

Appendix B: Recommendations from London Borough of Sutton Scrutiny Task Group regarding waste collection service change.

Strategic recommendations	Actions already taken in LBM	Actions to be taken in LBM
<p>Earlier engagement with staff could have helped the new contractor better prepare for this significant and complex service change. When staff are to be transferred as part of a new contract, induction and one-to-one meetings (or small group discussions) should be conducted as early as possible to ensure adequate information sharing and early resolution of any issues.</p>	<p>The transfer of staff has already occurred.</p>	<p>Veolia are managing their staff engagement in line with their normal operations and corporate approach. This includes tool-box talk training and appropriate supervision, as well as the application of HR procedures and policies as required.</p>
<p>When there are changes to service delivery arrangements (for example, outsourcing), elected members should be given clear information about the respective responsibilities of the contractor and the internal client team, so that they know who to contact in the event of any issues.</p>	<p>Members were advised of the new service delivery arrangements at the start of the contract. This advice included information about how residents and Members should report issues to LBM. Further emails and updates have been circulated to all Members, including a weekly update to all Members on service performance from the Assistant Director – Public Space, this includes information on how to best contact LBM in the case of service disruption.</p>	<p>Members will continue to receive regular updates and a guidance document as part of the service change communications.</p>
<p>When planning for a significant service change, close consideration needs to be given to the number and range of possible problems which might occur at an early stage in preparations. <i>Pay particular attention to (1) working with potential service providers in an open and collaborative manner whilst also having the confidence to rigorously challenge their proposals and past experience (even where they might have a long-</i></p>	<p>Relationships between the contractor and client have been developing since April 2017. These relationships are collaborative but suitably robust to address failures in service performance. The service Change Programme Board and operational meetings provide the framework for continued scrutiny of the service change plans, which includes contingency plans.</p>	<p>The Service Change Board will continue to assess the risks relating to the service changes and develop mitigation measures to minimise the impact of those risks.</p>

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<i>standing and positive industry reputation) and (2) pro-actively making a robust crisis-management plan for use if the need should arise.</i>		
For future service changes, potential new service providers should be more cognisant of the importance of local knowledge and of 'walking through' the service in detail even where paper based due diligence has been conducted.	Veolia have been operating in Merton since April 2017 and have built up their knowledge of the area. In the early months of the contract it was evident that this knowledge was lacking in places. All the collection data previously held by LBM was provided to Veolia to assist with the transition. Veolia have been further developing their records and data to ensure a robust operation.	<p>The Neighbourhood Client Officers (NCOs) from LBM and Veolia's Environment Managers meet regularly to share information and knowledge. Site visits and liaison with Managing Agents and residents informs the supervisors who in turn advise the crews.</p> <p>Surveys conducted by Veolia will identify properties that may have particular collection or storage considerations.</p> <p>Further population and use of Veolia's operating system (ECHO) is required.</p>
As our SLWP partner boroughs implement waste service changes, they may want to be cognisant of the amount of time needed to prepare for and implement a successful flats service and of the steps that need to be taken to document local information on a case by case basis. More effort should be made to contact managing agents (at least three attempts should be made) and it should be made clear what issues may arise if a response is not received.	<p>Over the years, Merton has developed good relationships with managing agents and housing associations, this includes forums and site meetings to address issues and share information.</p> <p>The rounds attending to communal collections were rescheduled in October and information updated in ECHO. This reduces the impact on communal collections as part of the service change and reduces the risk.</p>	Managing agents will be contacted about the service changes and what it means for their residents.

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<p>Where a contracted service is reliant on the delivery of a system, an agreed date for the delivery of the system - and performance measures relating to ongoing ICT support - should be written into the contract and the mobilisation project team should ensure there is sufficient resource to monitor progress against agreed milestones.</p>	<p>LBM and Veolia have been working together to integrate our reporting and operational systems. This work is largely complete. The outstanding work relates to bulky waste collections, which should be completed before the service change occurs, and is not directly affected by the service change.</p>	<p>Minor changes to the processes will need to be made to reflect the new service arrangements. The data in ECHO will also have to be updated to ensure LBM's systems are able to access the updated round schedules and collection arrangements at each property.</p>
<p>When any major service change is introduced, all members should be equipped with an information pack. This should also be circulated to community groups and residents associations, who should be encouraged to assist with communicating the information to residents.</p>	<p>Members are already being updated as the project continues.</p>	<p>These groups will receive specific information about the service change closer to the event and their assistance in communicating with residents would be very welcome. They will also receive copies of the resident information as soon as it is available for distribution. Information is already being placed on the LBM website to inform residents, and Members.</p>
<p>LBS and Veolia should work together to review all bespoke arrangements that have been put in place to address lack of recycling capacity. A decision should be taken in each case as to whether this arrangement should continue, and the evidence gathered through this process should inform modelling for future service changes in other boroughs.</p>	<p>LBM, with Veolia, are considering how to ensure communal properties have sufficient space to collect and store the recycling streams.</p>	<p>Confirm recycling arrangements for communal properties e.g. either one co-mingled stream or two streams (with paper/card separate).</p>
<p>When a contracted service provider is providing equipment or resources to the council as part of a service change, a clause relating to the delivery of these resources (and the information to be provided to the council in the event of any</p>	<p>Veolia are responsible for ensuring the wheeled bins are ordered, delivered and distributed on time to all relevant households. There is a timeframe agreed for this work and the order for the bins has been</p>	<p>LBM will work with Veolia to oversee the plan and ensure containers are delivered and distributed according to the timetable.</p>

<p>issues) should be built into the contract and the mobilisation project team should ensure there is sufficient resource to monitor progress against agreed milestones.</p>	<p>placed.</p>	
<p>With any future service changes:</p> <ol style="list-style-type: none"> 1. Build in longer timescales for receiving and testing equipment (e.g. vehicles) to increase the likelihood of timely resolution of any issues 2. Ensure that a critically-aware due diligence is applied to handover activities, paying particular attention to the need for flexibility to bring in additional capacity if need is evidenced by service performance / management information during the mobilisation phase. 	<p>LBM have a longer lead-in time for their mobilisation. The crews have already become familiar with the new on-board technology and the working practices of Veolia. The new vehicles are also arriving in good time to ensure they are tested ahead of the service change.</p>	<p>New vehicles to arrive and be tested ahead of the service change. LBM and Veolia to monitor the progress of new vehicles arriving and being commissioned.</p>
<p>Flats with limited space should be identified to provide the required tonnage of dry mixed recyclables and, to avoid confusion, residents in these flats should be clearly informed that they are part of this scheme.</p>	<p>The project will identify the arrangements that need to be put in place for individual locations through engagement with all stakeholders, which may involve retaining mixed dry recyclables where appropriate.</p>	<p>Continue to review individual sites and agree changes with stakeholders (including Managing Agents).</p>
<p>The council should work with SLWP, WRAP and other relevant agencies to promote a packaging reduction campaign</p>	<p>Both the SLWP and Merton have lobbied in the past in relation to packaging reduction.</p>	<p>Further lobbying to be done on behalf of the SLWP and in relation to the Mayor of London's draft Environmental Strategy where packaging reduction is a major policy aim.</p>
<p>Stickers should be put on containers before they are distributed, and messaging should be 'futureproof' to avoid a secondary action.</p>	<p>The bin lids will be different colours to indicate what material is to go in the bin. An information leaflet will be distributed with the</p>	<p>The SLWP have developed a series of bin hangers to be used to remind residents of what material to put in which bin. These will</p>

	bin and information will be available on the LBM website. The use of stickers is being considered, although comes with financial and resource constraints given the time it takes to put them on over 130,000 bins.	be used where bins are used incorrectly.
In preparation for the introduction of any contracted service, escalation email addresses and processes should be put in place at an early stage so that contact centre managers are able to contact the appropriate person in the event of specific issues.	<p>Members have been advised how to escalate issues to the Neighbourhood Client Officers.</p> <p>The NCOs and Customer Contact centre have agreed an escalation process and liaise regularly in order to ensure arrangements are in place to escalate issues and provide support to each other for the benefit of the customer.</p>	Clarify escalation procedure for Members. Review and confirm escalation process for the customer contact centre given the specific challenges of a service change of this scale.
Consideration should be given to prioritising resolving 'high visibility' issues (e.g. overflowing bins) which impact on resident experience of the borough, as well as high volume issues.	<p>The contract allows for this in relation to street cleaning frequencies in areas of high footfall.</p> <p>There is also a variety of frequencies allowed for within the contract for flatted properties, where an output based approach is in place. This means that the frequency of collection is dictated by demand, whereby the bins should never be full or overflowing.</p>	Performance of services will continue to be monitored through active contract management by the Neighbourhood Client Team.

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