

Report to:	Environment and Neighbourhood Committee	Date:	1 November 2017
Report title:	Response to the outcome of the Scrutiny Committee on the outsourcing of the waste collection service		
Report from:	Mary Morrissey, Strategic Director, Environment, Housing and Regeneration		
Ward/Areas affected:	Borough-wide		
Chair of Committee/Lead Member:	Councillor Jill Whitehead		
Author(s)/Contact Number(s):	Matt Clubb, Assistant Director of Environment Commissioning, 0208 770 6116		
Corporate Plan Priorities:	<ul style="list-style-type: none"> • An Open Council • A Green Council • A Fair Council • A Smart Council 		
Open/Exempt:	Open		
Signed:		Date:	24 October 2017

1. Summary

- 1.1 This report provides the management response to recommendations of the Scrutiny Committee, following its task and finish group (TFG) investigation into the procurement, mobilisation and implementation of the contract for waste collection services to Veolia (see appendix A).

2. Recommendations

The Environment and Neighbourhood Committee is recommended to:

- 2.1 Agree the management response and proposed actions detailed in Appendix B.



3. Background

- 3.1 In June 2016, the E&N Committee agreed to outsource waste collection, street cleaning and winter maintenance services to Veolia. This decision was taken in order to achieve the following:
- contribute £8.2m to savings targets
 - increase recycling performance
 - maintain customer satisfaction with these services.
- 3.2 The contract commenced in April 2017. However, due to challenges in the implementation of the new service, Scrutiny Committee proposed that a task and finish group (TFG) investigate the preparations for and the initial implementation of the new service. The TFG produced a report, which was agreed by Scrutiny Committee on 4th October 2017.

4. Issues

- 4.1 The report to Scrutiny Committee concluded that whilst planning and preparations for the new contract were thorough, more could have been done by Sutton Council, the South London Waste Partnership (SLWP) and Veolia to make sure that the impact of such a major set of changes and their inter-relationship were better understood, specifically in relation to key supporting areas such as ICT, the introduction of new services, and new staffing arrangements.
- 4.2 With any major change programme, communication with stakeholders is key. Scrutiny identified that further consideration should be given to finding appropriate and practical ways to benefit from elected Members' knowledge of the community, the need to keep all Members up to speed on significant change programmes for universal services, that residents should be kept informed about potential problems, with on-going information about expected issues, how long they would last and when services would be returned to normal. Scrutiny committee also recognised the importance of developing and maintaining robust but positive relationships with new suppliers to help identify and rectify issues.
- 4.3 Officers have already put in place a number of interventions in order to resolve issues. These include working with Veolia to look at systems and practices, the setting up of a dedicated 'Flats' Project, and the creation of a regular Improvement Board meeting attended by senior staff from the Council and Veolia. Veolia are seeking to recruit permanent, local staff to reduce their reliance on agency staff, and to undertake more careful monitoring and management of staff.
- 4.4 The 27 recommendations from the TFG were split into operational and strategic categories, with a range of suggested interventions and proposed learning for future large scale commissioning exercises both for Sutton and its SLWP partners. The table at Appendix A details the Scrutiny committee recommendations, the management response, the officer responsible and timescales.

5. Impacts and Implications

Financial

- 5.1 Any financial implications associated with the implementation of the recommendations will be contained within existing Environment Housing & Regeneration budgets.

Legal

- 5.2 There are no legal implications directly arising from the contents of this report

6. Appendices and Background Documents

Appendix letter	Title
A	Outcome of Scrutiny Committee findings into the new Waste Contract
B	Management response to the Task and Finish Group Report

Background documents
Report presented to the Scrutiny Committee by the Task and Finish Group - 4 October 2017

Audit Trail		
Version	Final	Date: 17 October 2017
Consultation with other officers		
Finance	Yes	Sue Hogg
Legal	Yes	Fiona Thomson
Other Officers:	Yes	Jessica Crowe
Equality Impact Assessment required?	No	N/A

This page is intentionally left blank