

Environment and Regeneration
Chris Lee
Director



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Date: 21 February 2022

Dear Pascal,

Service Improvement Notice

As I have discussed with Scott Edgell, the London Borough of Merton has significant concerns about the quality of the street cleansing service currently being delivered. Most of the areas of concern have been highlighted in the operations contract meetings and most recently at the review of the Quarter 3 performance fund. Over the last six (6) months we have not realised a sustainable improvement in the street cleansing service and, in reviewing the data provided by Veolia, the current level of performance has further declined and is in need of further attention in order to meet the required contractual standards.

Performance of street cleansing at point of delivery

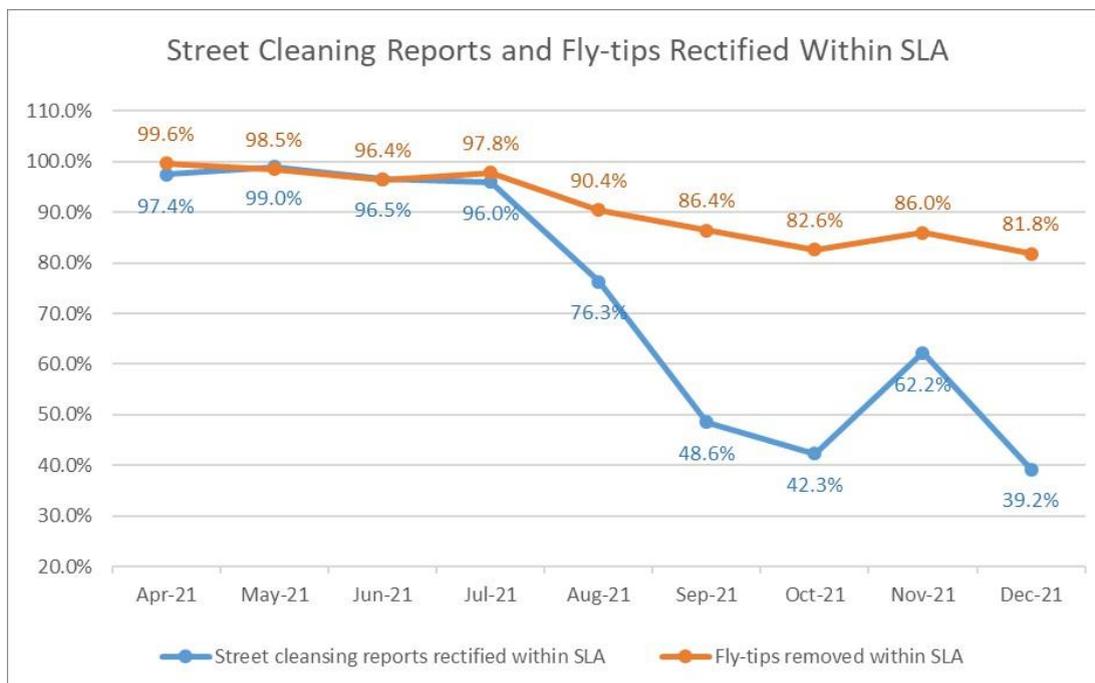
Over the last three (3) months, we have raised increasing concern with the quality of street cleaning at the time of attendance by the crews when sweeping individual roads. We note that the contract requires Veolia to maintain a cleansing schedule which ensures affected roads don't fall below a grade B and are swept to grade A at the time of cleansing. It is clear from the inspections of our Client Team that roads are not being swept to grade A and on many occasions the operatives are simply addressing the specific service request raised by the Public or Officers and failing to bring the whole road back up to Grade A contractual standard. This persistent issue and approach to service delivery has the longer term impact of further degrading the performance of the contract overall.

Rectification timeframe–Street Cleansing SLA

As you may recall in July 2019, we first raised the issue of the accuracy of ECHO data and reported that we had continued to be concerned that information available to the Partnership from Veolia's ECHO system was not accurate and that the way the system is being used by operational staff is not consistent with and aligned to the Service Delivery Plan. For example, we have found tasks marked as 'complete' on the ECHO system when those tasks have not been completed 'in-field'.

It has been disappointing to see that the above continued up to July of this municipal year, when Veolia confirmed that they had identified an underlying concern with their

internal process that had been put in place in managing the evening services and the reallocation of tasks not completed during the first morning shift. The graph below illustrates the continue decline in performance since the revised processes have been put in place, highlighting the amount of reported issues that are not corrected within the contractually prescribed SLA.



Month	Street cleaning reports rectified within SLA	Fly-tips removed with SLA
Apr-21	97.4%	99.6%
May-21	99.0%	98.5%
June -21	96.5%	96.4%
Jul - 21	96.0%	97.8%
Aug - 21	76.3%	90.4%
Sep -21	48.6%	86.4%
Oct - 21	42.3%	82.6%
Nov - 21	62.2%	86.0%
Dec -21	39.2%	81.8%

*This table did not feature in the original notice letter and was added to help with accessibility. *

Green bag removal (sweeping arisings/litter picking)

The borough roads still suffer from the inconsistent placement of collected litter (i.e. *green bags*). I have provided the extract of the Service Delivery Plan (below) to evidence our understanding of how the service is expected to be delivered.

'The manual sweepers and litter pickers will empty litter bins as they pass them on their daily cleaning routes. They will assemble the bags at designated collection points for the MRTs or passing collection crews.'

It is apparent that there is not a consistent use or awareness of the '*designated collection points*', this matter has hence been raised locally and an alternative solution for the mobile reporting of green bags by the cleansing operatives was suggested, but this

has yet to materialise after many months while the performance in this area underperforms significantly.

Our commitment

The Council is committed to delivering improvements in the street scene and require an equal assurance from yourself to support this aim. We have recently invested in two (2) additional mechanised pavement sweepers, two (2) additional interim rapid response vehicles to address fly-tipping, pavement washer attachment, funding for an additional interim beat sweeper in the East of the borough and a commitment to purchase an additional two (2) pavement sweepers to further compliment the service. From this you can appreciate the level of investment and importance that we place on street cleansing operations, but these are only tools and we will need your commitment and Veolia's wider industry expertise to gain the efficiencies and improvements needed.

Performance Improvement Plan

I would welcome your response to the points I have raised within ten (10) working days and would expect for this to be supported by an action plan. The action plan shall be required to set out how Veolia will be correcting the underperformance of the contract

issues, the time requirement needed to meet acceptable standards and it should set out milestone targets so that we can monitor improvements over the timeframes set out in the plans.

Thank you in advance for your attention to this important issue and I look forward to receiving your response.

Yours Sincerely,

A handwritten signature in black ink, appearing to be 'JB' with a large loop and a long horizontal stroke extending to the right.

John Bosley

Assistant Director of Public Space Contract & Commissioning

CC: Chris Lee, Charles Baker