

	Strategic recommendations	Actions already taken	Response to Recommendation: Actions to be taken	Officer/ Timeframe
i	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>Throughout the procurement process Union and staff briefings were held to ensure those affected were aware of progress. In addition, a working group was set up with staff and senior LBS officers (including the Director and Assistant Director) which met monthly to discuss issues and provide the opportunity for those involved to feedback to colleagues.</p> <p>From September 2016, monthly joint briefings with Veolia were held with all affected staff, providing an introduction to Veolia and full explanations of the changes and impacts on staff.</p> <p>A 'non disclosure' agreement was signed with Veolia to enable 121 discussions with staff to start in advance of contract signing. These started in February 2017. Familiarisation training was also provided in advance of contract commencement to all staff, including LBS staff, reviewing the proposed changes to rounds which allowed integration of local knowledge into planning.</p>	<p>Lessons learned to be fed back corporately to inform the future management of large scale transfers of staff to external providers</p> <p>Lessons learned to be fed back to the South London Waste Partnership (SLWP) and partner boroughs to assist in future management of large scale transfers of staff to Veolia, when others join the contract.</p>	<p>Assistant Director of Environment Commissioning</p> <p>December 2017</p>
ii	When there are changes to service delivery arrangements (for example, outsourcing),	The responsibilities of the Sutton client team (Neighbourhood Services) and the SLWP were included in Appendix 8 of the report to E&N	Lessons learned to be fed back corporately to inform the future management of large scale transfers	Assistant Director of Environment

	<p>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>Committee in June 2016 (link here). In addition, joint presentations by Council and Veolia officers were given to all Local Committees in January/February 2017, detailing the changes (link here). This was further communicated with an article in the Members Information Bulletin prior to contract commencement in April 2017 (link here).</p> <p>An email address for all Members to escalate operational issues directly with Veolia was established in the first two weeks of service commencement in response to the issues encountered.</p>	<p>of staff to external providers, specifically in relation to the potential additional resources needed initially when starting a client/contractor arrangement and implementing significant changes.</p> <p>Lessons learned to be fed back to the SLWP and partner boroughs to assist in future management of large scale transfers of staff to Veolia, when others join the contract.</p>	<p>Commissioning December 2017</p>
<p>iii</p>	<p>With major service changes (particularly changes to universal services), all members should be briefed more thoroughly, consistently (throughout the process) and at an earlier stage on:</p> <ol style="list-style-type: none"> 1) The procurement route (where relevant) and the implications for member involvement 2) Any partnership arrangements (where relevant) and the extent to which each partner may need to compromise in order to 	<p>The report to E&N Committee in November 2014 (link here) detailed the process and timeframes to be followed in completing a Competitive Dialogue procurement. Following this, updates were provided to the Lead Member at the four key stages in the procurement process at regular 121 sessions, and also Majority and Opposition groups, and to Environment and Neighbourhood Committee. These updates looked at progress and potential changes to services.</p> <p>The outcome of the procurement was presented to E&N Committee in June 2016, including the benefits and risks of the decision. Following this, and as part of the Communications Plan, officers provided a</p>	<p>Consideration to be given by the Commissioning Board as to how to ensure effective member briefing and scrutiny of commissioning exercises of similar scale and complexity in the future, particularly where partnership arrangements are involved.</p> <p>Exploration of the potential creation of a Member sounding board to work alongside officers on commissioning exercises of similar scale and complexity in the future.</p>	<p>Assistant Director of Environment Commissioning / Assistant Director Customers, Commissioning and Governance January 2018</p>

	<p>achieve the aims of the partnership potential impact on residents - particularly where there is a risk of significant or prolonged service disruption - and any projected increase in complaints.</p> <p>3) How the change process is progressing (particularly if this changes during the process) - eg. including cost / resources, staff morale, scale of change etc.</p>	<p>briefing to Local Committee Chairs and attended all Local Committees in early 2017 with Veolia staff.</p> <p>Workshops on progress with the procurement process were also provided to Members of the SLWP Joint Waste Committee (consisting of two elected members per partner borough).</p>		
iv	<p>Senior officers should investigate options for member involvement in the clienting and performance management (for example, through a regular arrangement for a 'working group' of members representing each ward to share intelligence with the clienting team). In cases of service disruption, the 'working group' arrangement could then be used as a steering group for resolving service issues, and</p>	<p>Officers from both Sutton and Veolia have attended every Local Committee since January 2017 to update on the progress made in returning levels of service back to an acceptable level.</p> <p>The Neighbourhood Services team was established and structured to mirror the Local Committee structure, the management structure of Veolia and complement the Local Place and Engagement team. The intention was to create a "neighbourhood" approach to the delivery of services, while benefiting from the economies of scale provided from a regional contract. Use of these existing arrangements would allow Members to provide feedback and assist in</p>	<p>(1) The Neighbourhood Services Team to review Local Committee involvement and arrangements in order to provide ward members with an oversight of performance and opportunities for scrutiny.</p> <p>(2) Continue to include the Chair and Vice Chair of E&N Committee in periodic meetings with the contractor.</p>	<p>Head of Neighbourhood Services & Head of Local Place and Engagement</p> <p>September 2018</p> <p>Assistant Director of Environment</p>

	<p>members could be kept regularly informed of the extent of the disruption and of the likely timescales for resolving issues. Further, the use of Local Committees to pick up this function should be reviewed.</p>	<p>shaping the services in their particular locality. Due to the disruption since implementation, this has not been fully possible. However, this is still the intention.</p>		<p>Commissioning December 2017</p>
<p>v</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-standing and positive industry reputation) and (2) pro-actively making a robust crisis-management plan for use if the need should arise.</i></p>	<p>Project Management structures, governance arrangements and the review of risks were in place both at a Partnership level (where Sutton officers attended) and at a Sutton level.</p> <p>Risks were identified in relation to the mobilisation and implementation phases. Alternative arrangements were put in place and monitored through the project structures.</p> <p>It is acknowledged that a Crisis Management Plan was not in place. However, the risk registers monitored risks in the normal way and there were contingency plans agreed for specific elements of the project.</p>	<p>There is a recognition that a more detailed analysis / consideration of the combined impact of multiple/different risks happening at the same time is required.</p> <p>Review of Corporate Risk Registers / Crisis Management Plan approach to include the monitoring of multiple risk accumulation</p> <p>Additional training to be provided for staff entering into Competitive Dialogue situations.</p> <p>Lessons learned to be fed back corporately to inform the future large scale projects including the consideration for a project management approach to be continued into implementation phase.</p>	<p>Assistant Director of Environment Commissioning December 2017</p>

			Lessons learned to be fed back to the SLWP and partner boroughs to assist in next phase of changes in other partner Boroughs.	
vi	In relation to major service changes - particularly to universal services - the council should maintain a continuous dialogue with residents. This should include clear and explicit communications about the potential for service disruption, as well as more communication about the reasons for service changes in the context of the wider challenges and opportunities facing the council.	<p>There were three overall communications plans which were brought together into an agreed common approach and campaign amongst Veolia, Sutton and the SLWP.</p> <p>Proactive communications started in January 2017 across multiple channels including attending Local Committees. The campaign focused on how and why the service was changing, addressing frequently asked questions. The campaign utilised WRAP (Waste and Resources Action Programme) tested material which had the dual purpose of reducing cost and using materials which had been used London-wide in the past. The materials explained which materials can and can't be recycled along with a calendar explaining which materials were to be placed out in which week.</p> <p>A survey was carried out in July 2017 to assess the impact of the communications campaign which saw over 80 per cent of residents recalling receiving our service leaflets and over 90 per cent reporting them useful.</p>	Future communications plans supporting changes to universal services will plan for a continuous dialogue with residents and do more to communicate potential disruption to residents. Acknowledging that whilst residents reported they found communications useful, they did not necessarily appreciate the reasons for introducing the service changes. Future communications plans governing changes such as these will do more to highlight the financial, policy and/or operational rationale for change. They will also communicate progress with implementation of the changes, during the first few months of change, until a normal service is resumed.	Head of Communication S December 2017

vii	<p>When making changes to a long-standing in house service, more consideration should be given to the potential impact of staff changes, and arrangements should be made with HR to ensure that any risk of unanticipated resignations has been identified and mitigated against.</p>	<p>See (i) above.</p> <p>The project teams referred to in (v) above included colleagues from HR who were engaged throughout the process. As part of information sharing, Veolia were kept up to date with changes to the staffing figures in the six months prior to transfer. In order to enable 121 staff meetings to be conducted prior to contract signing, a 'non-disclosure' agreement was signed by both parties</p> <p>It was in the 121 meetings with Veolia that staff discussed their intentions regarding transferring to Veolia. Mitigation in relation to staff not transferring is the responsibility of the incoming contractor.</p>	<p>Lessons learned to be fed back corporately to HR colleagues to inform the future management of large scale TUPE transfers of staff to external providers and large scale service changes.</p>	<p>Assistant Director of Environment Commissioning</p> <p>December 2017</p>
viii	<p>The council should ensure that, in relation to all remaining in-house services, local knowledge has been documented systematically. Where a service change requires the continuation of certain accommodations / enhancements, these should be documented and residents advised.</p>	<p>The in house waste management service had systems in place for the recording of locally agreed arrangements. However, this was not complete and with the loss of some staff throughout the procurement process, this knowledge was not captured.</p> <p>Some of these arrangements, particularly in relation to unrecorded assisted collections, were not known about until the holders of knowledge had departed and collections were not made as a result.</p>	<p>Processes to be developed to ensure staff (Sutton and Veolia) formally record differences from standard practices in relation to waste collection services moving forward.</p>	<p>Head of Neighbourhood Services</p> <p>March 2018 2017</p>
ix	<p>For future service changes,</p>	<p>Prior to contract commencement, Veolia visited</p>	<p>Lessons learned to be noted and used</p>	<p>Assistant</p>

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	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.	Sutton and was given access to all records and staff in order to conduct their due diligence. It is accepted, however, that particularly in relation to flatted properties, further investigation was necessary.	to inform future changes to these services. Lessons learned to be fed back to the SLWP, specifically in relation to flatted properties, assisted collections, narrow access locations and Borough specific characteristics to assist in next phase of changes in other boroughs	Director of Environment Commissioning December 2017
x	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.	There was acknowledgement by SLWP, Sutton and Veolia of the challenging timeframes for the implementation of this contract. The introduction of services in a 'big bang approach' came with significant benefits, as well as risks. In relation to flats, Veolia attempted to make contact with Managing Agents, but there was little engagement back. There were cases of high levels of engagement however, particularly by those responsible for the Hamptons development.	Lessons learned to be fed back to the SLWP and partner boroughs to assist in next phase of changes in other boroughs, specifically in relation to the identification and sharing of comprehensive information about flats, the requirement for a database including the details of all landlords details, early engagement with managing agents and the joint flats project we are undertaking.	Assistant Director of Environment Commissioning December 2017
xi	For future service changes,	Reassurances were provided during the procurement	The Head of the ICT Shared Service is	Head of ICT

	<p>steps should be taken to minimise the level of complexity in relation to ICT. In this instance, the option of passing information from the council's website directly to Veolia (rather than via our CRM) should be investigated.</p>	<p>process that ICT systems could be integrated and there was evidence of this already happening within the Partnership with the successful integration of Kingston's CRM systems with Veolia's system Echo</p> <p>In relation to the flow of information, it was a decision of the Council that customer record information be stored in the CRM, to provide the Council with visibility and management of the data. It is acknowledged that there are instances where data has been lost during its transfer between the two systems.</p>	<p>currently undertaking a review of our digital platform and infrastructure to ensure they meet future needs. Part of this is to ensure that we remove complexities.</p> <p>Lessons learned - to ensure that the Digital Delivery team is engaged in major commissioning activities, to review the Customer journey, mapping to ensure processes meet the needs of the customer, and ensuring that the ICT requirements are reviewed in enough time to implement before service changes are made.</p> <p>Due diligence to include an actual test of data transfer between the Council and any proposed contractor and ensuring the reconciliation of data between the two, with the ultimate desire to have a single database where possible.</p>	<p>Shared Service</p> <p>January 2018</p>
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R	Operational recommendations	Actions already taken	Response to Recommendation: Actions to be taken	Officer/ Timeframe
i	Internal arrangements should be put in place at the council so that whenever a project	As referred to in strategic recommendation (v) above, project governance was in place and this is recognised in the Task and Finish Group's report.	Lessons learned to be fed back corporately to inform the future management of large scale projects to	Assistant Director of Environment

	<p>mandate is agreed, internal support services 'sign off' their input. This should then be kept under review as the project progresses.</p>	<p>All the required support services were engaged in the project and whilst there was an agreement to the contribution of each service, there was no formal sign off of input</p> <p>Work streams were created with an identified lead officer for each Individual workstream, with highlight reports created and reviewed monthly by the project team and reported to the relevant Directorate and wider council programme boards.</p>	<p>ensure all work streams are aware of their roles and responsibilities.</p>	<p>Commissioning December 2017</p>
<p>ii</p>	<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>There is acknowledgement that the implementation of the integration of ICT has been challenging. There was an agreed plan as part of the contract documentation and this was monitored during implementation. However, during implementation it became clear than there was a need to make changes to the original plan due to challenges to both Sutton and Veolia in delivering to the plan in the contract.</p> <p>Contingency arrangements were put in place to manage these challenges.</p>	<p>Lessons learned to be fed back corporately to Service Managers and ICT colleagues to inform the future management of large scale projects with external providers specifically in relation to:</p> <p>Ensuring that what is expected to be delivered is delivered on time through progress reports as part of the project management framework. .</p> <p>Recommending that more time needs to be factored into planning significant service change in respect of key supporting areas such as ICT</p>	<p>Assistant Director of Environment Commissioning December 2017</p>

			Lessons learned to be fed back to the SLWP and partner boroughs	
ii i	Now that residents are more familiar with the new service, follow-up communications should be sent out with more detail about the recycling requirements (particularly in relation to why certain items can or cannot be recycled).	An agreed strategy and plan amongst Veolia, Sutton and SLWP governs proactive and reactive communications. This promotes how residents can and cannot use the new service, and includes information regarding specific materials.	In response to the findings and recommendations of Scrutiny Committee, follow up communications are currently being planned (in consultation with the SLWP, Veolia and relevant members)	Head of Communications January 2018
i v	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.	Members were informed of service changes through officer attendance at Local Committees, Group meetings and the weekly information bulletin. In addition, the lead member was also kept informed of high level progress during 121 meetings. Members were provided with copies of communication materials before they were sent to residents. It is acknowledged that a more detailed 'information pack' could have been provided and this will be considered in any future significant service changes.	A pack will be produced when implementing future service changes to provide all members with relevant information. Lessons learned will be fed back corporately to internal colleagues to inform the future management of large scale projects with external providers. These same lessons will also be shared with the SLWP and partner boroughs	Assistant Director of Environment Commissioning Head of Communications December 2017
v	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	The bid received and agreed included providing standard recycling capacity (one box for recycling and one bin for paper per household) to all residents, which in the majority of instances is suitable. This harmonised approach across the partnership	Agree with Veolia the long term approach to recycling capacity, to take into account the high levels of recycling undertaken by Sutton residents to date.	Assistant Director of Environment Commissioning

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	<p>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>contributes to the delivery of efficiencies and cost savings that all boroughs benefit from.</p> <p>Arrangements and mitigation are in place for those residents who require additional capacity, in the form of additional boxes, and allowing those residents who had two green bins pre contract start to continue to use them for the different material types.</p> <p>Consideration is being given at the Improvement Board on the best long term solution, now that residents have been using the system for six months.</p>	<p>Lessons learned to be fed back to the SLWP and partner boroughs</p>	<p>December 2017</p>
v i	<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 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>There is acknowledgement that there were issues in relation to ensuring that all residents were provided with receptacles prior to the contract start. This was as a result of difficulties experienced by Veolia with their bin suppliers.</p> <p>There was an agreed plan within the contract documentation in relation to the delivery of resources including containers and vehicles and this was monitored as part of the mobilisation and implementation process.</p> <p>During implementation it became clear than there was the need to differ from the original plan due issues experienced by Veolia with their bin / box supplier.</p>	<p>Lessons learned to be fed back to the SLWP and partner boroughs to ensure the correct amount of resources required for the successful introduction of services are in place incorporating the experience of Sutton.</p>	<p>Assistant Director of Environment Commissioning December 2017</p>
v ii	<p>If a resident-facing event is to be organised by a contracted service provider, better</p>	<p>It is acknowledged that the B&Q event was arranged at short notice. The arrangements and decision to use B&Q were based on previous year's successful</p>	<p>Lesson learned to be used to inform the future events.</p>	<p>Assistant Director of Environment</p>

	preparations should take place to ensure the requirements of Sutton’s residents have been adequately planned for.	events for the distribution of free grit. The demand for additional boxes (in most cases residents took an additional 3) led to supply issues.		Commissioning December 2017
v ii i	<p>With any future service changes:</p> <p>(1) Build in longer timescales for receiving and testing equipment (e.g. vehicles) to increase the likelihood of timely resolution of any issues</p> <p>(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>	<p>There was acknowledgement by SLWP, Sutton and Veolia of the challenging timeframes for the implementation of this contract. The introduction of services in a ‘big bang’ approach came with significant benefits as well as risk.</p> <p>The introduction of new services and new vehicles from new depots, presented challenges, especially as there was no true test environment for ‘dry runs’</p> <p>There were combinations of issues which meant that the service was not implemented exactly as intended. There were mitigations put in place with additional resources deployed by Veolia.</p> <p>Additional resources were deployed by Veolia from week 2 of the contract and have been in place since.</p>	Lessons learned to be fed back to the SLWP and partner boroughs to assist in next phase of changes in other boroughs to ensure timescales are achievable and due diligence is carried out	Assistant Director of Environment Commissioning December 2017
i x	Flats with limited space should be identified to provide the required tonnage of dry mixed recyclables and, to avoid	It is acknowledged that those in flatted properties have been and continue to be the most affected by the new contract.	Continue to review individual sites and agree changes with stakeholders (including Managing Agents).	Assistant Director of Environment Commissioning

	<p>confusion, residents in these flats should be clearly informed that they are part of this scheme.</p>	<p>There is a project dedicated specifically to providing longer term solutions for flats, with both Veolia and Sutton providing dedicated resource.</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>So far over 200 locations have been identified as requiring a dedicated visit with over 70 already having had visits to agree changes.</p>	<p>Lessons learned to be shared with the SLWP and partner boroughs.</p>	<p>March 2018</p>
x	<p>The council should work with SLWP, WRAP and other relevant agencies to promote a packaging reduction campaign</p>	<p>Both the SLWP and Sutton 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>Strategic Partnership Manager - SLWP</p> <p>January 2018</p>
x i	<p>Stickers should be put on containers before they are distributed, and messaging should be 'futureproof' to avoid a secondary action.</p>	<p>There were no plans for stickers to be placed on containers prior to distribution. A comprehensive booklet on how to use the containers, including a calendar was distributed with the new containers.</p> <p>An issue was identified that in a small number of instances existing stickers were still on bins which caused some confusion. Once made aware of these issues, the new literature was re-issued.</p> <p>As part of the Communications Plan, the issuing of</p>	<p>Lessons learned to be fed back to the Review use and effectiveness of bin hangers to inform SLWP and partner boroughs in the next phase of changes in other boroughs.</p>	<p>Assistant Director of Environment Commissioning</p> <p>December 2017</p>

		bin hangers was included, and this gave reasons for non- emptying such as contamination issues.		
x ii	All council systems should be 'load tested' to check what can be accommodated in the event of service disruption. In the event of future service changes, members should be advised of any likely spikes in call volumes (as noted in Strategic recommendation iii).	<p>Sutton was aware of likely call volume increases and had planned for them based on previous introduction of new services, such as green garden waste charging, but the volume was much greater than anticipated. There were times where the telephone system was not able to cope with the number of phone calls coming into the system which caused system failures. ICT resolved these issues asap as they occurred.</p> <p>Despite this, there was a need to provide extra resources for the call centre, and it has since been recognised that more staff are needed on a temporary basis for the implementation phase. This resource has been reduced over the past few months as call volumes have reduced considerably in line with overall service improvements and enhancements to the ICT functionality which enables residents to report issues more easily, and obtain faster and better resolutions to problems.</p>	<p>The testing of phone lines 'business continuity' to be carried out as part of the upgrade to the telephone system.</p> <p>Options for capacity increases in the telephone system have been reviewed. Implementation would require further investment.</p> <p>The move to a shared customer contact service from November 2017 will, when telephony systems are integrated as planned, enable further capacity to be provided when spikes in call volumes occur and arrangements for this will be put in place as the new shared service is developed, eg appropriate staff training.</p>	<p>Head of ICT Shared Service</p> <p>Head of Customer Contact Shared Service (when in post)</p> <p>April 2018</p>
x ii i	Particularly during periods of increased pressure on the contact centre, introduce automated responses to email queries to give residents assurance that their email has been received and is being addressed.	Additional call centre resources were brought in before the contract started, in anticipation of an increase in call volumes. When this proved insufficient, staff were transferred from other parts of the Council to assist while further temporary staff were recruited. The number of temps is now reducing as call volumes reduce.	In the new Customer Contact shared service there are dedicated Complaints and Improvement teams, which will enable a focus on staff training and development to enable them to be more flexible and agile in responding to changing service demands to enable a more responsive service to residents.	<p>Head of Customer Contact Shared Service (when in post)</p> <p>April 2018</p>

		<p>In addition, the Council updated the telephone waiting message daily and referred callers to the website, where there was a daily update posted each morning.</p> <p>As tasks are being further integrated, automatic response emails are sent to residents to confirm receipt of their logged request, and the expected response time.</p>	<p>Wherever possible, automation and integration of systems will be provided as the default, based on a new Customer Access Strategy to be developed through engagement with users for the Council.</p>	
x i v	<p>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>	<p>There is acknowledgment that there is a balance between manual and digital contacts that needs to be reached when changing universal services. Ideally the more contact that is made digitally, the quicker interventions can be put in place.</p> <p>There were processes in place for officers to contact Veolia where there were specific issues that needed to be raised. This was agreed with Veolia prior to contract commencement. This was further supported by providing Sutton's call centre staff with access to the Veolia Echo system real time.</p> <p>The 'escalations' email was created for Members only to reduce the burden on the Member's Enquiry process and to ensure that those issues that required escalation could be made quickly. The call centre manager was also able to use this process to contact senior Veolia managers for urgent requests.</p>	<p>Lesson learned to be fed back corporately to inform future management of large scale transfers</p> <p>Lessons learned to be fed back to the SLWP and partner boroughs to assist in future management changes with Veolia.</p>	<p>Assistant Director of Environment Commissioning</p> <p>December 2017</p>

		It is acknowledged that there have been instances of repeat issues using the escalations email address, but that these need long term solutions to prevent their repetition		
x v	Now that the issues in the contact centre have been resolved, residents should be actively encouraged to report missed collections; this is important in order to feed into the performance management information and ensure that a consistent service is being provided across the borough.	Residents continue to be encouraged to report issues on line to improve the quality of performance management data. The gateways in relation to the time frames that residents have to report missed collections have been reintroduced which will also improve performance monitoring.	Continue to ensure that residents are encouraged to report issues online through existing communication channels and through messaging given by contact centre staff. Use the Improvement and Insight functions that have been created in the new shared service to actively monitor performance through analysis of customer feedback	Head of Communications & Head of Customer Contact Shared Service (when in post) December 2017
x v i	Consideration should be given to prioritising resolving 'high visibility' issues (eg. overflowing bins) which impact on resident experience of the borough, as well as high volume issues.	The contract allows for this in relation to street cleaning frequencies in areas of high footfall. There is also a variation 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 are never full or overflowing.	Performance of services to be monitored through active contract management by the Neighbourhood Services Team. Observations to be fed back to the SLWP and partner boroughs to assist in future management changes with Veolia	Assistant Director of Environment Commissioning December 2017