

# Merton Council

## Council

**22 November 2017**

### **Supplementary agenda 4**

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**COUNCIL MEETING – WEDNESDAY 22 NOVEMBER 2017**  
**ITEM 7C**  
**LABOUR AMENDMENT**

*That the words underlined and inserted and those struck through are deleted as follows:*

This Council recognises that at a time of significant government cuts to council budgets and of constrained public spending which has seen local authorities lose at least 40% of their funding from central government, it is inevitable that there will be a reduction in local services as innovation alone cannot fill this massive gap in funding. However it is more important than ever that local authorities should innovate to try to mitigate some of the impact of these government cuts. ~~Only in t~~This is one way they can ~~they~~ reduce costs and generate additional income whilst continuing to deliver quality frontline services at a price their residents can afford, although it is acknowledged that the scale of the government's cuts mean that reductions to some services cannot be avoided without increased investment from central government.

This Council is therefore concerned that Merton ~~seems unable to~~should innovate successfully in order to save money or generate income and is proud that the recent Annual Residents survey found that a record number of residents said Merton was an efficient and well run council. Our successes in this regard include:

- An innovative four borough waste contract with Conservative Kingston, Liberal Democrat Richmond and Labour Croydon to save Merton in the region of £48m over the lifetime of the contract
- Successfully sharing our legal service and our regulatory services, along with a number of other services, in order to save money whilst also increasing resilience.
- Successfully running a profit making company, CHAS, with dividends ploughed back into council services.
- One of the most efficient library services in London with some of the highest usage levels and customer satisfaction.
- Establishing a property company, Merantun, to maximise the councils' assets to the benefit of council tax payers rather than big developers.
- Contributing to around £1m in savings so far, with more to come, partly linked to implementing a new website that has moved around 200 different sets of transactions online, with up to 70% of service requests now through the website and connecting our website and call centre to back office systems so that we reduce manual handling of requests, customers' requests get referred to the right operative quickly and they can receive better updates on progress.

However, t~~There will always are a number of~~be examples where we could have achieved more and sooner had we had more resources (invest to save), more staff or more expertise and some such attempts have gone wrong~~been~~ challenging leading instead in some cases, although often temporarily, to reduced customer satisfaction and increased costs for council taxpayers in the short term, including:

- Lengthy and ongoing delays by the external provider to the Customer Contact Programme have meant considerable potential savings have still not been realised, although at least £1m has already been delivered with further savings estimated on full roll out;
- The new waste management and street cleaning contract signed with Veolia and three other boroughs at a net cost of £298600,000, but delivering over £2m per annum in savings for Merton alone, has led to initially reported reduced services for some residents and a large increase in complaints and service requests received by the council about the state of local streets, ~~parks~~ and town centres, however we are working hard with Veolia to ensure they deliver the performance standards expected and the implementation of a wheeled bin solution in 2018 will help reduce litter on the streets still further, with Keep Britain Tidy finding that up to 50% of litter on our streets was due to black sacks and open boxes;
- On track for an autumn 2018 opening, despite ~~Additional revenue forsaken as a result of~~ delays to the new leisure centre in Morden and currently renegotiating a contract with GLL so that ~~does not ensure~~ Merton taxpayers will benefit from the uplift in revenue and value of this new asset - the increased revenue benefit from this contract is in the draft council budget estimated at £300k per annum;
- Pursuing a much anticipated new secondary school for South Wimbledon, at a significantly reduced cost to the council due to c£35m we have successfully secured from government, and made possible by a sometimes controversial land swap with the Elim Church which is based on compulsory purchase principles and independent valuation advice and supported by government; although it has meant the loss of Merton Hall from full time community use, this is an important asset of considerable heritage, community and monetary value which will still be available for community use outside of the times it is used by the church, the Wimbledon Foodbank and other services the church delivers; and
- ~~Refusal to consider ways of~~ Understandable difficulties in maximising ongoing revenue from the P4 site through alternative models put forward by the Conservative group that would have involved the council speculatively investing £50m in the site with no confirmed tenant and in the context of the Conservative government's botched Brexit negotiations that have already impacted on London's commercial property market. This was a model that was clearly reckless and irresponsible and this administration will instead focus on viable, affordable and realistic solutions that would help better deliver what residents wish to see at this location whilst potentially providing an ongoing revenue stream to the council, despite the challenges of the government's failure to allay market fears in relation to Brexit.

This Council notes the significant savings the council has delivered since 2010 through innovation and increased efficiency but regrets that more savings will be required in future years due to the government's austerity agenda and that this persistent failure by government to invest in local services hampers our ability to innovate successfully and is costing the borough significant amounts of money and therefore requests that the Chief Executive undertake a comprehensive review of Merton's performance in this regard in order to identify any systemic weaknesses

within the organisation and to bring forward recommendations for improvement to Members for consideration through the Scrutiny process.

**Motion now to read:**

This Council recognises that at a time of significant government cuts to council budgets and of constrained public spending which has seen local authorities lose at least 40% of their funding from central government, it is inevitable that there will be a reduction in local services as innovation alone cannot fill this massive gap in funding. However it is more important than ever that local authorities should innovate to try to mitigate some of the impact of these government cuts. This is one way they can reduce costs and generate additional income whilst continuing to deliver quality frontline services at a price their residents can afford, although it is acknowledged that the scale of the government's cuts mean that reductions to some services cannot be avoided without increased investment from central government.

This Council is therefore concerned that Merton should innovate successfully in order to save money or generate income and is proud that the recent Annual Residents survey found that a record number of residents said Merton was an efficient and well run council. Our successes in this regard include:

- An innovative four borough waste contract with Conservative Kingston, Liberal Democrat Richmond and Labour Croydon to save Merton in the region of £48m over the lifetime of the contract
- Successfully sharing our legal service and our regulatory services, along with a number of other services, in order to save money whilst also increasing resilience.
- Successfully running a profit making company, CHAS, with dividends ploughed back into council services.
- One of the most efficient library services in London with some of the highest usage levels and customer satisfaction.
- Establishing a property company, Merantun, to maximise the councils' assets to the benefit of council tax payers rather than big developers.
- Contributing to around £1m in savings so far, with more to come, partly linked to implementing a new website that has moved around 200 different sets of transactions online, with up to 70% of service requests now through the website and connecting our website and call centre to back office systems so that we reduce manual handling of requests, customers' requests get referred to the right operative quickly and they can receive better updates on progress.

However, there will always be examples where we could have achieved more and sooner had we had more resources (invest to save), more staff or more expertise and some such attempts have been challenging leading in some cases, although often temporarily, to reduced customer satisfaction and increased costs for council taxpayers in the short term, including:

- Lengthy and ongoing delays by the external provider to the Customer Contact Programme have meant considerable potential savings have still not been realised, although at least £1m has already been delivered with further savings estimated on full roll out;
- The new waste management and street cleaning contract signed with Veolia and three other boroughs at a net cost of £298,000, but delivering over £2m per annum in savings for Merton alone, initially reported reduced services for some residents and a large increase in complaints and service requests received by the council about the state of local streets and town centres, however we are working hard with Veolia to ensure they deliver the performance standards expected and the implementation of a wheeled bin solution in 2018 will help reduce litter on the streets still further, with Keep Britain Tidy finding that up to 50% of litter on our streets was due to black sacks and open boxes;
- On track for an autumn 2018 opening, despite delays to the new leisure centre in Morden and currently renegotiating a contract with GLL so that Merton taxpayers will benefit from the uplift in revenue and value of this new asset - the increased revenue benefit from this contract is in the draft council budget estimated at £300k per annum;
- Pursuing a much anticipated new secondary school for South Wimbledon, at a significantly reduced cost to the council due to c£35m we have successfully secured from government, and made possible by a sometimes controversial land swap with the Elim Church which is based on compulsory purchase principles and independent valuation advice and supported by government; although it has meant the loss of Merton Hall from full time community use, this is an important asset of considerable heritage, community and monetary value which will still be available for community use outside of the times it is used by the church, the Wimbledon Foodbank and other services the church delivers; and
- Understandable difficulties in maximising ongoing revenue from the P4 site through alternative models put forward by the Conservative group that would have involved the council speculatively investing £50m in the site with no confirmed tenant and in the context of the Conservative government's botched Brexit negotiations that have already impacted on London's commercial property market. This was a model that was clearly reckless and irresponsible and this administration will instead focus on viable, affordable and realistic solutions that would help better deliver what residents wish to see at this location whilst potentially providing an ongoing revenue stream to the council, despite the challenges of the government's failure to allay market fears in relation to Brexit.

This Council notes the significant savings the council has delivered since 2010 through innovation and increased efficiency but regrets that more savings will be required in future years due to the government's austerity agenda and that this persistent failure by government to invest in local services hampers our ability to innovate successfully and is costing the borough significant amounts of money and therefore requests that the Chief Executive undertake a comprehensive review of Merton's performance in this regard in order to identify any systemic weaknesses within the organisation and to bring forward recommendations for improvement to Members for consideration through the Scrutiny process.



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**COUNCIL MEETING – WEDNESDAY 22 NOVEMBER 2017**  
**ITEM 13**  
**LABOUR AMENDMENT**

***That the words struck through are deleted and those underlined are inserted as follows:***

Following publication of the MOPAC/MPS Public Access Strategy on 1 November 2017, this Council condemns the government's £1 billion per year cut in funding for the Metropolitan Police which has led to the Mayor of London's decision to close Wimbledon Police Station, which he has been forced into by this government's year on year £1 billion cuts - taken despite sitting on which dwarfs the Met's £240 million one off of reserves, which represent just 2% of the Met's budget, and which are already allocated for policing in London to provide a buffer, particularly in light of the current terror threat.

**Motion now to read:**

Following publication of the MOPAC/MPS Public Access Strategy on 1 November 2017, this Council condemns the government's £1 billion per year cut in funding for the Metropolitan Police which has led to the Mayor of London's decision to close Wimbledon Police Station, which he has been forced into by this government's year on year £1 billion cuts - which dwarfs the Met's £240 million one off reserves, which represent just 2% of the Met's budget, and which are already allocated for policing in London to provide a buffer, particularly in light of the current terror threat.

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COUNCIL MEETING 22 NOVEMBER 2017  
ITEM 14  
LABOUR AMENDMENT

***That the words underlined and inserted and those struck through are deleted as follows:***

This council acknowledges that there is a crisis in social care. Government has slashed council funding by more than 40% since 2010, much of this agreed under the Conservative/Liberal Democrat coalition, and as a result adult social care, which is the biggest single area of the council's controllable spending, is inevitably facing significantly reduced budgets. Added to this, although we very much welcome increasing numbers of older people living longer than ever, they often have more complex care needs in later life which require increased spending on more expensive care packages. However, despite the significant financial challenges as a result of the Conservative and Liberal Democrat austerity agendas, ~~this~~ Council is encouraged that in the process of recommissioning home care, the approach of the administration has been benchmarked against Unison's *Ethical Care Charter* [www.savecarenow.org.uk/ethical-care-charter](http://www.savecarenow.org.uk/ethical-care-charter)

This Council notes:

1. The objective of the Charter is to establish a minimum baseline for the safety, quality and dignity of care by ensuring employment conditions for care workers that a) do not routinely short-change clients and b) ensure the recruitment and retention of a more stable workforce through more sustainable pay, conditions and training levels.
2. Officers assess that the administration's commissioning approach meets all but 2 of the minimum standards set out in the charter and has met both Stage 1 and Stage 2 of the charter, with Stage 3 part achieved.
3. The two areas that the administration is not currently even-aimingable to meet due to a significant funding gap as a result of Conservative and Liberal Democrat cuts are:
  - Coverage by an occupational sick pay scheme (in excess of statutory entitlements) by the external homecare contractor
  - Payment of the London Living Wage by the external homecare contractor, which officers have estimated would increase the cost of the contract by £2.6m per annum, a potential cost to the council of £18m over the lifetime of the contract.
4. There are significant problems nationwide in the recruitment and retention of care workers and the Conservative and Liberal Democrat governments have exacerbated this by cutting council's funding.

This Council believes:

1. Merton's Cabinet agreed ~~has committed to being implement~~ a Minimum Income Guarantee based ~~a~~ on the London Living Wage ~~borough in 2013~~ and ~~to pay all directly employed and agency staff at or above this rate and~~ we should stick to that. The rate that external contractors pay their staff was also looked at when this decision was made and it was agreed at the time that there was insufficient information about the cost to the council of requiring contractors to pay the London Living Wage, however we should keep this

matter under review. In line with this, as part of the current home care contracting process officers reviewed the potential cost of requiring external homecare contractors to pay the London Living Wage and estimated this cost at an additional £2.6m per annum in the price of the contract, or £18m over the lifetime of the contract we should stick to that. Council also notes that this is just one of our many external contracts so that the full cost of requiring all contractors to pay the London Living Wage is still unclear and will be significantly more than the additional cost of this one contract.

2. Care workers play a vital role not only in the safety and dignity of clients, but also the independence of their clients; we should value that work and it is shameful that Conservative/Liberal Democrat governments have allowed the crisis in adult social care to develop due to their ideologically-led austerity cuts.
3. The Ethical Care Charter is supposed to be a minimum and we call on the government to properly fund adult social care so at least this level can be achieved by all councils.

This Council requests Cabinet to:

1. Make goodBuild on its 2013 commitment decision to pay all directly employed staff and agency workers a minimum income guarantee based on the London Living Wage and to making Merton a Living Wage Borough as soon as possiblecontinue reviewing the cost to the council of requiring our external contractors to pay the London Living Wage and to report back to Council in setting each year's budget the affordability of implementing it, with regards to care workers in particular; and  
To ask the Overview & Scrutiny panel to look into what additional savings could be made in order to find the additional £18m required to pay for this at a future date, bearing in mind that any changes to the contract tender documents at this stage (the contract is due to be awarded in January) would require the council to re-start the tender process at an estimated delay of at least a year (plus the cost in officer time) and would require us to continue with our current contract which is not satisfactory and does not require payment of the National Living Wage which the new contract would do.
2. Ask external contractors to Ppublish the costs of agency staff cover for and recruitment of care workers, acknowledging that they may have issues of commercial confidentiality with this request.
3. Monitor and report back on the impact of the Ethical Care Charter criteria adopted in the appropriate Strategic theme reports.

### **Motion now to read:**

This council acknowledges that there is a crisis in social care. Government has slashed council funding by more than 40% since 2010, much of this agreed under the Conservative/Liberal Democrat coalition, and as a result adult social care, which is the biggest single area of the council's controllable spending, is inevitably facing significantly reduced budgets. Added to this, although we very much welcome increasing numbers of older people living longer than ever, they often have more complex care needs in later life which require increased spending on more expensive care packages. However, despite the significant financial challenges as a result of the Conservative and Liberal Democrat austerity agendas, this Council is

encouraged that in the process of recommissioning home care, the approach of the administration has been benchmarked against Unison's *Ethical Care Charter* [www.savecarenow.org.uk/ethical-care-charter](http://www.savecarenow.org.uk/ethical-care-charter)

This Council notes:

1. The objective of the Charter is to establish a minimum baseline for the safety, quality and dignity of care by ensuring employment conditions for care workers that a) do not routinely short-change clients and b) ensure the recruitment and retention of a more stable workforce through more sustainable pay, conditions and training levels.
2. Officers assess that the administration's commissioning approach meets all but 2 of the minimum standards set out in the charter and has met both Stage 1 and Stage 2 of the charter, with Stage 3 part achieved.
3. The two areas that the administration is not currently able to meet due to a significant funding gap as a result of Conservative and Liberal Democrat cuts are:
  - Coverage by an occupational sick pay scheme (in excess of statutory entitlements) by the external homecare contractor
  - Payment of the London Living Wage by the external homecare contractor, which officers have estimated would increase the cost of the contract by £2.6m per annum, a potential cost to the council of £18m over the lifetime of the contract.
4. There are significant problems nationwide in the recruitment and retention of care workers and the Conservative and Liberal Democrat governments have exacerbated this by cutting council's funding.

This Council believes:

1. Merton's Cabinet agreed to implement a Minimum Income Guarantee based on the London Living Wage in 2013 and to pay all directly employed and agency staff at or above this rate and we should stick to that. The rate that external contractors pay their staff was also looked at when this decision was made and it was agreed at the time that there was insufficient information about the cost to the council of requiring contractors to pay the London Living Wage, however we should keep this matter under review. In line with this, as part of the current home care contracting process officers reviewed the potential cost of requiring external homecare contractors to pay the London Living Wage and estimated this cost at an additional £2.6m per annum in the price of the contract, or £18m over the lifetime of the contract. Council also notes that this is just one of our many external contracts so that the full cost of requiring all contractors to pay the London Living Wage is still unclear and will be significantly more than the additional cost of this one contract.
2. Care workers play a vital role not only in the safety and dignity of clients, but also the independence of their clients; we should value that work and it is shameful that Conservative/Liberal Democrat governments have allowed the crisis in adult social care to develop due to their ideologically-led austerity cuts.
3. The Ethical Care Charter is supposed to be a minimum and we call on the government to properly fund adult social care so at least this level can be achieved by all councils.

This Council requests Cabinet to:

1. Build on its 2013 decision to pay all directly employed staff and agency workers a minimum income guarantee based on the London Living Wage and to continue reviewing the cost to the council of requiring our external contractors to pay the London Living Wage and to report back to Council in setting each year's budget the affordability of implementing it with regards to care workers in particular; and  
To ask the Overview & Scrutiny panel to look into what additional savings could be made in order to find the additional £18m required to pay for this at a future date, bearing in mind that any changes to the contract tender documents at this stage (the contract is due to be awarded in January) would require the council to re-start the tender process at an estimated delay of at least a year (plus the cost in officer time) and would require us to continue with our current contract which is not satisfactory and does not require payment of the National Living Wage which the new contract would do.
2. Ask external contractors to publish the costs of agency staff cover for and recruitment of care workers, acknowledging that they may have issues of commercial confidentiality with this request.
3. Monitor and report back on the impact of the Ethical Care Charter criteria adopted in the appropriate Strategic theme reports.

**COUNCIL MEETING – WEDNESDAY 22 NOVEMBER 2017**  
**ITEM 15**  
**LABOUR AMENDMENT**

*That the words underlined and inserted and those struck through are deleted as follows:*

This Council recognises that the government has cut council budgets by over 40% since 2010 and that millions of pounds have had to be saved by local councils up and down the country, of all political flavour. The level of cuts required in Merton would have affected front line services and forced the council to reduce essential services for our residents. Merton Council therefore took an innovative approach to making the savings required by working with three of our neighbouring boroughs, Labour Croydon, Liberal Democrat Sutton and Conservative Kingston, to agree a joint contract with Veolia to save an estimated £48m over the lifetime of the contract whilst still delivering a comprehensive service vice to residents. As with any significant change of this type, there have been initial difficulties in bedding down the new system across four boroughs and some~~Merton's~~ residents are increasingly frustrated ~~whereby the state of our~~ local streets, parks and town centres havewith overflowing bins, fly tipping, graffiti, un-swept streets and missed rubbish collections ~~becoming an all too familiar sight. Nonetheless, our missed refuse collections are still very low at 0.1%.~~

~~This experience has been further reinforced both by t~~The results of the most recent Residents' Survey, which showed street cleaning and litter as residents' top concern, and by the 6 month performance review of the new Veolia contract considered by the Sustainable Communities scrutiny panel earlier this month, which included a number of worrying findings:

- Bin collection target just missed for each of the last 4 months but stands at 0.1%;
- ~~Street litter target initially missed every single month since April but~~ independent inspections for litter on Merton's roads have now found that the management of litter since Veolia began the contract is improving and for the last two months has been better than the standards previously maintained;
- Increased detritus in the first four months streets~~which has since improved~~ and for recent months the performance is better than last year;
- Green sacks left uncollected after the street sweeping which Veolia have agreed to address. Two additional mobile response crews are now operational to deal with this workload and we are seeing improvements already and are continuing to monitor the situation;
- Some Bins not being emptied frequently enough, which are being addressed by the two additional mobile response crews;
- Failure to remove fly tips within 24 hours due to an increase in the number of recorded instances. However due to the innovative nature of the contract which is based on outcomes and not inputs, Veolia is still required to pick up these fly tips and we will be continuing to press them on how they intend to address this issue;

- Initial Backlog in clearing graffiti from public land while a new bespoke graffiti removal vehicle and team was being put in place, and has now been in place since August and the backlog is being cleared; and
- The £410600,000 spent to cost of implementation of the new contract which was part funded by the government's "Transformation Challenge" programme so the net cost to Merton was £293k, within the budget agreed by council, and which will achieve an estimated £2m in savings a year despite Merton Council failing to have a fully integrated ICT system for reclaiming financial penalties from their contractor.

This Council believes that despite the government's funding cuts and the resulting impact on council budgets, residents deserve cleaner streets, parks and town centres of which we can all be proud and that is why a more affordable joint borough contract makes sense in the financial circumstances. Therefore, in order to continue to clean up the borough, this Council calls on the Cabinet to:

- a) Reintroduce-Continue weekly street cleaning of residential roads and ensure street sweepers follow after the refuse vehicle on the same day where this is required, bearing in mind the outcomes-based nature of the contract which specifies the level of cleanliness required, and which may require more than weekly sweeps in some streets;
- b) Continue to Protect the weekly bin collection and reverse-continue to review and refine plans to move to a fortnightly wheeled bin service from October 2018, with food waste and recycling continuing to be collected on a weekly basis and landfill waste collected on alternate weeks in order to drive up recycling levels;
- c) Consider Increasing the use of mobile CCTV where appropriate and where resources can be identified to crack down on graffiti and fly tipping; and
- d) Discontinue-Regularly review their the four borough contract with Veolia, keeping all financially viable options open, as-and to demand action as part of the contract service level agreement with regard to a result of the sustained performance failures experienced so far but without incurring further financial cost to the Council for doing so.

### **Motion now to read:**

This Council recognises that the government has cut council budgets by over 40% since 2010 and that millions of pounds have had to be saved by local councils up and down the country, of all political flavour. The level of cuts required in Merton would have affected front line services and forced the council to reduce essential services for our residents. Merton Council therefore took an innovative approach to making the savings required by working with three of our neighbouring boroughs, Labour Croydon, Liberal Democrat Sutton and Conservative Kingston, to agree a joint contract with Veolia to save an estimated £48m over the lifetime of the contract whilst still delivering a comprehensive service vice to residents. As with any significant change of this type, there have been initial difficulties in bedding down the new system across four boroughs and some residents are frustrated where local streets, parks and town centres have overflowing bins, fly tipping, graffiti, un-swept streets and missed rubbish collections. Nonetheless, our missed refuse collections are still very low at 0.1%.

The results of the most recent Residents' Survey, which showed street cleaning and litter as residents' top concern, and by the 6 month performance review of the new Veolia contract considered by the Sustainable Communities scrutiny panel earlier this month, which included a number of worrying findings:

- Bin collection target just missed for each of the last 4 months but stands at 0.1%; Street litter target initially missed but independent inspections for litter on Merton's roads have now found that the management of litter since Veolia began the contract is improving and for the last two months has been better than the standards previously maintained;
- Increased detritus in the first four months which has since improved and for recent months the performance is better than last year;
- Green sacks left uncollected after the street sweeping which Veolia have agreed to address. Two additional mobile response crews are now operational to deal with this workload and we are seeing improvements already and are continuing to monitor the situation;
- Some Bins not being emptied frequently enough, which are being addressed by the two additional mobile response crews;
- Failure to remove fly tips within 24 hours due to an increase in the number of recorded instances. However due to the innovative nature of the contract which is based on outcomes and not inputs, Veolia is still required to pick up these fly tips and we will be continuing to press them on how they intend to address this issue;
- Initial Backlog in clearing graffiti from public land while a new bespoke graffiti removal vehicle and team was being put in place, and has now been in place since August and the backlog is being cleared; and
- The £410,000 cost of implementation of the new contract which was part funded by the government's "Transformation Challenge" programme so the net cost to Merton was £293k, within the budget agreed by council, and which will achieve an estimated £2m in savings a year .

This Council believes that despite the government's funding cuts and the resulting impact on council budgets, residents deserve cleaner streets, parks and town centres of which we can all be proud and that is why a more affordable joint borough contract makes sense in the financial circumstances. Therefore, in order to continue to clean up the borough, this Council calls on the Cabinet to:

- a) Continue weekly street cleaning of residential roads and ensure street sweepers follow after the refuse vehicle on the same day where this is required, bearing in mind the outcomes-based nature of the contract which specifies the level of cleanliness required, and which may require more than weekly sweeps in some streets;
- b) Continue to Protect the weekly bin collection and continue to review and refine plans to move to a wheeled bin service from October 2018, with food waste and recycling continuing to be collected on a weekly basis and landfill waste collected on alternate weeks in order to drive up recycling levels;
- c) Consider Increasing the use of mobile CCTV where appropriate and where resources can be identified to crack down on graffiti and fly tipping; and

- d) Regularly review the four borough contract with Veolia, keeping all financially viable options open, and to demand action as part of the contract service level agreement with regard to performance failures experienced so far but without incurring further financial cost to the Council for doing so.