# Using evidence to shape better services



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## **Appendix 4**

### **Wheelie Bin – Unsuitable housing type**

Within Veolia's bid they acknowledge that not all households will be suitable for the use of wheelie bins. These not only include multi dwellings or flats above shops but will also include household with no frontage, steep access or stairs.

The text below is taken direct from Kingston's Web site whose waste collection is provide by Veolia and operate the proposed solution.

#### **KINGSTON WEB SITE**

##### **Your property might not be suitable for wheelie bins if:**

You can have a weekly collection of plastic rubbish bags if:

- there is a steep slope between your property and the kerb, or
- there are more than three steps between your property and the kerb,
- your property has no front garden

Where this is the case, the Council will make alternative arrangements for the collection of non-recyclable household waste and paper, card and cardboard.

Other materials will be the same as other houses including a green recycling box and a brown food caddy.

(Google Images)



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## **Appendix 5**

### **How is street Cleanliness measured**

Local authorities measure the standard of cleanliness through an agreed set of industry standard measures previously known as Ni 195. Please note that for the purposes of NI195, recent leaf and blossom falls are excluded from the definition of litter

The four elements of NI 195 – litter (NI 195a.), detritus (NI 195b.), graffiti (NI 195c.) and flyposting (NI 195d.) – are measured separately. Each site is given a grading assessment based on the 4-point scale set out in the Code of Practice on Litter and Refuse ranging from Grade A (clean) to Grade D (heavily affected).

### **Definitions of Litter Grades**

#### **GRADE A - no litter or refuse**



**GRADE B - predominantly free of litter and refuse except for some small items**



**GRADE C - widespread distribution of litter and refuse, with minor accumulations**



**GRADE D - heavily littered, with significant accumulations**



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## **APPENDIX 6**

**DRAFT SERVICE CHARTERS** The Service Charters are provided for information and shall be shared with the public and used by the Council in order to describe the delivery of the Services. For the avoidance of doubt, the Service Charters shall not be treated as confidential. Draft Service Charters will be finalised at Preferred Bidder stage].

### **Draft Service Charter for Waste Collection Services**

#### **Recycling and Refuse Collection**

Our service to residents:

- Recycling and refuse is collected from all homes on the scheduled collection day
- Receptacles are returned to the point of collection and left in such a manner as to cause minimum inconvenience to residents and customers
- Any missed collections are collected within [24] hours of being reported.
- Recycling and refuse containers are delivered within [5] days of request
- Assisted collections are available for all residents who need them.
- Bulky Waste is collected from the outside of all homes within [to be discussed in dialogue] [X] days of request.
- Spillages caused by the Contractor's Staff are cleared immediately or as soon as is practicable before the end of the day.
- All work is carried out safely and Staff are always polite and courteous, behave professionally and do not seek or accept tips, rewards or payment from the public or businesses.
- Collections are managed to cause the minimum possible level of disruption whilst maintaining an efficient service.
- All public and/or communal waste and recycling sites are kept clean and tidy.

- Public and/or communal waste and recycling sites are always available for use and are emptied frequently enough to prevent them being full or overflowing.
- Full communal waste sites are cleared within [x] hours of being reported as full.
- Staff leave information for residents if containers cannot be emptied because they have the wrong things in them [note to bidders, crews will be expected to carry out an agreed level of sorting if this means the container can then be emptied at the time of collection. A process for managing repeat contamination problems will be agreed and delivered].
- Requests for information are answered within [x] working days.
- Crews will report any faults and issues they observe whilst carrying out their work within the Boroughs, regardless of whether it is for them to fix (e.g. potholes, street lights, graffiti)

We ask Service Users to help us by:

- Placing recycling and refuse containers out for collection by [6] am on collection day and in the designated location.
- Reducing waste wherever possible.
- Sorting as much material as possible for recycling.
- Placing the right materials in the right containers
- Letting us know if a collection has been missed, at the end of the same day if possible.
- Treating staff in a polite and courteous manner and not offering tips, reward or payment.
- Rinsing out bottles, jars and recyclable plastic containers if they contain food residues.
- Keeping food waste containers clean?

- Wrapping up any sharp items like knives, broken glass or crockery in newspaper before they go into the refuse container.
- Not placing hazardous items like paint or oil in the refuse or recycling containers.

### **Draft Service Charter for Street Cleaning Services**

Our service:

- Streets and paths are kept clean. We aim to keep all roads free from litter, rubbish, weeds and animal faeces and we use the standards set out in the Code of Practice on Litter and Refuse to measure cleanliness.
- Road drains on the public highway are kept free from detritus and free flowing to prevent flooding.
- We will support Community Clean-up Initiatives to help residents look after their local area.
- Streets are kept clear of accumulations of weeds.
- Litter bins are kept clean, well maintained and always available for use, never full or overflowing.
- Bagged waste collected from litter bins is cleared by the end of the same working day.
- Fly-tipping on public land is cleared pro-actively when identified by our staff (unless enforcement activity is being undertaken) and always within [x] working day(s) of being reported. A chargeable service is available to private landowners for fly-tip clearance.
- Graffiti and fly-posting on public property is cleared pro-actively when identified by our staff and always within 5 days of being reported. Offensive graffiti is removed within 24 hours of being reported.
- Dead animals, drug litter, and debris and spillages from road traffic or other accidents, are all cleared within [x] hours of notification.

- All work is carried out safely and staff are always polite and courteous, behave professionally and do not accept tips, rewards or payment from the public.
- Spillage of waste by street litter bins is cleared at the time of emptying the street litter bins.

We ask Service Users to help us by:

- Not dropping litter or dumping rubbish.
- Cleaning up after their dog.
- Only using litter bins for litter and dog waste, and not for commercial or household waste.
- Reporting any fly-tipping and/or fly-tippers, noting time date and vehicle registration wherever possible.
- Quickly removing graffiti from their own property if they are able to do so and reporting to the police anyone that they see causing criminal damage by fly-posting or graffiti.
- Reporting street cleaning issues to us, including any spillages, dead animals and drug litter.
- Removing weeds along their property's boundary with the footpath.



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## Appendix 7

### Draft Service Charter for Parks and Grounds Maintenance (Lot 2)

**We aim to maintain our high level of resident satisfaction with our parks, cemeteries and allotments; we will do this by:**

- Ensuring grass areas, shrub beds, flower beds and hedges, and all horticultural features are well looked after and regularly maintained.
- Promoting and maintaining our wildlife and nature conservation areas.
- Using environmentally sustainable methods in our parks maintenance, as set out in Sutton's Environmental Policy and One Planet themes
- Recycling all of our green waste, and other litter and waste streams insofar as practical.
- Keeping parks free from litter, rubbish and animal faeces.
- Ensuring litter bins in parks are kept clean and are always available for use.
- Clearing fly-tipping and graffiti on public land at the earliest opportunity.
- Ensuring trees are inspected regularly and maintained to the appropriate British Standards.
- Providing sports facilities which are safe to use and appropriate for the customer.
- Working collaboratively with sports clubs and sports governing bodies...
- Ensuring our play areas are welcoming, clean, with well-maintained equipment and inspected regularly to the appropriate British Standards.
- Working closely with and supporting our friends groups to help us maintain and improve our open spaces.

- Ensuring staff are always courteous, helpful, polite and professional.
- Listening to customer and resident feedback to help continuously improve our parks.
- Developing the service to promote social value as set out in Sutton's Asset Toolkit.

**We ask residents to help us by:**

- Not dropping litter, chewing gum or cigarette butts.
- Cleaning up after their dog.
- Not picking or otherwise damaging flowers and plants.
- Becoming involved with Friends of Parks groups.
- Giving us constructive feedback about the service.
- Leaving park facilities in the condition they would expect to find them



## **Committee: Cabinet**

**Date: 4<sup>th</sup> July 2016**

Wards: Borough wide implications

Subject: **Harris Wimbledon Secondary School – Required Site Approvals**

Lead officers: Yvette Stanley – Director of Children, Schools and Families  
Chris Lee – Director of Environment and Regeneration

Lead members: Caroline Cooper-Marbiah – Cabinet member for Education  
Mark Allison Deputy Leader and Cabinet Member for Finance

Contact officers: Tom Procter – Head of Contracts and School Organisation  
Paul Ballatt – Assistant Director, Commissioning, Strategy and Performance  
James McGinley - Head of Sustainable Communities

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### **Recommendations:**

- A. That Cabinet agrees recommendations A – G as set out in the exempt full Cabinet report contained at Appendix One
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## **1 PURPOSE OF REPORT AND EXECUTIVE SUMMARY**

- 1.1. The subject of this report is the site assembly to provide for a new secondary school in Wimbledon - Harris Wimbledon. The report provides an executive summary of the exempt full Cabinet report contained at Appendix One.
- 1.2. This report provides all elements of the report that can be on non-confidential 'white' paper.

## **2 DETAILS**

### **Executive summary of Exempt Full Cabinet Report**

- 2.1. The requirement for a site for a new secondary school has been established for some time, with council reports to 11 November 2013 Cabinet, 15 October 2014 Children and Young People Overview and Scrutiny Panel, 8 June 2015 Cabinet and 18 January 2016 Cabinet.
- 2.2. Since the Secretary of State's approval of Harris Wimbledon as a Free School, officers have been working closely with the EFA to identify a suitable site.
- 2.3. Officers are now in a position to request Cabinet on 4 July 2016 for financial authority to purchase the required sites in South Wimbledon with related property transactions, with the final details to be agreed by the Director of Environment and Regeneration. For commercial reasons the sites need to remain confidential until heads of terms are formally agreed.
- 2.4. Once terms are formally agreed it will take some time for the site to be cleared so it is envisaged construction will not commence until summer/early autumn 2017 at the earliest and the permanent school will therefore not be completed until summer 2019 at the earliest.

- 2.5. In view of the significant need for additional school places by at least September 2018 a temporary site is required to provide for the first two cohorts of pupils.
- 2.6. The Whatley Avenue Adult Education centre is a former small high and middle school, and will be surplus to council requirements in August 2016. It has sufficient capacity for about 360 pupils, and as the new school will only be filling by 180 pupils per year Whatley Avenue could provide a temporary school for a maximum of two years. These pupils would be in school years 7 and 8; aged 11-12 and 12-13.
- 2.7. It is therefore proposed this building is used as a temporary school for the Harris Federation for up to two academic years, and a short term lease at a peppercorn rent should be provided for this purpose before reverting back to the council. The adaptation costs and the costs for the security of the building from September 2016 would be met in full by the EFA.

### **3 ALTERNATIVE OPTIONS**

- 3.1. Details in the exempt full Cabinet report.

### **4 CONSULTATION UNDERTAKEN OR PROPOSED**

- 4.1. Details in the exempt full Cabinet report.

### **5 TIMETABLE**

- 5.1. The pre-opening approval from the Secretary of State is for the school to open in September 2017. For the council, the essential requirement is that the school must open to year 7 places by September 2018
- 5.2. The timetable is therefore for Whatley Avenue to be used as a temporary site for either the two academic years 2017/18 and 2018/19 or 2018/19 and 2019/20 for the new school site to be ready for either September 2019 or September 2020.

### **6 FINANCIAL, RESOURCE AND PROPERTY IMPLICATIONS**

- 6.1. Details in the exempt full Cabinet report

### **7 LEGAL AND STATUTORY IMPLICATIONS**

- 7.1. The council has a duty under section 14 of the Education Act 1996 to secure that sufficient schools for providing primary and secondary education are available for its area. The Act provides that schools available for an area shall not be regarded as sufficient unless they are sufficient in number, character and equipment to provide for all pupils the opportunity of appropriate education. The local authority must exercise its functions under section 14 with a view to securing diversity in the provision of schools, and increasing opportunities for parental choice.
- 7.2. There is a statutory presumption that new publicly-funded schools should be academies. The DfE has confirmed that all new provision academies are

now classified as “free schools”. Under section 6A of the Education and Inspections Act 2006, if the council thinks that a new school needs to be established in its area, it must seek proposals for the establishment of an academy (free school) and specify a date by which proposals must be submitted. In considering the need for a new school, the council can take account of any other free school projects that the DfE has approved and are due to open.

- 7.3. The council has power to acquire land by agreement for the purpose of a school which is to be maintained by a local authority or which the authority has power to assist, under section 531 of the Education Act 1996 and section 120 of the Local Government Act 1972. The Secretary of State may authorise a local authority to purchase compulsorily any land required for the purpose of an academy (whether established or to be established) under section 530 of the Education Act 1996.
- 7.4. The council may assist an academy (including a free school) under section 6 of the Academies Act 2010.
- 7.5. Section 123 of the Local Government Act allows a local authority to dispose of land in manner they wish provided they obtain the best consideration reasonably obtainable. A disposal includes a lease of seven years or more
- 7.6. Further details in the confidential Cabinet report. .

## **8 HUMAN RIGHTS, EQUALITIES AND COMMUNITY COHESION IMPLICATIONS**

- 8.1. Details in the exempt full Cabinet report.

## **9 CRIME AND DISORDER IMPLICATIONS**

- 9.1. None specific

## **10 RISK MANAGEMENT AND HEALTH AND SAFETY IMPLICATIONS**

- 10.1. Details in the exempt full Cabinet report.

## **11 APPENDICES – APPENDIX ONE: EXEMPT CABINET REPORT**

## **12 BACKGROUND PAPERS**

- 12.1. Previous council reports on secondary school expansion:
  - 11 November 2013 Cabinet
  - 15 October 2014 Children and Young People Overview and Scrutiny Panel
  - 8 June 2015 Cabinet
  - 18 January 2016 Cabinet

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