

SITA UK ENVIRONMENTAL CONTRACTS UPDATE

	Key Elements of SITA UK Offer Document, specification and presentation to Contracts Sub Committee General	Update on progress
1	Develop close working partnership with RDC.	From award of contract SITA has been working closely with the officers to develop and provide the specified services. Meetings are held at various levels with SITA in order to ensure delivery of both the waste management and street cleansing services and to ensure that the specification standards are met.
2	SITA is committed to providing equality and fairness for all employees. Strong emphasis on training and development.	SITA to comment at Committee. SITA provided training for all the staff transferring from the previous contractor prior to the commencement of the contract. Ongoing and updating training continues and local management hold Tool Box talks to develop and instruct staff further.
3	Ensure seamless transfer of staff from previous contractor.	SITA introduced the Contract Manager 2 months before the commencement of the contract, in order to facilitate the easy transfer of staff. Meetings were held with staff prior to their transfer to assess skills and ability and to assess training needs.

<p>4</p>	<p>Staff fully trained to service requirements.</p> <p>Customer Care training for all operational staff.</p> <p>Staff to be trained on contract specifications.</p>	<p>Customer care and contract specification training ongoing with Supervisors; internal training department finalising course details for manual staff.</p>
<p>5</p>	<p>Provide Contract Manager – two Collection Supervisors - one Street Cleansing Supervisor and one and a half administrators.</p>	<p>SITA staffing structure includes a Contract Manager responsible for the overall management of the contract, three supervisors for the waste and street cleansing service and two and a half administrators to support the contract and deal with residents’ enquiries and service requests.</p> <p>There is concern that there are insufficient resources to deal with incoming telephone calls – see below. SITA has addressed this issue by introducing an extra administrator at its own cost</p>
<p>6</p>	<p>Vehicle livery and sign boards.</p>	<p>The vehicle livery was agreed prior to the commencement of the contract and had been placed on all vehicles at the commencement date.</p> <p>Design for the boards has been agreed and SITA are currently awaiting the installation of these boards.</p> <p>SITA found that the first design structure of the screens to be placed on the sides of the vehicles was not strong enough to withstand damage by branches from trees and the design company had issues of the best way to deal with this.</p> <p>The new boards are constructed in metal and will advertise the recycling service and will all be fitted by the end of March.</p>

	Fleet of new vehicles in place shortly after commencement of contract.	SITA provided all the vehicles required by the commencement date.
7	All staff provided with protective clothing.	All staff are provided with the relevant PPE.
	Key Elements of SITA UK Offer Document, specification and presentation to Contracts Sub Committee Waste Management Services	
8	Provide resource levels that ensure same day collections of collection waste streams from individual properties.	Resource levels are as specified in the contract submission.
9	Provide quality services throughout the contract. Provide an improved service – maintaining high standards of quality.	Initially, SITA were unable to provide the level of service required in the specification due to its operatives not complying with internal instructions. This has greatly improved with, for example, the majority of wheeled bins being returned to within the boundary of properties.
10	Guarantee that SITA will take all reasonable steps to ensure it provides the service ‘right first time and every time’.	Improvements to the waste collection services are continuing. Missed bins do occur, but the frequency of these instances is reducing. There have been a number of delays at the Mechanical Recycling Facility (MRF) that have resulted in bins not being collected on the allocated day but

		collected later in the week; messages have been placed on the website when this occurs. The use of the MRF is monitored closely.
11	Refuse vehicle to have driver and 2 loaders.	SITA's collection crews are as agreed.
12	Revised routing structure and day changes agreed with officers.	<p>SITA drafted proposals for reorganising the collection rounds in order to be able to deliver the new collection service efficiently.</p> <p>The new rounds were agreed with officers prior to the rollout of the new service.</p> <p>This has resulted in the largest day for collections being Wednesday and the smallest collection round is Friday.</p>
13	New service phased in gradually.	It was agreed jointly between the officers and SITA that rather than commence the services in phases that the new service for collection of mixed kitchen and garden, recyclables and non recyclables would be delivered all at the same time.
14	Delivery of wheeled bins for new service.	<p>As part of the rollout of the new collection service, SITA purchased and organised the delivery of two new wheeled bins and relabelled the existing 240 litre bin to be used for recyclables. They agreed to defer the commencement date of the new service due to manufacturing delays of the wheeled bins. It was initially agreed to commence the service at the beginning of June; however this date was revised to 21 July following further delays with the manufacture and supply of the bins.</p> <p>SITA arranged temporary storage of the bins and delivered over a period of 6 weeks to properties across the District.</p> <p>A number of problems occurred during the rollout of the bins, including wheels</p>

		<p>being installed incorrectly, bins being stolen upon delivery, bins not being delivered to individual properties that had been recorded as being delivered.</p> <p>A number of these issues were noted by the local press. (Further details are available if required.)</p> <p>A small percentage of properties did not have the bins delivered until several weeks after the commencement of the new service; this resulted in numerous calls to the Council with SITA finding it difficult to deliver the service and to continue delivering bins – several meetings were held with senior officers and the Leader of the Council and the Environment Portfolio Holder to resolve the issues.</p>
15	Database of individual bin numbers recorded for each property.	<p>SITA agreed to provide a database of all the bins distributed across the District.</p> <p>This database is yet to be finalised, it being approximately 60 per cent complete.</p>
16	Provide good communications between RDC, its customers and SITA.	<p>Since the transfer of calls to SITA regarding missed bins and service requests there has been concern by some residents of the long delays in responding to the telephone, with many residents contacting the Council to complain.</p> <p>The telephone service has improved with a new option selection system being put in place to route calls to a specific extension – these are placed in order of the most frequently requested services. That said, residents frequently contacted the Council to complain about being cut off from the system, delays in responding or that the phones were not being answered.</p> <p>One of the options is incorrect with the resident being referred back to the Council rather than SITA dealing with the issue; this will be changed as soon as</p>

		<p>possible.</p> <p>The Council has a direct extension to SITA admin offices and frequently this is not answered or there are long delays in SITA responding.</p> <p>This is still an area for concern.</p> <p>An example of this is in December 2008 the Council took 363 calls previously not answered by SITA, and in January 2009 officers logged 317 calls not answered by SITA.</p> <p>SITA have introduced an extra administrator to ensure better cover with effect 2 March 2009.</p> <p>N.B. The recent decision taken with regard to bulky waste will result in these calls being redirected to the Council.</p>
17	<p>Communications with the public three months before new service commenced.</p>	<p>SITA worked alongside officers in developing the communications required for the delivery of the new service, providing expertise from experience of similar rollouts in other authorities.</p> <p>Officers designed and produced an information booklet in association with SITA.</p> <p>SITA agreed to deliver these when the existing wheeled bin was relabelled for use with recyclables.</p> <p>Numerous complaints arose from residents that these information booklets were not delivered, the Council received over 3,000 calls about this in the initial weeks of the new scheme.</p> <p>Meetings were held with SITA on these issues, which included both the Leader</p>

		and the Environment Portfolio Holder. SITA were unable to provide reasons for the non delivery of these booklets.
18	IT Monitoring - as part of the contract specification SITA is to provide an IT system that can be accessed by the Council to provide reports on different aspects of the service.	This is in place locally and is being used by SITA staff; the reporting stage is in the final phase of development and should be accessible by officers shortly. (Richmond)
19	Bulky and WEEE (Waste Electrical and Electronic Equipment) items collection - dedicated vehicle. Bulky waste items many could be taken to a dedicated facility – community based groups.	SITA collect the bulky items either in a dedicated vehicle or on the non recyclable collection, in a refuse vehicle. Items of WEEE are collected in a dedicated vehicle.
20	Improved relationships with customers.	This is being monitored by both SITA and the Council.
21	Match funding profit share scheme.	This is to be discussed at the officer Partnership Board meetings.
22	SITA to advise on best ways to remove chewing gum.	This will form part of the innovation discussions at the next Partnership Board meeting.
23	SITA keen to explore low carbon technologies and undertook to participate in one partnership project each year.	This will form part of the innovation discussions at the next Partnership Board meeting.

24	Employees receive incentives by way of an annual performance review and a share in the company profit.	All employees are in the SITA bonus scheme
	<p>Key Elements of SITA UK Offer Document, specification and presentation to Contracts Sub Committee</p> <p>Street Cleansing Services</p>	Update on progress
25	Quality Control.	<p>SITA have been slow in developing control and monitoring mechanisms to ensure that work is programmed effectively and is carried out by its staff to agreed standards.</p> <p>SITA have now brought in expertise from other areas within its business to develop scheduling and monitoring criteria and methodologies to improve the delivery of the street cleansing service.</p> <p>The result of this is that the Council has had to constantly advise SITA where the cleansing of streets falls below the EPA (Environmental Improvement Act) cleansing standards, and where it needs to clean.</p> <p>The officers continue to monitor standards to ensure that the work is carried out.</p>
26	Ensuring streets, litter bins and dog bins are inspected in order to programme staff and work schedules.	<p>SITA are currently setting up arrangements to ensure that streets and bins are inspected prior to programming work.</p> <p>Some work was already programmed - such as town centres and shopping</p>

		<p>parades; however there is a need for SITA to pre-inspect areas to ensure that litter is removed in line with the EPA specification.</p> <p>SITA are in liaison with the officers and have produced new schedules for street cleansing, which were implemented on 23 February 2009.</p> <p>Currently officers are monitoring the new arrangements and advising SITA where further cleansing operations are required.</p>
27	Provide rapid response team to deal with any problems across the District.	Team provided as required in the contract.
28	Toilet cleansing – staff with purpose designed vehicle.	SITA have provided a dedicated and purpose designed vehicle for use by the toilet cleansing operatives. This vehicles has a pressure washer and water tank housed within the vehicle.
29	Toilet cleansing - two visits per day.	<p>SITA provide operatives to open and close the toilets and to ensure that each toilet has two cleansing visits a day.</p> <p>There have been some initial problems with providing this service, with toilets not being opened at the correct time including at weekends and repairs to vandalism being delayed. Toilets are now being opened at the correct times although the level of vandalism in toilets is extremely high.</p> <p>SITA are aware of these issues and have made arrangements to improve the service.</p>
30	Toilet cleansing – staff available on full time basis to carry out any minor repairs.	Repairs to toilets are frequently delayed. SITA are currently making arrangements with local contractors to provide a quicker response to repairing vandalised toilets, although the level of vandalism in toilets is extremely high.

31	Toilet cleansing – staff trained to deal with graffiti.	The toilet cleansing operative has just left and the new employee will be trained as required by the contract.
32	Improved Service, maintaining high standards of quality.	Currently some parts of the service are not meeting the standards specified in the contract within the timeframes established. The street cleansing service has improved but not to the level that the contract specified in all areas.
33	Self Monitoring.	SITA have not provided a robust and consistent self monitoring process. SITA are currently developing this as described above.
34	IT Monitoring - as part of the contract specification SITA is to provide an IT system that can be accessed by the Council to provide reports on different aspects of the service.	This is in place locally and is being used by SITA staff; the reporting stage is in the final stages of development and should be available to officers shortly.
35	Match funding profit share scheme.	This is to be discussed at the officer Partnership Board meetings.