




Report to:	Environment and Neighbourhood Committee	Date:	27 June 2016
Report title:	Award of preferred and reserve bidder status for the provision of Waste Collection and other environmental services procured via the South London Waste Partnership (SLWP).		
Report from:	Mary Morrissey – Strategic Director of Environment, Housing and Regeneration		
Ward/Areas affected:	Borough-wide		
Chair of Committee	Councillor Jill Whitehead		
Author /Contact Number(s):	Matt Clubb – Executive Head of Environment Commissioning, 020 8770 6116		
Corporate Plan Priorities:	<ul style="list-style-type: none"> • A Green Council • A Fair Council • A Smart Council 		
Open/Exempt:	Appendix 10 exempt by virtue of paragraph 3, Schedule 12A of the Local Government Act 1972		
Signed:		Date:	10 June 2016

1. Summary

- 1.1 Following a procurement exercise conducted by the South London Waste Partnership (SLWP), this report seeks approval to the selection of Veolia (ES) UK Limited as Preferred Bidder for waste collection, street cleaning, winter maintenance and vehicle procurement and maintenance (Lot 1) and Amey LG Limited as Reserve Bidder. It also seeks approval to select The Landscape Group Limited as Preferred Bidder for parks and grounds maintenance (Lot 2) and Veolia (ES) UK Limited as Reserve Bidder.
- 1.2 The report details the implications of the proposal on Sutton's existing services, the governance arrangements for the new contract and the proposed timetable for the remainder of the procurement exercise.

2. Recommendations

That the Environment and Neighbourhood Committee:

- 2.1 Agree to award Preferred Bidder status to Veolia (ES) UK Limited for the provision of the Lot 1 services (waste collection, street cleaning, winter maintenance and vehicle procurement and maintenance) for a period of eight years with the option to extend for two further periods of eight years (twenty four in total) to commence from April 2017.



- 2.2 Agree to award Preferred Bidder status to The Landscape Group Limited for the provision of Lot 2 services (parks, grounds maintenance, cemeteries, verges and tree maintenance) for a period of eight years with the option to extend for a two further periods of eight years (twenty four in total) to commence from February 2017.
- 2.3 Agree that Amey LG Limited is appointed as the Reserve Bidder for the Lot 1 services and Veolia (ES) UK Limited is appointed as the Reserve Bidder for the Lot 2 services.
- 2.4 Agree delegation to the Strategic Director of Environment, Housing and Regeneration, based on the principles at 4.33 of this report and following fine tuning, to agree the Inter Authority Agreement (IAA) and the arrangements relating to the management of the contracts.
- 2.5 Note the service changes detailed in paras 4.9 - 4.21.
- 2.6 Approve the charge for the Green Garden Waste service, as detailed at para 4.13 of this report, from April 2017.
- 2.7 Note the requirement to advertise the Council's intention to grant leases for those LBS properties (which include open space) within scope as detailed at Appendix 9 of this report.
- 2.8 Agree that the Preferred Bidders are permitted to start consultation with staff and union representatives, prior to contract award, about any proposed changes to employment terms and conditions.

3. Background

- 3.1 Since 2010, successive national governments have been seeking to reduce the public sector deficit, principally through reductions in public expenditure. As a result Councils have had significant reductions in their funding from government grants. At the same time the Council has faced increasing demand for services due to demographic pressures and the consequences of other national government policies such as welfare reform.
- 3.2 The London Borough of Sutton is no different from other Councils. In order to set a fully funded budget, as we are legally required to do, the Council needs to save £74m from its annual budget between 2010/11 and 2019/20, equivalent to over half of the current annual budget (£144.9m). Between 2010-16 the Council delivered £52m savings through a mixture of recommissioning services, moving to alternative models of service delivery and identifying operational and back-office efficiencies. Our Smarter Services Sutton and Smarter Council transformation programmes have been supported by public consultation under the banner of 'Sutton's Future', with the latter helping identify £20m of the total savings.



- 3.3 Despite this, further funding and grant reductions are expected from national government over the medium term with a funding gap of £22m projected by 2019/20, of which about £5m is expected to be covered by the 'social care precept' which councils may raise specifically to address cost pressures on social care. To address the remaining funding gap of £17.3m, the Council is continuing to transform key services through the Smarter Council programme, and will be reviewing all its services and the outcomes they are delivering through a new four year Strategic Commissioning Plan which will be presented at Strategy and Resources Committee in July 2016.
- 3.4 The SLWP was formed in 2003 and has a proven record of providing cost-effective waste management services through the procurement of waste disposal, recycling and Household Reuse and Recycling Centre contracts.
- 3.5 Following these successes SLWP officers, along with external advisors, explored opportunities for the future delivery of a range of high quality environmental services. This assessed the merits of procuring services in partnership, as opposed to procuring alone, or retaining existing arrangements. This suggested savings in the region of 10% from procuring jointly with the potential to achieve additional savings if the partner boroughs harmonised services - which would not be achieved by procuring alone.
- 3.6 On this basis a business case for a joint procurement exercise for the following services was agreed by the Environment and Neighbourhood committee in November 2014, based on the following lots:

Lot 1 (All boroughs)	Lot 2 (Sutton & Merton only)
Waste collection	Parks and grounds maintenance
Street cleaning	Cemeteries
Commercial waste	Highway verge maintenance
Winter maintenance	Tree maintenance (excluding inspections)
Vehicle procurement and maintenance	Sports and play facilities management

- 3.7 The objectives of the procurement were to reduce spend, increase income opportunities and maintain high quality services and customer satisfaction through environmentally sustainable, carbon efficient, innovative solutions.
- 3.8 The current service arrangements across the SLWP Boroughs are at Appendix 1.



4. Issues

Procurement Process

- 4.1 Given the scope and complexity of services and feedback from market engagement, the competitive dialogue procurement route (Appendix 2) was agreed.
- 4.2 One of the key benefits of competitive dialogue is that it allows both the Authorities and bidders to enhance and adapt the scope of the requirements throughout the commissioning process. This enabled partners to identify the benefits of incorporating the administration functions for Waste and Cemeteries services, along with potentially the sports bookings function for Parks, within the scope of the contract.
- 4.3 In addition, Merton and Sutton were able to review the timescale and bring forward the contract start date for Lot 2 services from April 2017 to February 2017, to ensure that the contractor is in place prior to the start of the horticultural cutting season.

Evaluation Criteria

- 4.4 The evaluation criteria were agreed at the outset of the process and shared with bidders:

Technical - Evaluation of the approach to service delivery, technical solutions, approach to the contract specification and robustness of the resource plan to deliver the outputs required.

Financial - Evaluation of the approach to the contract payment mechanism and the robustness of the pricing and financing of the contract.

Legal and commercial - Evaluation of the approach to the contract as a whole, including organisational structures for delivering services. A key area for consideration was the approach to Transfer of Undertakings (Protection of Employment) ('TUPE') legislation and pension provision.

Bid coherence - Evaluation of the bids to ensure consistency across the the above elements.

- 4.5 The bid prices were evaluated as a Net Present Value (NPV) of the annual contract over the 8 year contract term. Appendix 3 sets out the price evaluation method used to determine the most economically advantageous tender.

Evaluation Outcome

- 4.6 Final tenders for Lot 1 (Amey, Biffa Municipal Limited and Veolia) and Lot 2 (The Landscape Group and Veolia) were received on 1 April 2016, evaluated and moderated.
- 4.7 As a result Veolia (ES) UK Limited achieved the highest quality score and the lowest price for Lot 1, resulting in the recommendation to appoint them as Preferred Bidder and Amey LG Limited as Reserve Bidder. The Landscape Group Limited achieved the second highest quality score and the lowest price for Lot 2. Therefore the Price



Evaluation Method (Appendix 3) was used to determine the most economically advantageous final tender response. The outcome of this process was that The Landscape Group ranked first overall, resulting in the recommendation to appoint them as Preferred Bidder and Veolia (ES) UK Limited as Reserve Bidder.

- 4.8 On 7 June 2016 the Joint Waste Committee (JWC) considered a report setting out the evaluation results, including the prices offered by each bidder and their bid quality scores, (set out at in table 1 and 2 of the confidential Appendix 10). The outcome of the procurement process was endorsed by the Members of the JWC.

Impact on existing services

- 4.9 The main service changes in Lot 1 relate to waste collection, with Veolia proposing the introduction of a weekly collection of food waste, alongside the fortnightly collection of residual waste. Existing brown wheeled bins will continue to be used for residual waste, with the introduction of a food waste bin and a kitchen caddy.
- 4.10 Veolia is also proposing a weekly collection of recyclables with householders separating out paper and card from other recyclates. To achieve this, existing green wheeled bins will be used for the paper and card, with a box provided for the remaining recyclates. These separate streams will be collected on an alternate weekly basis (eg - Weeks 1 & 3 - Paper/Card, Weeks 2 & 4 - dry recyclables). This will enable paper and card to be sent direct to market without incurring processing costs with boroughs receiving guaranteed income as a result.
- 4.11 The collection of all domestic waste streams from flats in Sutton will be dependent on need.
- 4.12 Veolia will continue with a chargeable bulky waste service and are seeking to collaborate with 3rd sector organisations to deliver this. Charges for the service will be reported to the Environment and Neighbourhood Committee as part of the annual fees and charges report.
- 4.13 Veolia will continue with a chargeable green garden waste service but this will be delivered all year round, (compared to the current nine month service) with a 240 litre bin as standard. The annual cost of the service from April 2017 is proposed to be £61.50 with no early bird discount. Any changes in future years to this charge will be reported to the Environment and Neighbourhood Committee as part of the annual fees and charges report.
- 4.14 To ensure the green garden waste service can commence in April 2017, Veolia may need to carry out an appropriate communications campaign (in conjunction with Sutton) prior to contract commencement. This may include contacting residents to arrange payment and providing information about the service.
- 4.15 Veolia is proposing a change in waste collection operational times from April 2017, which will see the cessation of the double shifting of vehicles. The proposed times of



collection are 6am to 4pm Monday to Friday, and 7am to 5pm on Saturday (current operating times are 6am to 8:30pm Monday to Friday and 7am to 2:45pm Saturdays).

- 4.16 It is anticipated that there will be no change to the day of waste collection for residents in April 2017. There may however be a change in the day of collection of green garden waste. A summary of the proposed changes can be found at Appendix 4.
- 4.17 Sutton's commercial waste service will be operated by Veolia, who propose to integrate its existing commercial waste portfolio with that of the SLWP boroughs. It is anticipated that there will be no change to the pricing mechanism for existing LBS customers for 2017/18, however Veolia will have flexibility to adjust customer prices.
- 4.18 The street cleaning service proposed by Veolia will introduce a neighbourhood approach (see Appendix 5) which mirrors Sutton's Local Committee structure, with two local committees per neighbourhood. The existing service operates between 6am and 7.15pm Monday to Friday and 6am to 6pm on Saturday and Sundays; Veolia propose to operate between 5.30am to 10pm Monday to Friday, 6am to 8.30pm on Saturday and 6am to 6.30pm on Sunday. There will also be a harmonisation of standards across the partner boroughs relating to response times for services such as graffiti and fly tipping, resulting in the same or improved standards for Sutton.
- 4.19 For Lot 2, the specification was refined through the dialogue process, with emphasis placed on creating output based services, rather than frequencies. The Landscape Group propose to retain dedicated teams in our strategic parks, with a greater reliance on mobile teams in other areas providing improved flexibility to the service.
- 4.20 The award of the Lot 2 services to The Landscape Group results in cessation of the Council's existing contracts with City Suburban for the maintenance of trees and with G Burley & Sons for the maintenance of verges. The inspection of trees remains the responsibility of the Council.
- 4.21 The Landscape Group is proposing a revised charging schedule for the users of sports services within parks, subject to fine tuning and this will be reported to the Environment and Neighbourhood Committee as part of the annual fees and charges report.

Customer experience

- 4.22 Customers will continue to contact the council through existing channels to make enquiries, report problems and subscribe/pay for services. The solutions proposed by Veolia and The Landscape Group will connect with and update the Council's Customer Relationship Management (CRM) system, enabling the provision of real time information and transactions.

Benefits of change

- 4.23 The objectives agreed prior to the commencement of the procurement exercise, sought to ensure that levels of service delivery would be maintained, with a contribution to the required savings targets and enhance the environmental performance of the services.



The proposed solutions deliver significant benefits to Sutton over the course of the contract term.

- 4.24 The proposals to introduce weekly food waste collection, fortnightly collection of residual waste and enhanced recycling capacity (from 480 litres to 810 litres per 4 week period) will assist in contributing to the achievement of the Council's One Planet Sutton targets as listed at Appendix 6c of this report. Following the introduction of these changes Veolia predict that Sutton's recycling performance will rise from 37% (unaudited for 2015/16) to 42% in 2017. These proposals enable Sutton to introduce a weekly food waste collection service, a previous consultation (reported to this Committee in January 2013) indicated that residents would welcome a borough wide collection of food waste, with a net support of 72%, but not at the expense of other services (14% net support) or if it resulted in an increase in Council tax (net opposed 33%).
- 4.25 In addition to the positive impact on our recycling performance, this contract will deliver significant savings to Sutton for the duration of the contract. The overall saving from the procurement exercise to Sutton is £1.1m in the first year rising to £1.5m in subsequent years. The total saving to Sutton over the first eight years of the contracts will be £10.3m.
- 4.26 Sutton has consistently provided high quality services to residents in these service areas, this becomes more challenging in a time of reducing budgets. The selection of these contractors provides a service resilience that Sutton is not currently able to provide; as they will be able to distribute resources across the Partnership area to manage demand. They will also be able to divert resources from outside the Partnership area, to enhance resilience of service delivery, this is particularly beneficial (but not restricted) to the winter maintenance service.
- 4.27 Subject to confirmation of leases, the Preferred Bidders may not require the use of the depots situated at Therapia Lane, Wrythe Lane, Grove Park, Beddington Park and Rose Hill Park. These may become available for alternative use (after consideration by the Buildings Utilisation Board), which could generate an annual rental income or capital receipt if the property is deemed surplus to requirement.

Risk

- 4.28 Changes to waste collection services involve risks regarding their implementation and customer impact. There may be disruptions to the service provided, however, the clienting team and Partnership will work alongside the contractor to minimise the impact. Sutton successfully implemented changes in 2012, a chargeable green garden waste service in 2015 and Veolia more recently has implemented the proposed service in RB Kingston. This past experience, in conjunction with a jointly agreed communications plan, will seek to minimise any potential disruption.



Communications

- 4.29 The Partnership has an overarching Communications plan, agreed by the SLWP Communications group. Given the different implications of the contract awards for each borough, Sutton has compiled a service-specific communications plan which identifies the strategic drivers and acknowledges the local impact on residents, businesses and staff.
- 4.30 The borough specific plan explains the rationale and benefits (detailed at 4.23 to 4.27) of the decision to award these contracts incorporating the impact of service changes. Sutton will work with our partners, Veolia and The Landscape Group to ensure residents continue to receive high performing services. The communications activities (Appendix 7) utilise a variety of channels to ensure messages are delivered to stakeholders at the appropriate time, including attendance at local committees and communication activities planned by Veolia and The Landscape Group.

Governance

- 4.31 In establishing the Partnership in 2003, it was a legal requirement to fully constitute a Joint Waste Committee (JWC), underpinned by a series of Inter Authority Agreements (IAA), to cover the procurement activities carried out.
- 4.32 This current procurement project does not come under the remit of the JWC. However, the SLWP partners saw the opportunity to build on these relationships and experience developed as members of the Partnership to take this project forward. In September 2015 this committee agreed a new IAA relating to the procurement of these services under Lots 1 and 2. This related only to the procurement phase, and a supplementary IAA is being drafted for the contract management phase, prior to contract commencement.
- 4.33 The main principles remain consistent with those in existing agreements and cover the period from contract award onwards. The points below summarise the main elements of the agreement;
- No savings achieved during the life of this contract shall lead to increased costs for any of the other Partnership boroughs.
 - No changes to the scope of the contract shall add to any borough's costs without that borough's agreement.
 - The split of costs and income by borough has been agreed with the preferred 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 in the life of the contract.
 - The governance and contract management structure for the contracts, including timescales for review.

Clienting

- 4.34 The principles of the client function will be set out in the IAA. These will seek to ensure a consistent approach to contract management by the Partnership whilst taking account of the individual requirements of boroughs. It is therefore proposed that the



Partnership will provide the overarching, strategic role as the single point of contact for the contractors ensuring compliance with the service performance indicators (Appendix 6a and 6b), whilst the boroughs will monitor and manage at an operational level. The proposed division of duties can be found at Appendix 8.

- 4.35 In the early stages of the contract this structure will allow individual boroughs to ensure that the service changes are successfully implemented. The structure for Sutton will incorporate the requirements to monitor Veolia's and The Landscape Group's performance but will also continue to deliver those services or functions that are not being provided by the contractor such as tree inspections, biodiversity and fleet management.
- 4.36 The cost of this structure and Sutton's contribution to the Partnership client for the first two years will be contained within existing estimates, with a view to seeking efficiencies across the Partnership once the service changes have been implemented in all boroughs.

Timetable

- 4.37 The timetable below illustrates the activities required until contract commencement.

Activity	Proposed Date
Borough approvals for Preferred and Reserve bidders	June - 3rd August 2016
Preferred Bidders fine tuning	August - November 2016
Advertising intention to lease properties	August/September 2016
Consultation by preferred bidders with staff and Trade Unions regarding changes to terms and conditions	August 2016 - January 2017 (Lot 2) August 2016 - March 2017 (Lot 1)
Contract signing and standing down of Reserve Bidders	December 2016
Mobilisation periods	January - March 2017
Contract commencement - Sutton & Merton Sutton & Merton Croydon (Lot 1) Kingston (Lot 1)	Lot 1 - April 2017 Lot 2 - February 2017 March 2018 August 2022



5. Options Considered

- 5.1 Each of the partner boroughs had a number of potential routes through which to provide these services, it was concluded that a joint procurement using competitive dialogue was the preferred option for the Partnership for the reason stated at 4.1 to 4.3 of this report.

6. Impacts and Implications

Financial

- 6.1 The cost of this procurement to the partnership is forecast to be £1.640m, of which Sutton's share is £410k. Transformation Challenge Award funding of £1.330m was successfully bid for on behalf of the Partnership by Sutton and received from the Department for Communities and Local Government, of which Sutton's share is £332k, resulting in a net cost for the procurement of £77k to Sutton.
- 6.2 For the purposes of comparison it has been assumed that existing budgets will be inflated by 1% annually. Bidder's prices submitted within final tender responses were based on an indexation cap of 2.5%. Based on this 1% inflation scenario for budgets and compared to the 2.5% cap, the award of the contract to Veolia for Lot 1 will result in total savings for the partnership of £47.4m. The award of the contract to The Landscape Group for Lot 2 will result in total savings for the partnership of £8.6m.
- 6.3 For Sutton this will result in total savings across both Lots of £1.088m in year 1 rising to £1.517m in year 2 and subsequent years. This exceeds the anticipated 10% savings target for this procurement exercise. It is also anticipated that savings in disposal costs may be achieved alongside the forecasted increase in recycling rates.
- 6.4 The Council are seeking to fund the capital costs of £5.454m (over the 8 years) for vehicles, containers and depot ICT and refurbishment in relation to Lot 1. On this basis the financing costs in year 1 will be £672k for Sutton. The price of the contract reflects this requirement and has been built into the savings figures above.
- 6.5 The costs associated with the integration of Sutton's ICT systems are currently estimated to be £480k. It has been agreed that the costs of this project can be funded from the Digital Transformation Fund as in addition to the integration of systems it is anticipated that improvements in processes can also be achieved.
- 6.6 The cost of the client arrangements will be met from within existing estimates.
- 6.7 The bidders have been offered the use of certain properties/sites within the Borough. If any of these are not required by the contractor, they will either be let at market rental prices or disposed of. This will generate additional income to the Council.
- 6.8 The staff currently working in these service areas will be transferred to the new contractors under TUPE. The contractors will each sign an admission agreement to become an Admitted Body of Croydon's Local Government Pension Scheme (LGPS). In these circumstances it is normal practice for the Council to (bulk) transfer staff LGPS



entitlements at a fully funded level, this means making good any previous pension deficit in respect of the staff that are transferring. There will need to be an actuarial assessment to determine the level of funding required at the point of transfer and then a negotiated agreement between Sutton & Croydon in conjunction with their respective actuaries. Once the transfer is paid it will remove the future liabilities for these staff from the Sutton LGPS.

- 6.9 The costs of the communication campaigns will be funded by the contractor with a contribution of time from Council Officers.

Legal

- 6.10 The competitive dialogue and the evaluation process have been conducted throughout with advice and oversight from the Partnerships legal advisers Gowling WLG. The contract management phase IAA is being drafted by the SLLP on behalf of the four boroughs and in consultation with the boroughs' lead officers for the services.

HR

- 6.11 There are 182 directly managed staff currently working in these services employed by the London Borough of Sutton. These staff will be transferred to the new contractors as from February 2017 or April 2017, under the Transfer of Undertaking Regulations (TUPE). TUPE transfer plans will be drawn up by Veolia and The Landscape Group during fine tuning for agreement by the Partnership and individual boroughs. Staff and trade unions will be fully consulted. The precise dates of transfer will be agreed at fine tuning discussions.
- 6.12 There are a small number (approx 8) of indirectly managed Council and contracted staff who will be potentially impacted by the award of these contracts, including staff (or contracted staff) carrying out related support services - eg Business Support, Contact Centre, Finance, HR, ICT, Corporate Services, Facilities, Property Management.
- 6.13 Both Veolia and The Landscape Group have indicated that they want to start early consultation with staff and unions prior to transfer, to discuss variation to the existing employment terms and conditions from the start of the contracts. The proposed changes include a change in location for waste collection, street cleaning, vehicle maintenance and business support staff (and potentially a small number of Contact Centre staff), a reduction in posts in Street cleaning and an increase in working hours (and pay) for waste collection and parks staff.
- 6.14 In terms of TUPE legislation Veolia and The Landscape Group are able to have early discussions with staff and trade unions about proposed changes to staff terms and conditions, but only with the Council's permission. There would be no involvement from the Council, apart from facilitating the discussions. Any changes to Terms and Conditions will be implemented after the date of transfer by Veolia and The Landscape Group and not by the Council.



Asset Management/Property

- 6.15 There is a statutory requirement for the Council to advertise its intention to grant a lease for some or all of the buildings within open space. The Council will advertise its intention during August/September 2016 (subject to approval by all partners to award Preferred Bidder status), and consider representations made, as required in sections 123 (2A) and 127 (3) of the Local Government Act 1972. This will be completed prior to final decisions taken on the granting of leases of the sites to the contractors.
- 6.16 The leases will be on standard lease terms (at a market rental), which have already been approved by the Council's Executive Head of Asset Planning Management and Capital Delivery, who has delegated authority under the Council's Constitution to grant leases for the use of Council property.
- 6.17 A number of properties have been offered to bidders as part of the procurement. Any sites surplus to the service Group's requirements, will be referred to the Building Utilisation Board. This Board will consider options for continued or alternative uses by the Council or a third party, or any redevelopment potential, and will report any property recommended for disposal where the value is assessed to be in excess of £1m, to the Strategy & Resources Committee. A list of the sites offered can be found at Appendix 9 along with the Preferred Bidders requirements, where known.

ICT

- 6.18 For both Lots, the boroughs use a variety of different ICT systems, which will need to be taken into consideration by Veolia and The Landscape Group. To ensure the required ICT functionality is in place for the contract start, the Council will require Veolia and The Landscape Groups to work closely with the Council's ICT services. This will ensure that appropriate ICT integration is designed, tested and installed, with an appropriate migration of data carried out before contract commencement. The Council is therefore appointing an ICT project manager. The estimated cost for the integration, decommissioning of systems and the project management is £480k.

One Planet Sutton

- 6.19 There are a number of priority One Planet Sutton (OPS) targets (Appendix 6c) to be met by 2017, relating to the services in scope of the contracts. The performance of these contracts will be key to the achievement of the Council's sustainability targets, and the contractors will be required to supply information as part of the performance and monitoring function. These targets will be reported on at the end of 2017/18 and subsequent years.
- 6.20 The proposal to change waste collection services will have a positive impact in assisting the Council in achieving a number of sustainability targets. It is anticipated that, with the introduction of a borough wide food waste collection service and enhanced recycling capacity and services, the recycling rate will increase to 42% by 2017.

Integrated Impact Assessment

- 6.21 An integrated impact assessment (IIA) has been completed, assessing the impact of these changes on all stakeholders. It identified that all households access these



services and that staff in scope, third sector organisations and managing agents may be affected by the change. There are a number of positive impacts which are detailed in 4.23 to 4.27 of this report, as well as contribution to seven of Sutton's Community Developmental Assets.

- 6.22 Changes to the waste collection service have the potential to impact on all households. The IIA identified that especially those who rely on the assisted collection service (c1,300 households) may be impacted. It is 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 continuing to offer a flexible approach to the provision of containers, the contractor will seek to mitigate the impact.
- 6.23 In mitigating the impact of the proposed changes the Council and contractors will ensure that all residents and stakeholders receive information about the service changes through a variety of channels as part of the communications plan.
- 6.24 Staff will be affected by the proposals to change services in the event they agree to a change in their terms and conditions. These may include changes to shift patterns, working hours, pay, location and duties. In mitigation Sutton will ensure that, as described at paragraph 6.7 of this report, the TUPE regulations are adhered to.

7. Appendices and Background Documents

Appendix	
Appendix 1	Current waste collection services provided by partner boroughs
Appendix 2	Competitive Dialogue process map
Appendix 3	Evaluation decision tree
Appendix 4	Proposed changes to waste collection services
Appendix 5	Neighbourhoods map
Appendix 6a, 6b and 6c	Service Performance Indicators including One Planet Sutton 2017 priority targets
Appendix 7	Communications activities
Appendix 8	Clienting functions
Appendix 9	List of sites
Appendix 10	Final Tender Evaluation Summary exempt by virtue of paragraph 3, Schedule 12A of the Local Government Act 1972

Background Documents

Integrated Impact Assessment - June 2016

Audit Trail

Version	Final	Date: 10 June 2016
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Consultation with other officers		
Officer	Comments Sought	Comments checked by
Finance	Yes	Sue Hogg
OPS	Yes	Andrea Crump
Procurement	Yes	Andy Oakley
Legal	Yes	Fabiola Hickson/Tracy Swan
Human Resources	Yes	Amanda Fulker
Asset Management/Property	Yes	Marsha Henry/Chris Litchfield
ICT	Yes	Robert Cremer
Integrated Impact Assessment (IIA) required	Yes	Completed