



CLlr Ross Garrod  
London Borough of Merton  
Merton Civic Centre  
London Road  
Merton  
SM4 5DX

22 December 2017

Dear Cllr Garrod,

Thank you for your letter of 19 December 2017 with regards to the collection and cleansing services in LB Merton provided by Veolia. I will address your concerns one by one.

**Street Cleansing standards and schedules:**

The street cleansing schedules are under constant review, we view them as ‘live documents’ that will change with the changing requirements of the borough. We have undertaken the following steps to make the necessary improvements to the service.

- **Management team;**
  - We have changed the Environmental Manager (EM) for the East of the Borough and have seen almost immediate improvements.
  - There is an additional Environmental Manager to assist the existing staff with the ECHO element of their tasks.
  - We have seconded an addition Operations Manager from LB Richmond to instruct and mentor the Environmental Managers in delivering the services in the ‘Veolia way’.
- **Scheduling and resource alignment.** The Environmental Managers are constantly reviewing their schedules and resources to achieve and maintain standards. Examples of this include a re-evaluation of the use of the Schmidt sweepers in the East of the Borough to better support the barrow sweepers. In addition to this we have reassessed the hand tools being used by the barrow sweepers themselves in order to meet the standards that we expect.
- **Additional resources.** To remove some of the burden of the fly tipping from the Mobile Response Teams (MRTs) we have put on two additional MRTs that exclusively deal with fly tipping. This allows the four scheduled MRTs – one above bid – to undertake their other duties in;
  - Supporting the barrow sweepers by collecting their arisings;
  - Litter bin emptying, and;
  - Ad-hoc cleansing to return streets to grade.

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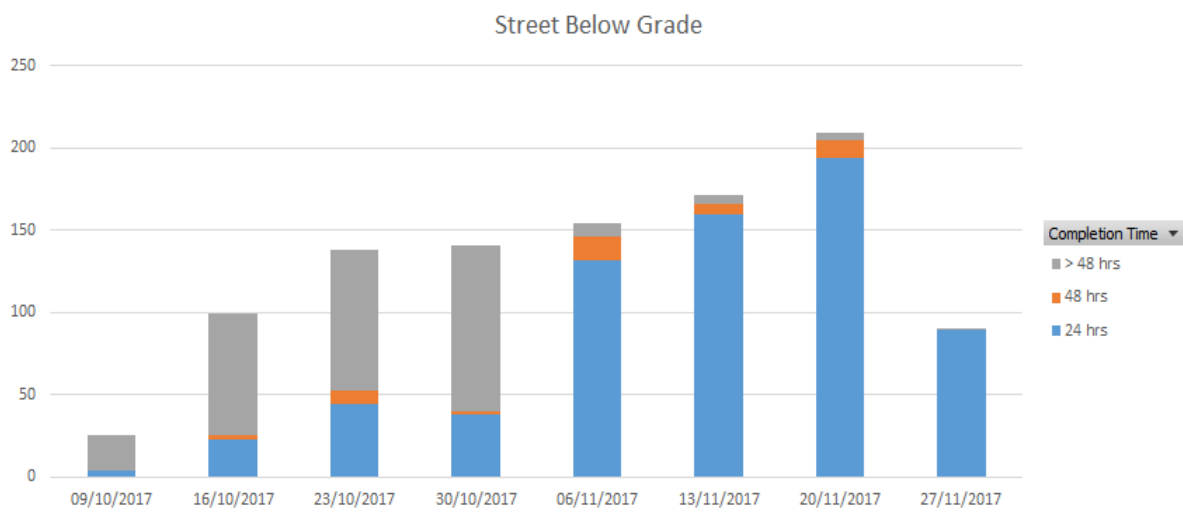
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The only metric we can evidence this by at the moment is our responsiveness to reports of street below grade. The graph below (Table 1.1) illustrates that both total reports of streets below grade have fallen and our responses within 24 hours have improved since this part of the service was integrated with ECHO in October 2017.

Table 1.1 Streets below grade reports and responses from w.c. 09.10.2017 – w.c. 27.11.2017



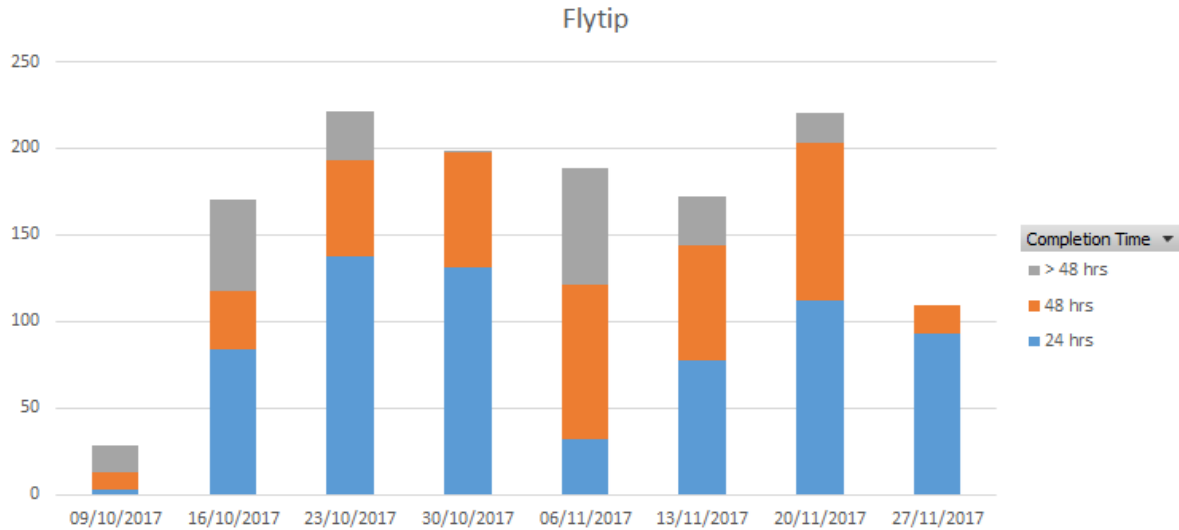
This includes reports from all stakeholders, internal reports by Veolia EMs, LB Merton Officers and member of the public.

Please accept our commitment to achieving upper quartile standards in the street cleansing service for LB Merton and the SLWP. Our cleansing service for the RB Kingston has just received the latest tranche of NI195 scores. Outstanding results of 2% for litter and 6% for detritus with a combined score of 4% using methodologies and resource organisation that we have implemented in the LB Merton and across the SLWP, however the cleansing services throughout the rest of the SLWP are supported by a containerised collections methodology, so we must be mindful that achieving the very highest standards may not be possible until the LB Merton collection services have a containerised solution after October 2018.

**Fly tipping.**

The additional resources that we have deployed have been outlined above (two additional MRT crews). This has improved our ability to respond which is illustrated in Table 2.1 below.

Table 2.1 Fly tip response

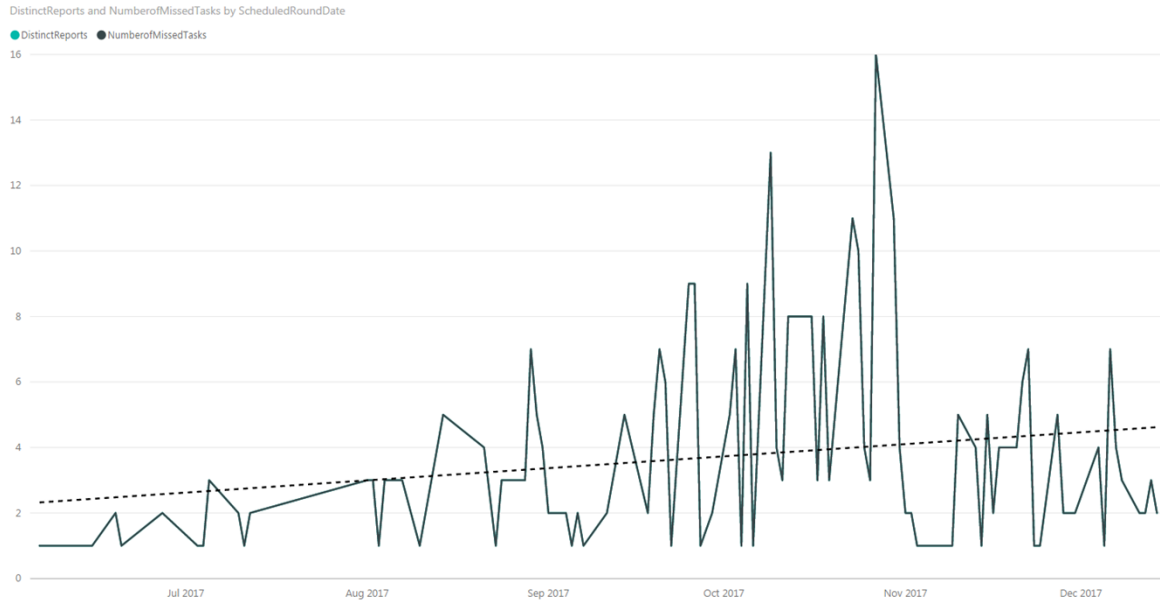


We are responding to far more fly tips within the 24 hour timescale than we were previously. However the numbers of fly tips we are responding to and proactively clearing will be far in excess – over four times as many – of the number of fly tips we would have expected given the numbers provided in the bid (c. 3,800). We will continue to mobilise additional resources and adjust the resource distribution until we are responding to all reports within the 24 hour period, however we would hope that LB Merton are mindful that Veolia are supplying all the additional resources at our own cost when the MRT element of the services was resourced to cope with c. 4,000 fly tips pa rather than closer to 20,000.

**Communal Collections.**

The rescheduling of the communal work was necessary to capture all the data in ECHO rather than the crew memory, old paper sheets and ECHO data streams that existed before the change. Table 3.1 illustrates that missed collections on the communal collection services since ECHO integration in June. None of the service elements are performing at the level that we would want them to, however following the spike in poor performance in October and November when the changes to the kerbside and communal services took place the metric measures have improved. In the w/c 11.12.2017 there were around four missed collection reports per day from the communal service, a return to “business as usual”.

Table 3.1 Missed collections on the communal collection services



The communications strategy for the changes to the kerbside collection services will be laid out in the mobilisation plan for the new services in 2018. We accept that the communications for the changes in this service were minimal and could have been better.

However now that the days of the communal collection match the ‘wave’ of the kerbside collections we do not envisage any further day changes on the communal collection service as the kerbside collections are likely to have minimal day changes in the new service from October 2018. All communications for the new services will be comprehensive and residents at all property types will begin receiving notices about the new service following the conclusion of the local elections in May 2018.

**Social Media Lead.**

Sheila Chauhan, our Education and Outreach Manager has been tasked with recruiting a resource to managing the social media responses within the SLWP.

**Vehicle reliability.**

It is an industry reality that vehicles in the sixth and seventh year of their life require greater levels of maintenance. We knew this when we inherited the LB Merton collections fleet back in April 2017. To better manage the fleet and the workshop resources we have replaced [a former employee] with an experienced workshop manager who having assessed the fleet and his staff has requested more support from operations. This support has included two hired 26tonne RCVs to

allow his staff more time to carry out preventative maintenance on vehicles coming into the workshop.

There will be five new 26tonne RCVs arriving from Dennis Eagle at the end of January. As soon as these vehicles are 'bedded in' they will take more pressure off the workshop and allow them more time to work on the 2010 and 2011 registered vehicles.

**The Christmas catch-up period.**

To maintain service levels across the Christmas catch-up period we have taken the following steps.

- Management and Supervision. There will be a full compliment of managers to direct the resources over the period, including Scott Edgell, the General Manager who will be onsite at Amenity Way every day.
- Managing staff holidays. We have had to honour the annual leave granted by LB Merton HR prior to 01.04.2017 over the catch-up period. However we have suspended any further annual leave over the period and there are additional resources available from CUE, our agency staff partner and RB Kingston, LB Sutton, LB Croydon, LB Lambeth, LB Richmond and LB Bromley.

I share your expectation that the services will continue to improve both in the near future and throughout 2018.

Kind regards,

Pascal Hauret  
Regional Director  
Veolia UK

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