



South London Waste Partnership

Lot 1 Services

Preferred Bidder - January 2017

Technical Response

Service Delivery Plan 8 – Customer Interface and Engagement

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Lot 1: Technical Response

8 Customer Interface and Engagement

1. Introduction

Veolia is committed to ensuring that through the delivery of our services we are achieving high levels of customer satisfaction. We will ensure that all our staff are trained in our Customer First principles and deliver quality services. Veolia also realises that the key to successfully delivering such front-line services is to ensure that residents and service users are fully engaged and feel informed. To ensure this occurs throughout the life of the Contract, and in particular during periods of service change, Veolia will have a dedicated Education and Engagement Team who will be appointed during mobilisation to ensure all service changes are delivered seamlessly. This method statement should be read in conjunction with the Stakeholder Engagement Strategy which will be produced during the fine tuning and mobilisation stage..

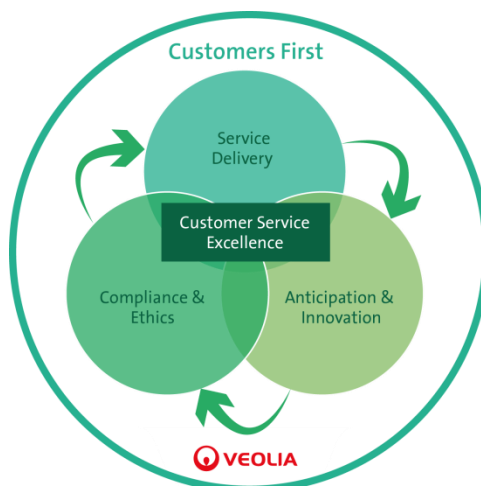
Customer Interface and Engagement Commitments

- *We will utilise our experience and expertise to deliver effective solutions to support the Partnership*
- *Our work will be informed by data and operational intelligence to ensure that it is appropriately targeted. It will provide clear and measurable results as appropriate to the activity or project*
- *We will seek to innovate, improve and develop our activities to deliver the best results and we will ensure our teams can learn from developments in other areas of our business*
- *Customer service will be at the heart of what we deliver and we will react intelligently to customer feedback and measure and respond to customer satisfaction among the residents we serve*

2. Approach to Customer Interface and Engagement across the Services

Veolia's workforce will be trained ambassadors for the Services, delivering high standards of customer care. The Services will be designed with residents in mind, with methods introduced to facilitate accessibility and use of the Services and encourage customer engagement.

Veolia will adopt a proactive approach to service delivery, which puts residents and service users at the heart of the Services we provide. This is in line with our 'Customers First' principles, as outlined in the diagram below, which are cascaded throughout the company and tailored to the requirements of each contract.



Staff will be trained in these principles and on customer care during their induction training or refresher training and performance will be monitored to ensure this is being adhered to. Our approach to training is covered in more detail in MS 5 Staff Management.

Where complaints or service requests are received they will be responded to quickly, ensuring they are treated as a priority and rectified within the SLA period. For any formal complaints received Veolia will liaise with the Authorised Officer and follow the procedure established at Schedule 15 of the Contract.

Providing excellent customer service will be key to delivering high performing Services and achieving high customer satisfaction levels across the Partnership. Veolia's workforce will be trained ambassadors for the Services, delivering the highest standards of customer care. The Services will be designed with residents in mind, with methods introduced to facilitate accessibility and use of the Services and encourage customer engagement.

Ensuring we deliver services that residents are satisfied with is of utmost importance to Veolia and therefore we will seek feedback to identify areas for improvement through the following methods:

- The Boroughs' customer satisfaction surveys
- Service complaints received which will be reported in line with our Schedule 6 Reporting Requirements for the Contract
- Engagement with community groups and local stakeholders

Veolia will appoint a dedicated Education and Engagement Team (E&ET) for this Contract to support the operational management team, especially through service changes, helping with crew communication material and supporting the local community and supporting the Boroughs' enforcement teams where appropriate. This will include assisting with events such as community clean ups, and supporting local groups in applications for community project funding from Veolia Environmental Trust and our EnviroGrants scheme, explained in more detail in MS 4 Social Value.

The team will be responsible for developing all the communication material for the Contract and ensuring any changes to services are communicated in the appropriate way to ensure

residents and service users are engaged. They will liaise with the operational team and the Partnership to develop and agree:

- Service change programme
- Service literature and branding (including vehicle livery)
- Ongoing day-to-day campaigns
- Project budget targeted campaigns
- Applications for government funding for initiatives

Veolia's E&ET will work alongside the operational team and regional Business Performance Team to play a vital role in ensuring service changes are delivered seamlessly and residents are kept well informed of any changes being introduced. The team will also work to increase residents' awareness and participation in the services, and will develop targeted campaigns from the knowledge and data derived from the service operations.

The approach we are recommending is a lean one that has been designed to support the smooth running and continuous improvement of the services, deliver the benefits of service changes proposed and achieve revenue targets through chargeable services.

However, to allow the Partnership to be responsive to the challenging and evolving environment in which services must operate, a project fund will be made available as detailed further in section 3.3. A business case will be presented to the Partnership at one of the Quarterly Strategic Board Meetings and approved at the Annual Review for the next Contract Year.

3. Liaison with Residents

3.1 Communication and Engagement Approach

Details and rationale for any proposed communications activities, evidence of their success from elsewhere (this shall include any Service User surveys), and summary of costs in financial model.

3.2 Rationale and theory supporting for proposed communications activities

Outlined below is an overview of the principles underpinning Veolia's engagement activities and also the proposed activities during fine tuning and mobilisation, service change years and standard contact years. Elements required only at CFT will be completed for this final stage.

The plan is designed to be responsive to the actual needs of each of the four Boroughs and offer a flexible approach that can be adjusted, where required, to ensure the best possible return on investment is achieved.

Meeting the Partnership's Objectives



Veolia will work in Partnership with SLWP to deliver their objectives as summarised below. During fine tuning and mobilisation these will be transformed into SMART objectives relating to the work to be undertaken



Targeting optimum savings on the costs of service provision through lower service costs and increasing Recyclate revenues



Deliver residents a high performing service, achieving high levels of customer satisfaction



Provide improved environmental and carbon outcomes in the way the Services are delivered

The activities and campaigns of the E&ET will be designed around achieving these objectives and recognising the local need of residents and areas across the Partnership Boroughs.

Campaign Principles

Campaigns will be focused and evidence based and will build on our experience and knowledge of South London, and that of the Partnership Boroughs, stakeholders and community groups. We will also draw on industry guidance via the London Waste and Recycling Board (LWARB) and the Waste and Resources Action Programme (WRAP).

When developing campaigns the Team will:

- Draw on previous experience of operating the Croydon and Kingston contracts, as well as contracts across the wider London region
- Engage with the Boroughs' communications team to review previous campaigns and consider lessons learnt
- Ensure that where relevant and desirable activities and campaign materials are aligned with London wide campaigns and materials, and that the contract supports LWARB and Recycle for London initiatives
- Draw on Veolia's experience in London and around the country
- Utilise service performance data to allow us to effectively target our campaigns and maximise resources
- Utilise demographic information and research undertaken by the Boroughs or by the Partnership. We assume that access can be provided to Acorn or Mosaic data
- Test with suitable target audiences and make adjustments for particular communities where necessary.

Veolia will use industry guidance such as the WRAP planning cycle and DEFRA's 6Es model of behaviour change to help develop effective campaigns, these are illustrated overleaf.



WRAP Communications Planning Cycle

DEFRA's 6Es Behaviour Change Model explained

6Es	Explanation	Areas of focus
Explore	Veolia and the Council will need to understand whose behaviour we want to change.	Defining target audience Understanding existing behaviours Understanding attitudes
Enable	People need help to make responsible and easy choices. For residents to make their choices with recycling, core infrastructure is needed and / or information	Removes barriers Gives information Provides facilities Provides viable alternatives

		Educates, trains, provides skills Provides capacity
Engage	Opportunities are needed for the public to participate in the debate; being involved and taking responsibility – through community and social networks and marketing	Community action Co-production Decision making forums Contacts / Enthusiasts Media campaigns and opinion formers Networks
Exemplify	Measures must demonstrate the Council's commitment or clarity. People need to know that the council is involved too	Leading by example Achieving consistency in policies
Encourage	People need to know what the benefits of recycling and reducing their waste are as well as the detrimental impacts of not recycling. Measures need to provide fiscal, legislative or accredited ranking	Taxation Grants Reward schemes Recognition / Social pressure – league tables Penalties, fines and enforcement
Evaluate	Veolia will gain insights into what works and why	Monitoring Analysing Reporting

Target audiences

Campaigns and communications will be tailored to meet the needs of the specific audience. We have identified the following specific groups that will be targeted through our direct campaigns:

- Householders in the lower performing areas of the curtilage service
- Householders living in flats with communal services
- Hard to reach/transient communities
- Students & Schools

A more detailed list of stakeholders we will target through our wider engagement work is outlined below.

Messaging and design

Veolia supports the current LWARB led drive towards greater harmonisation of communication materials across London. Whilst this does not preclude innovation in terms of approaches to communicating or projects to deliver behaviour change, we believe that a consistent look and feel for waste and recycling communications around the capital will help all Londoners to participate in services more effectively.

Throughout all the campaigns we run, the messages will be designed to fit with the DEFRA 6Es behaviour change model and WRAP good practice guidance and will be:

- Aligned to *Recycle for London* branding

- Positive and motivational
- Consistent (to fit with other appropriate local, regional and national messaging).
- Provide clear and simple instructional information (making it easy for stakeholders to take action)
- Provide clear calls to action
- Heavily pictorial to help transcend language barriers. Translation may also be provided where specific community work requires it
- Representative of communities served in terms of people/places shown
- Considerate of cultural/religious issues, for example alcohol related products, use of colours
- Adjusted for particular communities when required
- Adherent to brand guidelines and any additional guidance provided by the Partnership.

Communication channels

Communications channels will be reviewed as part of the communications and campaigns review at the start of the Contract. Veolia will draw on the recent promotion of the improvements to the HRRCs as shown below. We will also be guided by industry best practice to ensure that the channels used are able to deliver appropriate return on investment and are of the best fit for the audiences being targeted.



Digital shift

Veolia also recognises the Partnership Boroughs' desire to move towards channel shift and will work with them to support this and aid residents in their use of online communication.

Councils' websites

Information will be made regularly available for updates to the Councils' websites. The E&ET will work closely with the Business Analyst to ensure that the information provided to the public is useful and accurate and in line with the requirement of the specification, and will also provide an essential platform for campaign information.

3.3 Proposed communication activities

The activity elements of the plan are divided into four key areas and case studies that support the proposals are included throughout:

- Mobilisation of the contract
- Supporting service change to ensure benefits are realised
- Delivering the core activities required to ensure smooth running and continuous improvement of services and deliver revenue targets
- Examples of project work that could be undertaken utilising the project budget and any additional funding resources.

Fine Tuning and Mobilisation

Review of communications proposals

During the fine tuning period, Veolia will work with the Partnership to review the proposals laid out in this plan and ensure they provide best fit with any ongoing work or campaigns that are in progress. Adjustments to budget and delivery timelines can be made if required during this period.

Wider communications landscape review

Veolia understands that each of the Partnership Boroughs will have existing mechanisms and approaches in place. For example Croydon's green street champions or Sutton's recycling road shows. Veolia will seek to work with the Partnership to ensure that successful projects or schemes can be incorporated into ongoing plans, where this is appropriate.

Partnership working and communication protocols

Veolia understands the impact of waste communications on the reputation of the Services, the Contractor and of the Partnership. We are therefore committed to delivering only the highest quality communications.

During the fine tuning and mobilisation period Veolia will work with the Partnership to develop a communications protocol to establish sign off requirements and timeframes for both parties in all matters of external communications, including literature development, press work and digital engagement tools such as social media sites. We will take the Councils' existing working practices as the starting point for this with existing guidelines or policies, such as the social media policy, taking precedent. The aim of the communications protocol is to help develop trust and strong working relationships between the Partnership and Veolia.

Development of partnership brand guidelines and uniforms

Veolia will work with the Partnership to agree branding and uniform design and this will be promoted through communications materials and staff uniforms.



Example Joint Branding for Uniforms

Preparation for Sutton service change

During fine tuning and mobilisation Veolia will be working to ensure that the Sutton service change takes place smoothly and in line with the start of the contract. The communications team will play a crucial role in ensuring that this flagship change for all members of the Partnership is undertaken smoothly.

Service Change activities

The service changes that have been proposed will align the services provided across the four Boroughs and provide for long term savings for the Partnership. In order to realise the significant benefits of these changes it is vital that they are introduced smoothly and effectively and are adopted by residents from the start. Veolia does not believe that this is possible without the communications and engagement support that will be delivered by the E&ET.

The plan for service change communications in Year 1 will be refined and finalised with the Partnership during fine tuning and mobilisation. Subsequent service change plans will be developed and presented to the Quarterly Meeting for approval prior to changes taking place. Although plans will vary depending on the level of change being implemented and the impact on residents, Veolia would expect to include some or all of the following elements within their proposals:

- Local advertising and PR, including vehicle panels where possible/appropriate
- Website and social media
- Stakeholder briefings and engagement
- Introductory and detailed information delivered direct to households
- Face to face contact with residents through door knocking or events
- Internal training and updates
- Reactive support – enquiries/complaints
- Customer satisfaction review

Below are two examples of service changes introduced across our London region, supported by the contract communications team.

Case study: Watford kerbside service change 2013

Summary: In 2013 Veolia's Watford contract moved 31,000 kerbside properties from a fortnightly three stream recycling box collection to a weekly commingled wheeled bin service. As part of the service change, cardboard was moved from the green waste stream into the new commingled stream. The change was supported by a major communications campaign, the aim of which was to highlight the simplicity of the new service and encourage resident participation, addressing the diversity of Watford by offering information in picture form as well as text. The campaign was developed and tested with the Strategic Partnership Board in advance to ensure it would achieve its aims. Materials included: A service introductory letter, service leaflet and collection calendar, bin stickers and bin tags for contamination. We also used bus shelter posters and created new vehicle signage to promote the new recycling service. To promote the changes and answer residents' questions, the Outreach Team door-knocked 20,500 properties and through a schools' education programme, engaged with 3,670 children.

Results: Properties improved from a kerbside recycling rate of 41.45% to 47.14%.

Jamie Sells, Watford's Environmental Services Client Manager, commented: "The partnership ethos that developed with Veolia during the course of the service change has given a strong positive foundation to our ongoing client management relationship, helping us work towards achieving our objectives for the contract."



Case study: Southwark kerbside service change 2011

Summary: 45,000 kerbside properties moved from weekly refuse and source separated recycling with fortnightly garden waste, to AWC refuse and commingled recycling with weekly food and garden waste. The change was supported by a major communications campaign, 'Let's recycle more together'. This was developed using customer feedback and included outdoor and other local advertising, two lines of direct communication with residents, internal communication and training for front line staff, stakeholder and community engagement events and local PR and digital communication.



Results: Feedback from the pilot programme showed that recycling rates in pilot areas increased from an estimated 30% for the properties included to over 50% and that 84% of residents thought services were better or much better than they had been previously. The service continues to perform at around the 50% mark today.

Comments from residents

- "I think the scheme is excellent and making life much easier for our family."
- "We really hope you continue with the food waste recycling as it's been really great at reducing our waste. Everything about it has been positive."

Core activities: Annual and ongoing

Data gathering and performance baseline setting

Once the mobilisation period is completed, Veolia will utilise the following technologies and mechanisms to assess performance of collection and street cleaning services. Demographic information will also be utilised to enhance the intelligence provided and an example of how we are using this kind of data elsewhere is provided in the case studies below.

- Round based residual and recycling tonnages will allow meaningful comparison between rounds. Where possible these figures may also be used to calculate round specific recycling rates.
- Crew reported issues, including contamination, non-presentation and misuse of public bins or Neighbourhood Recycling Centres (NRCs) will be used to support tonnage data and provide further evidence to aid the targeting of campaigns.
- Resident and stakeholder feedback in the form of enquiries or complaints will be monitored to help identify any service or education issues that require resolution and to take preventative steps to avoid further complaints wherever possible.
- Participation surveys. Where necessary, Veolia can analyse trends and data in the ECHO system regarding non-presentation of bins to identify information regarding low participation and the E&ET if required will undertake participation sampling to support and verify information reported by the crews. Participation sampling will be completed in line with WRAP guidance and procedures. Through understanding

areas that are not participating in the Services and communicating effectively with them Veolia encourage increased recycling rates in low participation areas.

- Customer satisfaction/attitudinal surveys, in line with industry best practice, will be conducted in the first six months of the Contract and again in Years 3 and 6. Surveys may also be conducted in a localised way at other times, as part of service change campaigns or to inform other projects.

Case study: Targeting low participation

Summary: In 2014 Veolia, in partnership with Brent Council, implemented a new project offering a prize of £250 to whichever participating blocks of flats could increase their recycling by the most.

The project involved improving recycling for 515 households in 8 blocks of flats using communal bins. The blocks that were chosen were experiencing low recycling participation rates and high contamination rates. In addition to assessing and improving services, the project involved communication with residents via leaflets and community forums.

Results: In all cases the refuse decreased and the recycling increased. The scheme was measured using approximations based on visual bin fill rates and indicates that the recycling tonnage improved by as much as 48% across the blocks, delivering a 6% increase in recycling rate. The project will be monitored to assess the longevity of this impact and the scheme is also being rolled out to other blocks in 2016.



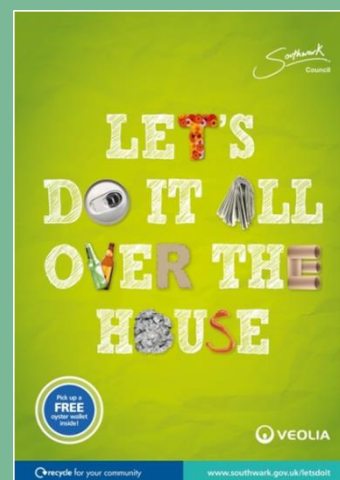
Case Study: Data led campaign work

Project summary: In Southwark a campaign was developed using round based tonnages to identifying the lowest performing part of the kerbside service. This information was then overlaid with demographic data from the Council's Mosaic package. This allowed Veolia to ensure that the campaign, materials and approach were tested with the right individuals. The campaign included leaflets, bin tags and door knocking with monitoring being undertaken in order to efficiently target the door knocking resource.

Result: The campaign area, which was at the lowest performing end of the service, bucked the trend of the rest of the service, which declined by 1% and improved its recycling performance as compared with the same time period the previous year by 1%.

Picture: Example of the campaign material developed after it tested well with the target audience.

Recognition: The 'Let's Do It' campaign has received industry recognition with a shortlisting for the CIM Marketing Excellence Awards 2016.



Reactive service improvement work

The E&ET will utilise all of the intelligence outlined in the section above to identify and troubleshoot in areas that are not working as effectively as they might. This could include any of the following elements and a case study around how this element of the team's work has succeeded elsewhere is provided below:

- Working with crews and stakeholders to improve the appearance of particular streets or public spaces
- Developing collection service provisions for particular streets or properties
- Arranging additional engagement activity or intervention with residents or other stakeholders
- Responding to crew reported issues such as contamination to ensure that residents are appropriately educated

Case Study: Reactive service work and engagement, Watford 2015

Summary: Following enquiries from Watford Community Housing Trust, Veolia worked to improve recycling services for two high rise blocks in the borough. Following engagement with residents to understand the barriers they faced, recycling and refuse bins were reconfigured and repositioned to make it easier for residents to use them correctly. One of the main contaminants, plastic bags, was tackled by adding a bin specifically for this purpose. The Education and Outreach Team attended Resident Association Meetings in order to introduce the new scheme and encourage support. The accompanying communications campaign, created to promote and encourage participation in the service included: a recycling information leaflet and introductory letter, bin stickers to remind residents that plastic bags cannot be recycled and information stands for residents held in the foyers of the two blocks where re-usable carrier bags were also given for residents to transport their recycling to the blocks.

Results: The number of contaminated bins has decreased from 100% to 26%; bin fill for recycling has increased by 6% and bin fill for the refuse containers has decreased by 20%.

Quote: Residents who visited the information stand in the foyer of the two high rise blocks said: "I definitely recycle and I am so pleased with the new service." and "The new system is very good; I have been asking for more recycling bins forever!"



Identifying funding opportunities

The Communications Manager will maintain regular contact with industry funding bodies and will actively seek and propose opportunities to secure funding for communications support or service infrastructure. Any funding opportunities will be discussed with the Partnership before an application is made and applications will only be suggested for activities that are additional to those already budgeted within the Contract. Funding may be sought as support for any contract activities but the Communications Manager will be particularly mindful of what is available when planning to utilise the project budget.

The E&ET will work with community organisations to assist them in securing funding from the Veolia Environmental Trust and EnviroGrants. They will particularly seek funding opportunities that will enhance campaigns and communications work to maximise the resources available. Further information on Veolia's Environmental Trust and the EnviroGrants scheme is provided in MS 4 Social Value.

Crew training and engagement

Veolia will implement extensive induction and training programmes for all employees. The E&ET will also play an important role in developing that training and ensuring that all employees can operate correctly and act as ambassadors for the service by:

- Working with operational managers to develop a training programme bespoke to the SLWP Services that can be used for ongoing training and induction purposes.
- Working with operational managers and Veolia Campus to deliver a customer service training programme that has been tailored specifically to the needs of the Contract. This will cover all aspects of behaviour in public places and interaction with customers as well as helping teams to understand how social media may be used by the public to make complaints.
- Providing training for Environmental Managers and crews regarding what service communications materials they should be using and how.
- When appropriate the team may undertake sample monitoring of collection and cleaning rounds to ensure that the reporting of issues by crews is being effectively delivered and providing feedback for managers. This could entail working ahead of the crew to identify the issues on a given street and comparing this with the crew reports.

Refresher training will be provided on an annual basis or as often as needed via tool box talks for crews that are not performing.

Case Study: Crew training and development delivers recycling improvements

Veolia's street cleansing operation in the north London Borough of Brent saw the amount of recycling collected move from 10 tonnes per month to 150 tonnes per month over a period of 12 months. This was achieved through an intensive programme of crew training and engagement to ensure that the entire team understood what was expected and could deliver appropriately. One of the most successful tools was a bespoke training video that used existing staff to explain the required procedures. The film was shot on location in Brent and the participants were encouraged to be themselves and communicate the job as they saw it. This meant that the film produced was relevant for other team members and easy for them to understand. The film was part of a series of training and development work that was undertaken with the team and was instrumental in achieving the engagement required to deliver the recycling improvements needed.



Internal communications and ongoing engagement

Veolia understands the importance of an engaged workforce and part of the role of the E&ET will be to drive internal engagement among the workforce. The E&ET will:

- Produce an internal, SLWP specific, update to be distributed to teams on a regular basis
- Arrange internal events such as long service awards or team building events or celebrations and community volunteering days as appropriate
- Arrange appropriately timed promotion sessions to remind crews of the benefits available to them through Veolia and encourage them to take advantage. Example include, the Veolia Values discount scheme, Cycle to Work and a range of other health and wellbeing benefits
- Promote engagement with internal fundraising events and wider social value activities such as volunteering.
- Ensure feedback is received from operational staff by promoting Veolia's internal satisfaction survey and encouraging staff to complete it
- Ensure that Veolia's internal magazine 'In Touch' is distributed and company-wide communications initiatives such as safety campaigns are promoted to all teams.

Crew communication tools

The E&ET will review existing communications tools used by the crews and produce appropriate items for crews to use to communicate directly with residents. These could include:

- Bin hangers for wheeled bins not collected due to contamination (recycling and organics)
- A larger style of bin hanger for communal bins not collected due to contamination (recycling)
- Cards and stickers that can alert residents if containers are too heavy
- A calling card for bulky waste collectors
- For each recycling service, a postcard for crew to carry and give to residents if needed. This will cover what materials can be recycled in what bin and provide details of how to report issues or enquiries.



Crews will record any recycling containers that cannot be collected due to contamination within the ECHO system and this data analysed as part of reporting processes. Where repeat instances occur this information will be fed back to the E&ET who will undertake activities to educate the properties/flats that regularly contaminate, for example, by delivering letters or door knocking exercises.

Containers that cannot be collected by the recycling crews due to contamination will be reallocated to the refuse collection crews for collection on the next scheduled collection day.

Improving the cleanliness of public spaces

Veolia will work to improve the cleanliness of public spaces on an ongoing basis. This could include but is not limited to the following activities:

- Utilising crew reported information to highlight trouble spots and drive engagement with relevant stakeholder groups, including relevant businesses. An example of how Veolia has delivered this elsewhere is provided in the case study below.
- Encouraging and supporting community activities such as litter picks and community clean ups
- Engaging with event organisers to help them make suitable arrangements for waste collection and advise on the provision of recycling at events
- Incorporating messages about litter into schools programmes
- Incorporating messages and specific events where appropriate into the community events programme
- Using street cleaning vehicles to target the public with cleanliness specific advertising
- Promoting the bulky waste collection service through all relevant communications channels to help discourage fly tipping.
- Promotional campaigns, through the Project Budget, to raise awareness of littering, such as the example from Westminster below.

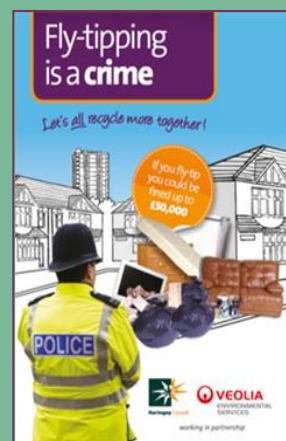


Westminster - Marble Arch made of litter

Case Study: Tackling fly tipping in north London

Working in partnership with the London Borough of Haringey, the Veolia Communications Team have been able to make a significant difference to some of the worst affected fly tipping areas or 'hotspots' in the borough. Over the course of a year the team engaged with residents who live near one hotspot every week by door knocking on all of the houses within a 50m radius of the hotspot, or the nearest 50 houses. Each resident engaged with was asked a short questionnaire to establish:

- *The residents' attitude towards fly-tipping*
- *If there are any known or suspected offenders in the nearby area*
- *If the resident knows of the options available to them to dispose of large items*
- *If the resident knows how to report a fly-tip.*
- *The team provides help and guidance on the doorstep and also supplies a leaflet to every property.*



Annual service leaflets

WRAP's 3Rs tracking survey, 2014, indicated that there is a strong association between reported receipt of information on the kerbside collection and levels of effective recycling – 70% of those who effectively recycle 9+ items according to their claimed behaviour say they received information (vs. 38% and 23% of those claiming to recycle 1-2 items and 0 items, respectively).¹ The E&ET will work to distribute a service information leaflet to all households across the Partnership Boroughs every year in October/November (note: where leaflets have already been delivered to households as part of service changes earlier in the year, the service information will be included within this initial leaflet instead).. This is an important part of ensuring that residents have the right information to use the Services. In line with WRAP guidance, this will be bespoke to the service delivered for that particular household and contain the following information:

- How to use the Service
- Collection day information
- What items to recycle, and tips on reducing waste if possible
- Key contaminants to be avoided
- Bespoke calendar information for the year ahead (where required)
- Details of any changes to collections over the Christmas period
- Promotion of bulky waste collection service to discourage fly-tipping
- Promotion and details of chargeable Garden Waste Service (where relevant)
- Details of how to request recycling bins or report faults
- Details of how and where to check for service information online
- If space allows details of why to recycle and what happens to recycling after collection may also be included.

Chargeable Garden Waste service promotion

To ensure that the chargeable garden waste service delivers for the Partnership, the E&ET will undertake an annual programme of promotion and engagement with residents from Year 1 of the Contract. Veolia will assume responsibility for communicating the garden waste service to new and existing subscribers from January of each Contract year. This will include ensuring that two lines of direct communication are received by every household and this is supplemented by wider promotion through local digital and traditional advertising routes. A case study is provided below, which highlights how successful our approach has been in Brent.

The team will be tasked to grow the Chargeable Garden Waste Service as per the take up rates identified in section 11.1 of MS 1.1 Household Waste Collections. .

¹ <http://www.wrap.org.uk/sites/files/wrap/3Rs%20Recycling%20Highlights%20-%202014%20-%20Final%20121214%20PUBLISHED%20-%20PDF.pdf>

Case study: Brent chargeable garden waste service

Summary: From April 2015, over 100,000 kerbside properties have been contacted regarding subscribing to the garden waste collection service. The service has been changed from a free weekly organic and garden waste collection service to a fortnightly chargeable garden waste service at a price of £40 per annum.

The change was supported by a major communications campaign where residents received a service guide of how the service works as well as a reminder letter. Communications also included local bus and paper advertisements as well as a new website specifically designed for the new garden waste service.

Results: The two lines of direct communication with residents as well as the internal communication and training for front line staff, stakeholder, and community engagement events, saw the subscription rate rise to over 19,000 residents in a 6 month period. The target was 10,000 subscriptions over the year. The campaign was a huge success.

Quote: "We are very pleased with the take up rate from Brent residents and the in depth communications campaign that Veolia offered to the residents of Brent. This is a massive step towards reducing the impact that Brent's waste has on the environment."

Kelly Eaton from Brent Council

Christmas and New Year period

Changes to collections days will be clearly communicated in the Annual Service Information delivered to every household. The Annual Service Information leaflets will be delivered by a reliable distribution company, such as London Letterbox solus distribution whom Veolia has used across other London contracts. London Letterbox Marketing's distributions are regularly audited by independent companies such as StepCheck and the Audit Bureau of Circulations and consistently achieve above 95% delivery reliability. Where the Partnership would prefer to use an alternative company such as Royal Mail, Veolia is happy to accommodate this request but any costs above those budgeted for will need to be met by the Boroughs.

The information will also be made available online and residents will be directed to it in the following ways:

- Social media activity
- The Councils' websites
- A press release to media outlets and contacts

The E&ET will also take the opportunity to promote recycling and waste minimisation at Christmas through the same channels, and inform residents of the Christmas Tree Collection Service.

Project budget

A Project Budget of £70,000 will be made available in years where there is no service change. Proposals for the Project Budget will be presented for approval by the Partnership. The budget will be ring-fenced and rebated if no projects are agreed, or if not required due

successful award of external funding. The objective for establishing the project budget in this way is to allow the partnership to react to industry development or best practice and to have the resources and flexibility to develop and advance services over and above the core activities throughout the life of the contract.

Outlined below are suggestions for possible Project Budget Campaigns.

- Promoting increased recycling (in particular with flats)
- Targeting use of neighbourhood recycling centres
- Schools education
- Street scene campaigns (such as anti-litter or fly tipping campaigns)

Example case studies from campaigns that Veolia has run across the London region are provided overleaf.

Case Study: Behaviour change communications work in East London

In the London Borough of Tower Hamlets the Veolia team worked with the Council and a full range of stakeholders to develop the 'Recycle Right' campaign. This was designed to transcend some of the borough's barriers to improving recycling rates such as diversity of languages and cultures, a high number of residents in flats and a dense and highly transient population. Veolia worked with the Council to secure WRAP funding to enhance the campaign with translation work and advertorials in local culturally specific publications, along with other additional communication materials. The campaign activities combined direct communications to targeted households with roadshow events, local media activities, crew training and stakeholder engagement. Following delivery of the multi-channel campaign, the borough hit 30% recycling for the first time.



Case Study: War on Waste - Education and Annual Awards Scheme in Haringey

The London Borough of Haringey is a densely populated urban environment that is both socially and economically diverse. Following consultation with local teachers and children it was identified that the waste education characters that had been successfully used in Veolia contracts elsewhere in the country might not work as well across the local demographic. To address this, the team developed and tested characters called the 'Waste Warriors' based on the Japanese manga cartoon style. The characters are used as part of a highly successful schools education program and an annual awards scheme known as the 'War on Waste Awards'.

The award scheme enables schools to submit entries in a number of categories ranging from 'school recycling champion' to 'best school recycling activity'. Prizes are awarded to individuals from schools. In addition the scheme has a grants process which can award schools up to £500 for them to invest in a waste related project, approximately five schools receive an award each year and they have been used for projects such as creating a rainwater harvesting system from plastic bottles.



Case Study: Schools Anti-Litter Campaign in Haringey

In April 2014 the Veolia Haringey Education Team ran an Art and Prose Litter Competition for all Primary Schools in the borough. The competition was very tough to judge due to the high quality of the 100 entries that were received. Students were asked to produce either a piece of prose or art work to educate the public about littering. The competition was split into two age categories: 5-8 years and 9-11 years. The winning entries are shown below.

Poem About Litter

*Litter litter on the floor
I don't want to see you anymore
Care for the world we are in
Put your litter in the bin!*

Gregory Berrisford Sweet - age 6, St Aidan's Primary



A Thought on Litter

*Maybe you drop wrappers
And you think it doesn't matter.
You say "It's only one or two.
It won't really spoil the view!"
But what if everyone thinks the same,
And people drop litter again and again?
There won't be a single street
That has no litter and is neat.
It's not just what meets the eye
That makes us stand and stare and sigh.
Litter can be like a net
And trap wildlife who don't see the threat.
A popped balloon or bits of plastic
For a turtle are not fantastic.
Broken glass can hurt a paw
If its lying on the floor.
So when you're finished with your waste
Don't be lazy, please make haste!
Go and find the nearest bin
Just reach out and plop it in!*

Daisy Murray - age 10, St Aiden's Primary

Case study: Innovative approach to education - R3Cycler - 2014

Summary: At the end of 2013 Veolia, in partnership with Tower Hamlets, commissioned a smaller version of the much recognised Mr Recycle More - a robot made out of recycling wheelie bins. The robot, built out of Tower Hamlet's recycling and food waste containers, was completed in 2014 and is able to move and make sounds. He has proved to be a great success in schools around the Borough. The robot was named "R3Cycler" or R3 for short.



Veolia developed a short comic strip and editorial with photos for the local press to encourage school children to take part in a series of treasure hunts to promote recycling. The Treasure Hunts were also promoted in schools and the Head Teachers Bulletin.

Results: To date over 1800 children have been engaged through R3 (8 treasure hunts, 15 visits in schools, 17 events). R3 is now a recognisable brand and will continue to be used in schools and at local events and developed further

Case study: Streets project planned for Watford 2016

Summary: In Spring 2016, it is proposed that a streets litter campaign is conducted in five key target areas. The areas have been targeted using service data and crew reported information and will be 50 metre transects to allow for thorough and consistent monitoring. The aim in the campaign is to encourage residents to foster pride in their local area and look after where they live and work. The campaign will include some more traditional elements, such as resident information flyers and bus panels but will also look to utilise street stencilling and interactive displays that are more likely to get people talking and attract press coverage. The team are considering incorporating some of the tactics developed for the Neat Streets project in Westminster, which is highlighted as a case study below. The campaign will also engage school children and methods for doing so include: Theatre in Education performances, a primary school art and prose competition and a litter pick competition.

Monitoring and Evaluation: In the weeks prior to, during and after the campaign street audits will be conducted in the target areas to measure the level of littering. It is proposed that three visits a week are conducted to each site for two weeks. We will also record the number of individuals spoken to during the campaign, as well as the number of children and adults who take part in the litter picking competition, as well as the amount of litter collected through community clean-up activities.

Learning from results: As with all campaigns and activities Veolia undertakes, results and learning outcomes from this will be available to our teams and our clients so that good practice is developed and mistakes or ineffective activities are avoided.








Communications budget summary

The communication budget is divided into three key areas:

- Service change
- Core activities, including chargeable garden waste, service leaflets and crew communication materials
- Project budget

Where the project budget is provided for, this is optional spend and is dependent on the Partnership approving the project. Examples of projects that could be undertaken, are outlined above.

The table below shows the predicted spend in each year and highlights when a service change is taking place and in which years the project budget is expected to be available. The budget will be updated in the Engagement Strategy in agreement with the Partnership to reflect any changes agreed throughout the fine tuning process..

PERIOD	BUDGET					
Mobilisation and Year 1 (2017) <i>(Sutton Service Change, Merton Streets Campaign)</i>	£215,000	✓	✓	✓	✓	
Year 2 (2018) <i>(Merton and Croydon Service Change)</i>	£220,000	✓	✓	✓	✓	
Year 3 (2019)	£186,000		✓	✓	✓	✓
Year 4 (2020)	£186,000		✓	✓	✓	✓
Year 5 (2021)	£186,000		✓	✓	✓	✓
Year 6 (2022) <i>(Kingston Service Change)</i>	£210,000	✓	✓	✓	✓	
Year 7 (2023)	£190,000		✓	✓	✓	✓
Year 8 (2024)	£190,000		✓	✓	✓	✓

Key

Service Change Support



Service Change

Standard Communications Material



Service Leaflets



Chargeable Garden
Waste scheme
promotion



Information
Materials for
crews

Optional Project Budget



Project budget in
years without
service change

The budget has been designed to take into account the individual requirements of each Borough and will vary depending on whether, for example, there are service change requirements or is the need to launch chargeable garden waste promotions .

Veolia also sees the budget as being flexible; if there is any money left over during one year we will look to roll this over into the following year in agreement with the Boroughs.

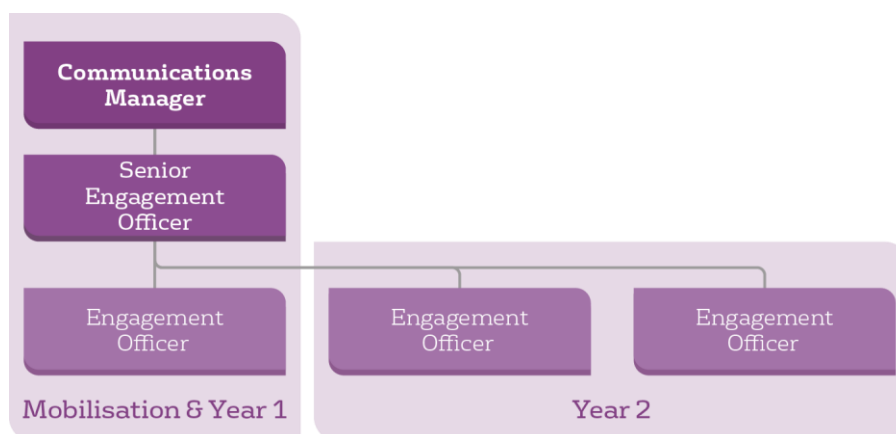
If selected as Preferred Bidder, during the Mobilisation Period the Communication budget and Engagement Strategy will be agreed with the Communications Lead for each Borough to ensure the Plan suits each Borough's requirements.

3.4 Education and Engagement Team

The proposed FTE resources, minimum qualification and summary job description for the staff engaged in customer interface and engagement.

Team Structure

The E&ET, as outlined below, will be established during mobilisation to enable the service change engagement activity for Sutton to take place prior to Service Commencement. The team will also work with the Partnership during this period to agree the Contract branding. The team will be phased in line with the service change roll outs across the Boroughs, with two additional Engagement Officers joining in Year 2 to support the new collection service being introduced in Merton and Croydon.



Please note once recruited the team are permanent until the end of the Contract.

Team Roles

Communications Manager

Specification: Educated to degree level or equivalent with people and budget management experience. The candidate must have an excellent standard of written English, project and data management experience and at least three years of experience in a communications or campaigning role. Waste industry experience will be highly desirable.

The Communications Manager will lead the team and take responsibility for planning activities and managing the budget. They will liaise with the Partnership on all matters and will be expected to have daily contact with relevant members of the Council's teams. The Communication Manager will also deal with press and media enquiries and drive proactive PR in line with campaigns.

Senior Engagement Officer

Specification: Educated to degree level or equivalent, or with significant relevant experience. Some people management experience is desirable and project and data management experience is essential. The candidate must have an excellent standard of written English and at least three years of experience in a communications or campaigning role. Waste industry experience will be highly desirable.

The Senior Engagement Officer will undertake much of the same work as the officers but will support the Communications Manager with project planning and provide additional direction for the officers.

Engagement Officer

Specification: Degree education is desirable but not essential. The candidate must have a good standard of written English and strong IT skills. An ability to motivate self and others as well as a strong interest in reducing the impact of waste on the environment is essential. Waste industry experience will be desirable.

The Engagement Officers will spend the majority of their time working reactively to improve and develop services. This will include responding to complaints from residents that require additional engagement effort to resolve issues and also responding to crew reported issues and trouble spots. This would include reviewing and monitoring service provision and use, undertaking engagement with stakeholders through door knocking and events and/or the provision of literature, providing education support for schools or other bodies. The officers will be able to work flexibly across the Boroughs but each will have their own Borough of focus. They will take part in project work and support service changes or other campaigns, as directed by the Communications Manager.

Working patterns

Typically, working patterns will follow standard office hours on a Monday to Friday basis. However, contracts will make provision for work to be completed out of hours, in the evenings or at weekends. There will also be provision for temporary adjustments to start and finish times to allow the team to get best results from their activities. Veolia is also aware that during service change periods additional hours will be required to ensure residents are fully informed.

Temporary resource

Where required, the Communications Manager will recruit temporary staff to assist in the delivery of campaigns. Any additional staff will be managed within the team.

Contract support resources

The E&ET will be supported by the Administration Team and the Contract's Business Analyst, and wider Regional Business Performance Team. This will allow for the smooth running of regular tasks and give necessary access to data and reports for campaigns to be planned and monitored effectively.

Added value as part of the Veolia London family

The E&ET will be part of a London and UK-wide network of similar teams and will benefit from the sharing of new ideas, information, mentoring, and guidance, training and development opportunities as a result.

The team will also be supported by a London regional Communications Manager and Veolia's corporate Communications and Marketing team, which provides:

- Experienced guidance and mentoring for the Communications Manager and the team

- Research or innovation Veolia invests in outside of the contract, as well as inside.
- Digital campaign support via Veolia's main website and social media presence on Twitter and You Tube
- Support to develop and deliver positive national press coverage and provide further support for campaigns at local level
- Advice and guidance in media relations
- Internal communications support that can be rolled out at contract level

Case study: Neat Streets Campaign, Westminster 2015 *Investing in innovation and research*

Project summary: In 2015 Veolia was a key sponsor of the Neat Streets anti-littering campaign, as well as providing the necessary operational support for the campaign to run. The campaign was led by sustainability charity Hubbub with research and monitoring undertaken by Keep Britain Tidy. It incorporated a wide range of new ideas and tactics to help reduce littering in a trial area, Villiers Street in Westminster. For example the team used giant cigarette displays, a musical ashtray and voting ashtrays.

Results: The campaign has shown positive results, including a 32% reduction in littering generated by the night time economy. The full results are expected to come out before the end of the year. In addition some of the tactics trialled have been highly successful, perhaps most notably the cigarette voting ashtray, shown below.

How are our other partners benefitting? Our partners around London will have direct access to the results of this campaign and our teams have been closely involved so can offer guidance around attempting to implement the approach in other areas. By supporting innovation we are helping our clients to reducing the risk of trying new ideas and finding what works.



3.5 Identifying and Targeting Areas of Improvement

Engaging with Service Users in areas of low participation to improve performance.

The use of data and intelligence to target our work and provide clear and measureable outcomes is core to our proposal. It is outlined as a key commitment at the start of this document.

In section 3.3 above we have described the base line setting and performance measuring mechanisms that underpin this commitment. These mechanisms will ensure that activities can be correctly focused and that the work of the team targets areas where improvements are required. This approach also applies to any project proposals put forward in years where the project budget is available.

3.6 Monitoring and Reporting

How monitoring and reporting of the effectiveness of the engagement activities shall be carried out.

Monitoring

The same mechanisms and measurements that will be used to set baselines and target resources, outlined in section 3.3 above, will be used to monitor results.

In addition the team will report around a variety of untargeted indicators each month, including but not necessarily limited to:

- People engaged via face to face intervention
- Leaflets and other materials distributed
- Schools or community groups visited

Veolia does not wish to set targets for these figures as that can mean they become a 'box-ticking' exercise but believes it is important that they are monitored alongside the primary indicators of success such as round tonnages, crew reports and customer satisfaction and attitudinal surveys.

Reporting

The Communications Manager will provide a monthly and annual review of the progress of the campaigns delivered. In addition to this the Project Budget Business Cases will be presented at an appropriate review meeting for approval.

Information provision to the Partnership

The Councils' teams will be able to access all recorded details of service delivery, intervention with residents and service changes via a web portal – SharePoint.

3.7 Complaints and Enquiries Management

Managing complaints and enquiries, including: recording, reporting, responding and closing.

Veolia will implement a harmonised ICT system, ECHO, for the operation of the Contract. This system operates across 16 of our Contracts and is currently in place at our Croydon and Kingston contracts. The system will be fully integrated with the Councils' CRM systems and will therefore enable a two-way exchange of data between the systems. This will allow service requests and complaints generated in ECHO or in Dynamics to be instantly visible in the corresponding system.

The Boroughs Contact Centres will be responsible for answering and logging calls from residents regarding the Services in the CRM, with the exception of the Commercial Waste Service where Veolia's Customer Service Advisors will be responsible for taking calls.

Once a request or complaint has been raised in ECHO a task will be assigned to the appropriate team; who will pick up the task in real time via their ECHO mobile or in-cab device. The task will be actioned within the required SLA and the crew will update the task with their actions, which will then transfer to the Environmental Managers task list for review. Environmental Managers will undertake daily performance monitoring inspections, and will visit in the field, or liaise with crews via the ECHO Mobile and OnBoard devices, to verify actions taken to address complaints. They will check the actions taken and close the event if they are satisfied it has been dealt with appropriately.

The updates made to the task by the crews will all be visible in Dynamics for the Contact Centre agents to see and the closure of the event, with any additional comments, will update and complete the CRM request.

ECHO will therefore ensure that all service requests and complaints are recorded, with the actions taken and the date upon which they are completed. This will enable us to report on all service requests and complaints received and provide a full audit history.

All Simple and Complex Service Requests and Formal Complaints are handled in accordance with Schedule 15 - Service User Procedure. In addition to this, Veolia will also ensure that all FOI requests, general enquiries and enquiries/requests received by members or MPs are addressed within appropriate timescales as outlined further below.

Simple Service Request

A Simple Service Request, such as a missed bin, will be rectified as per the required SLA period in the specification, in this case within 24 hours.

If a request is received in writing (letter or email) an acknowledgment will be provided to the customer within two business days, with the request itself actioned as per the SLA. Any written service requests received will also be logged in the CRM, and therefore raised in ECHO, for action and reporting in line with the SPIs.

The number and type of service requests received will be reported as per Schedule 6 Reporting Requirements, detailing the actions that were taken and how quickly they were responded to.

Complex Service Request

A Complex Service Request, such as a repeat missed bin, will be captured in the systems, as outlined above, but will be flagged as a more serious service request, and rectified within the required SLA.

In this instance, an acknowledgement will be sent within two Business Days with a detailed response regarding the outcome of an investigation or follow-up actions taken provided within 10 Business Days and as per Schedule 6 Reporting Requirements. Where it is not

possible to respond within 10 Business Days an update will be provided within this time and a detailed response will be provided no later than 20 Business Days from receipt of the initial request.

The number of Simple and Complex Service Requests received will be reported in line with Schedule 6 Reporting Requirements and discussed at the weekly and monthly contract meetings, including explanatory details.

Formal Complaint (Stage 1)

Veolia will support the Partnership in ensuring that any formal complaints received are addressed as high priority and handled appropriately. When a Stage 1 complaint is received it will immediately be allocated to the Operations Manager in the first instance. An acknowledgement will be sent to the Boroughs' Service User Contact Centre confirming that the complaint has been received within two Business Days of receipt.

The Manager assigned to the investigation will work with the relevant Environmental Managers to investigate the issue. Ensuring that any service requests are rectified promptly and where the complaint relates to a member of staff that this is investigated immediately.

A comprehensive response will be compiled, in the same format of the received complaint, and forwarded to the Boroughs' Service User Contact Centre to review and issue the final response to the complainant. The response will be provided in sufficient time to allow the Boroughs' Service User Contact Centre to meet the 10 Business Day response.

Any Stage 1 Complaints received will be reported within the monthly report with an update on progress and accompanying explanation.

In the event that a complaint is escalated to Stage 2 or even to the Local Government Ombudsman, Veolia will ensure that full assistance is provided to the investigatory team and will undertake its own investigation and corrective actions to ensure the issue does not occur again.

The table below provides a summary of the required timescales and responsibilities for managing service complaints.

Stage	Council Response Timescale	Responsibility	Response Agreed by
Acknowledgement to Simple Service Request (received in writing)	2 Business Days	Contractor	Contractor
Acknowledgement to Complex Service Requests (however received)	2 Business Days	Contractor	Contractor
Resolution of Simple and Complex Service Request	Timescales as set out within Schedule 1 (Specification)	Contractor	Contractor

	and Schedule 4 (Services Delivery Plan)		
Response to Complex Service Request	10 Business Days	Contractor	Contractor
Stage 1 Complaint Acknowledgement	2 Business Days	Contractor	Contractor (Acknowledgement provided to Boroughs' Service User Contact Centre for issue)
Stage 1 Complaint Response	10 Business Days	Contractor	Contractor (Response provided to Boroughs' Service User Contact Centre for issue)
Request to escalate to Stage 2	28 Business Days	Service User	N/A
Stage 2 Response	20 Business Days	Relevant Council Service User Care team – Contractor to provide necessary information and contribute to report as required	Assistant Director/Director/Chief Officer/Chief Executive of relevant Council
Local Government Ombudsman	Directed by the LGO (usually 20 Business Days)	Relevant LGO Link Officer	Chief Executive (where appropriate)

The case study below illustrates our commitment to managing service complaints and the importance of achieving the buy-in of the workforce.

Case study: Watford

At Veolia's Watford Contract, the Senior Contract Manager set all staff the 2015 objective of receiving more compliments than complaints to deliver improvements in customer service. This shared goal has helped to deliver a dramatic reduction in complaints at the contract. As a result of this initiative the complaints received across all the services Veolia deliver in Watford reduced from 136 in 2014 to 27 in 2015. The Team also far exceeded their target for compliments with 122 reports of praise received in 2015.

General Enquiries

These will be responded to within [5] business days or as agreed with the relevant Borough.

Members Enquiries

Veolia recognises the importance of dealing promptly and effectively when an enquiry or Complaint is raised by an Elected Member or MP. Any such Complaint or Service Request will be immediately escalated to the Contract Manager for response within the expected time frame of 5 working days, with the proper investigation undertaken. As well as logging this in ECHO for prompt rectification, Veolia will notify the Authorised Officer in writing of any such complaints received.

Freedom of information (FOI) and Environmental Information Regulation (EIR) Requests

Veolia understands that the Authorities are subject to the requirements of the FOIA and the Environmental Information Regulations and will facilitate compliance with their Information disclosure requirements. Upon receiving a request for information from either Authority, Veolia will:

- Provide the relevant Authority with a copy of the required information as soon as practicable and within 10 Working Days (or other period as otherwise agreed with the Authority) of the Council's request
- Provide all necessary assistance to the Authority to enable them to respond within the time for compliance set out in section 10 of the FOIA or Regulation 5 of the Environmental Information Regulations.

Upon receipt of a FOI or EIR request from the Authority, the Contract Manager will be responsible for managing and coordinating the response to these requests, with the relevant members of the team, and an Administrator will log any requests received.

Veolia will ensure that all Information held on behalf of the Council is retained for disclosure for at least seven years from the date it is acquired.

Any Request for Information received by Veolia will be notified to the Authority no later than two Working Days of receipt.

In no event will Veolia respond directly or allow its Sub-Contractors to respond directly to a Request for Information, unless expressly authorised to do so by the Authorised Officer.

3.8 Feedback Analysis and Service Improvement

Demonstration of how the receipt of any Service User survey responses, complaints and feedback shall be used to review practices and result in an improved service.

As discussed in section 3.7 above, customer complaints will be reported regularly in line with Schedule 6 Reporting Requirements. The number and type of complaints received will be discussed at the weekly and monthly contract meetings with an explanation as to why they occurred and what actions had been taken to address this, both short and long term where appropriate.

Frequent customer feedback of this nature will allow us to quickly detect any areas where service improvements are required to allow them to be dealt with rapidly.

Veolia also value feedback from customer surveys and will work with the Partnership Boroughs to ensure that the questions contained in the surveys will enable meaningful feedback to be received that can be translated into corrective action if any areas of underperformance are detected.

Where the results of a customer feedback survey to highlight an area to target for service improvements an action plan will be produced with milestones identified to allow progress to be monitored, this will be reported on at the monthly or quarterly contract meetings as appropriate.

The localised management of the contract, with the “Neighbourhood” based Environmental Managers will allow local members and community groups to have a regular point of contact for them to raise issues regarding any of the services provided in their area, and provide any suggestions for areas of improvement. Veolia understand the importance of these relationships and value the local input.

3.9 Point of Contact [Required Post Contract Award]

Name and contact details for the nominated Waste Education and Awareness representative.

Veolia will provide information Post Contract Award as requested.

4. Communications with Service Users

4.1 Standard Service User Communication

Informing Service Users how to correctly use the Services provided.

Veolia will work with the Partnership and member Boroughs to agree the branding of service literature for the Contract. The standard service literature will consist of a Collection leaflet provided annually around October-November time, informing residents of their collection service and collection days and any changes over the Christmas period. An example from our Brent contract is provided below, and attached in full at Appendix 8a.



In addition to this, Veolia will also issue a supplementary annual chargeable garden waste scheme leaflet to kerbside properties promoting the service.

Information will be issued to the Partnership Boroughs to allow them to provide full details of the services via their websites and to promote them through other digital channels as appropriate.

Veolia can work with the Partnership to produce ‘How-to’ videos to promote the correct use of the services provide information on what happens to recycled or reused materials.

4.2 Engagement with Individual Service Users

Identifying the incorrect use of the Service and notifying individual Service users.

As described earlier in this method statement the E&ET budget will provide for the crew communication tools, to allow them to inform householders of any issues detected when they empty their containers, such as: the presence of contamination, an overweight bin, bulky item not presented, standard recycling literature, service information to be provided to new properties with the delivery of new containers.

The E&ET will support the crews to educate residents in the correct use of the services; the table below illustrates how incorrect use of the services by householder can be escalated, these triggers will be agreed with the Partnership.

Area	Frequency	Trigger points	Reaction from E&ET
Contamination	Daily reports	First report	Bin tag added, instructing customer to remove contamination or contact us.
		Second consecutive report	Bin tag added or left, bin emptied next refuse collection, letter sent to resident
		Third consecutive report	Bin tag added or left, visit from E&ET. If contact made or residents contacts us, bin can be emptied next refuse collection
		Fourth consecutive report	Bin tag added or left. Case passed to enforcement
Crew reported issues - no access, overweight	Weekly reports	Two consecutive reports for the same property	EMs to investigate with crews and take with action. The E&ET will get involved where additional communication or engagement with the crews or residents is needed.
Crew reported issues - recycling or food waste not presented	Ad hoc	Used for campaign work	E&ET will utilise these reports to help target particular campaigns.
Repeat missed	Daily reports	Two upheld MCs in four cycles	This will be an operational process with crews needing to positively confirm properties that have been missed more than once. This will be in place for six weeks once triggered. The E&ET will get involved if there is a request for training and education from the EM.
Resident complaint	Weekly reports	Complaint received	This will be an operational process with crews needing to positively confirm properties that have been missed more than once. Investigated by EM, E&ET to provide communication or engagement to support resolution, as required.

Complaints heat maps	Monthly	Improvements targeted throughout the year. Unusual clusters by street or estate reacted to.	Utilised by E&ET to identify hotspots and tackle as needed. This could include, educating residents or crews or recommending service reconfigurations to tackle recurring issues.
Fly tip heat map	Weekly reports	Improvements targeted throughout the year. Unusual clusters by street or estate reacted to.	Utilised by E&ET to identify hotspots and target

4.3 Service Notices

Details of Service notices (when they will be issued, and format and content) to be provided to Service Users (for example to inform of contamination).

Veolia propose the following standard literature to be issued by the crews to inform residents of any issues with the collection of their containers:

- Contamination bin hangers/stickers for recyclates food waste and garden waste
- Stickers to indicate overweight bins
- Recycling and contact information that can be given to residents
- Unable to collect card for bulky waste collections with details of how to reschedule a visit

Where a problem persists and a trigger point it reached, as outlined in the table above, the E&ET will issue standard form letters/leaflets in the first instance in a format that has been agreed by the Authorised Officer. If this does not resolve the issue they will visit the resident, to explain the issue, providing them with service literature.

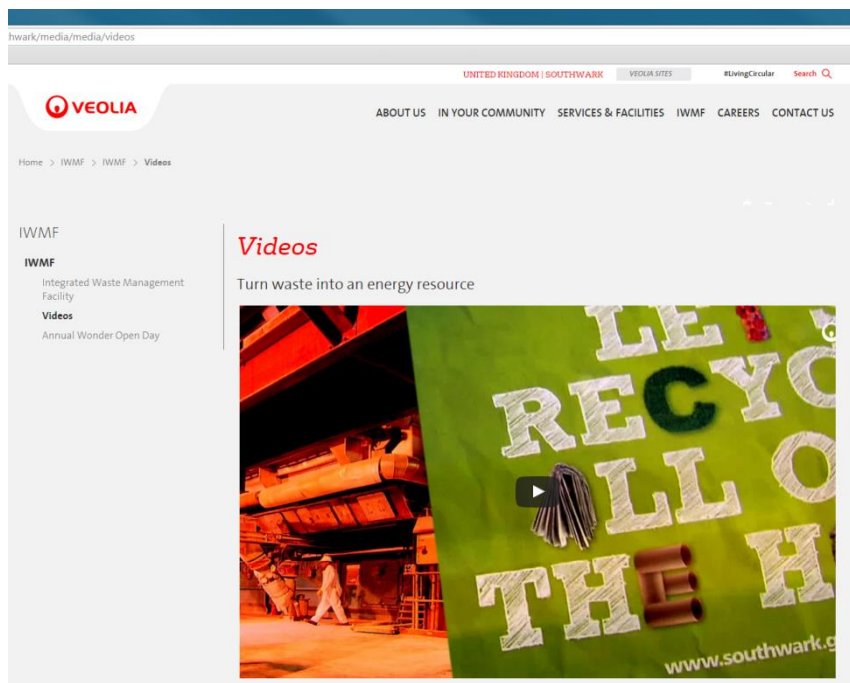
4.4 Promoting Recycling and Reuse Processes

Informing Service Users of how the segregated materials are managed post collection, including reprocessing/ treatment and end use details.

Veolia understand the importance of promoting the benefits of reusing, recycling and diverting waste from landfill. We offer tours of our facilities, where safe to do so, and our Integrated Waste Management Facility at Southwark has an education centre for schools to visit.



We also produce videos such as the one illustrated below showing how waste can be used as a resource. We would like to work with the Partnership and Viridor to promote a common message across the four Boroughs about how their waste is being processed. Our E&ET will produce information that can be shared on the Boroughs' websites and in schools if requested.



4.5 Interaction with Partnership and Boroughs' websites

Veolia will provide information to the Partnership Boroughs to allow them to keep their websites up-to-date with the latest service information. This will include:

- Details of collections service and when the new service will be rolled out
- Details of the materials that can be recycled and which container they should be presented in.
- Household collection schedule details so residents can check their collection day
- Bulky waste collection online booking
- Information on campaigns that are being run by the E&ET and how to get involved

Our ECHO system will be fully integrated with the Boroughs' CRM systems which will allow residents to log a request through their online accounts or using online forms and this will be raised in ECHO in real time for the team to action. When the request is updated in ECHO it will automatically update the CRM system request and provide the resident with an update on the status of their request.

In addition, Veolia will support the Boroughs' desired shift towards digital contact and communication through the following measures:

- Ensuring that information provided online is accurate and comprehensive
- Utilising social media channels to deliver messages and engage audiences

- Removing phone numbers from communication materials where possible (with client guidance)
- Seeking to create digital content such as short videos, images etc. to support online communication – E&ET trained in this area with access to appropriate tools
- Structuring campaigns to drive digital engagement where possible – social media and competitions
- Capturing email addresses and contact permissions wherever appropriate to build e-mailing lists
- Training crews and other staff as needed to direct people first to websites

5. Liaison with other stakeholders

Summarise the liaison and communications with other relevant stakeholders that is anticipated as part of the various service elements.

To be effective in supporting service developments and trouble-shooting problem areas, The E&ET will map and make contact with stakeholders, community groups and third party organisations across the Partnership Boroughs. We will also develop a Stakeholder Engagement Strategy.

5.1 Stakeholder Engagement Strategy

The aim of the strategy will be to:

- Under guidance from the Partnership, map and make contact with relevant stakeholder groups
- Establish a programme of appropriate communication. This could include disseminating information via newsletters or electronic updates, arranging group forums for queries for concerns to be raised and identifying the need for one to one meetings, if required.
- Working with key stakeholders to ensure that they have the right points of contact within Veolia

5.2 Stakeholder engagement via social media

Twitter is increasingly being used as an avenue for individuals and community groups to promote their agenda and Veolia is working with its clients in a number of London boroughs to find the best ways to tackle this. Veolia will detail an approach to be agreed in the Engagement Strategy.



Stakeholders would include but not necessarily limited to:

- Housing associations and Managing Agents
- Elected members
- Other Council departments such as Housing, Resident Involvement, Community Safety
- Residents across the four Boroughs

- Local third sector organisations, such as Groundwork and Kingston Community Furniture
- Tenants groups or residents associations and other resident groups
- Schools, colleges and universities.
- Community groups including places of worship
- Local action or pressure groups
- Bloggers or other vocal individuals in the social media space
- Local businesses
- Local press

By building strong relationships with stakeholder groups, Veolia expects to be able to leverage support for services and campaigns.

6. Changes to Service

6.1 Permanent Service Changes

Informing Service Users of permanent changes to their Services.

For the implementation of the new Collections service across the Boroughs, Veolia will develop a communications plan in consultation with the Partnership. The plan will detail the strategy and process for informing stakeholders and service users about their new service. The plan will be developed during preferred bidder stage and will be implemented with the approval of the Authorised Officer. During Fine Tuning, Veolia will develop a Service change plan for Sutton. For the other Boroughs, these will be drafted and agreed as appropriate in the annual communications planning cycle.

As outlined earlier in this method statement the service change literature will be tailored to meet the needs of the diverse demographic across the Boroughs. A joint campaign will be agreed with the Partnership to launch the new Collections service, promoting the benefits and informing residents how it may impact them. This will be done around 3-4 months prior to the service change and as agreed by the Authorised Officer. For further information on timings of communications please refer to the Stakeholder Engagement Strategy.

Veolia will work with the Partnership to identify efficiencies throughout the life of the Contract and adapt to changing needs of the local areas. Where service changes are agreed those impacted by the change will be informed as a minimum eight weeks prior to the change with a reminder issued 1-2 weeks before implementation.

6.2 Temporary Service Changes

Informing Service Users of temporary changes to their Service and what circumstances would require this.

Where a temporary service change is required, Veolia will seek approval from the Authorised Officer for the change and inform residents through letters or leaflets with as much notice as

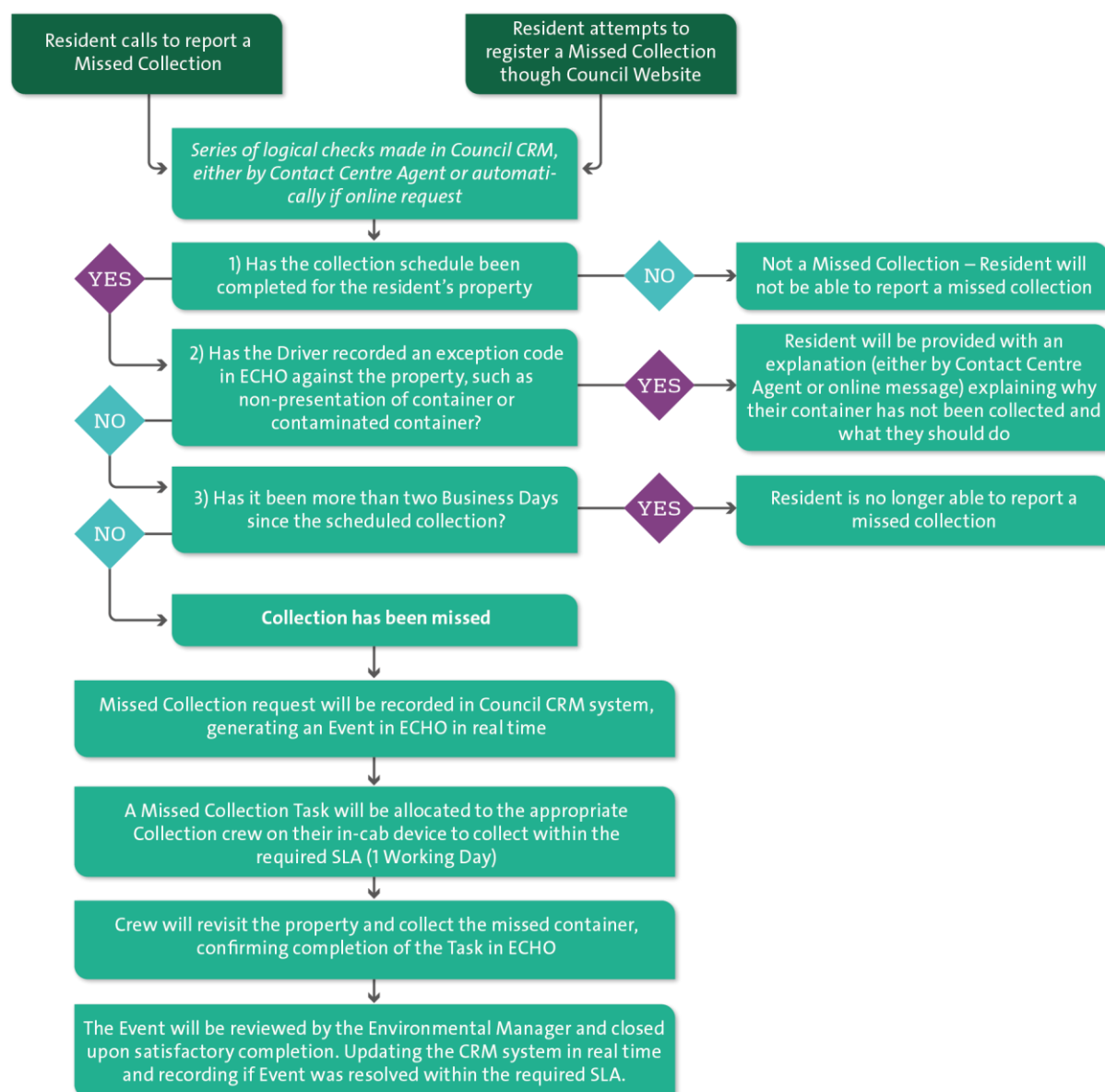
the circumstances allow. A temporary service change may be required if a number of roads are inaccessible for a period of time.

7. Process Maps

Provide process maps showing how the following customer service enquiries shall be handled: missed bins, spilt waste complaint, new receptacle request, assisted collection request and larger bin request. The process maps should detail response times and actions to be taken and the information flows between parties.

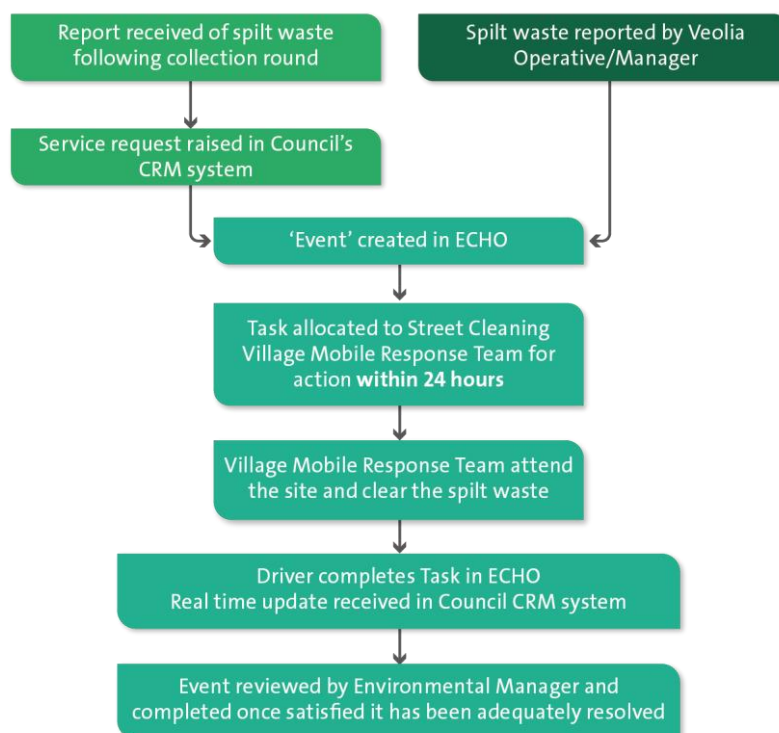
The process flows below show how each of the following processes will be captured and responded to:

Missed Collection

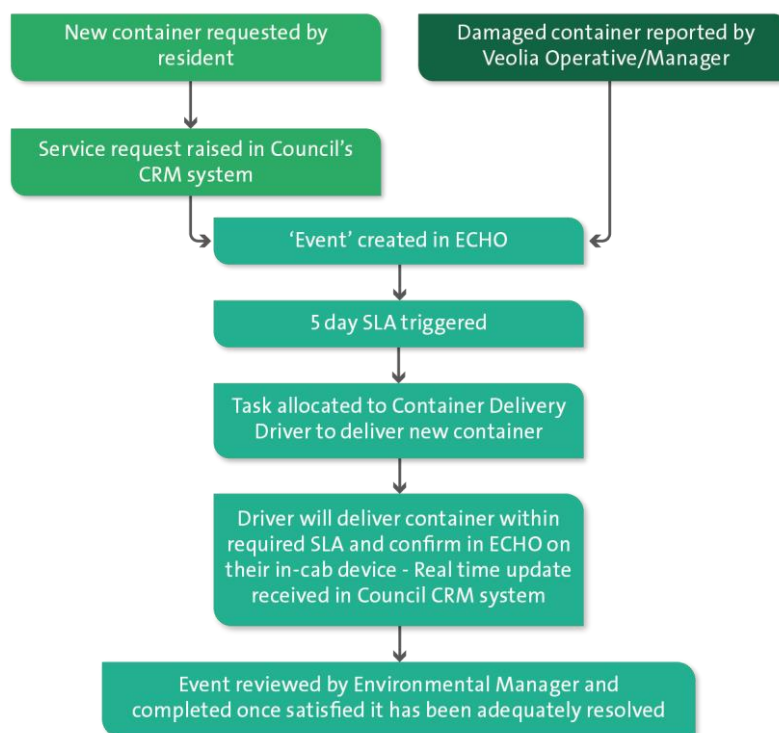


As per the process flow above, residents must raise missed collections within two Business Days. Veolia will be scheduling properties to have collection days next to each other as far as is possible and the two day limit will therefore reduce unproductive travel time back to collect missed bins.

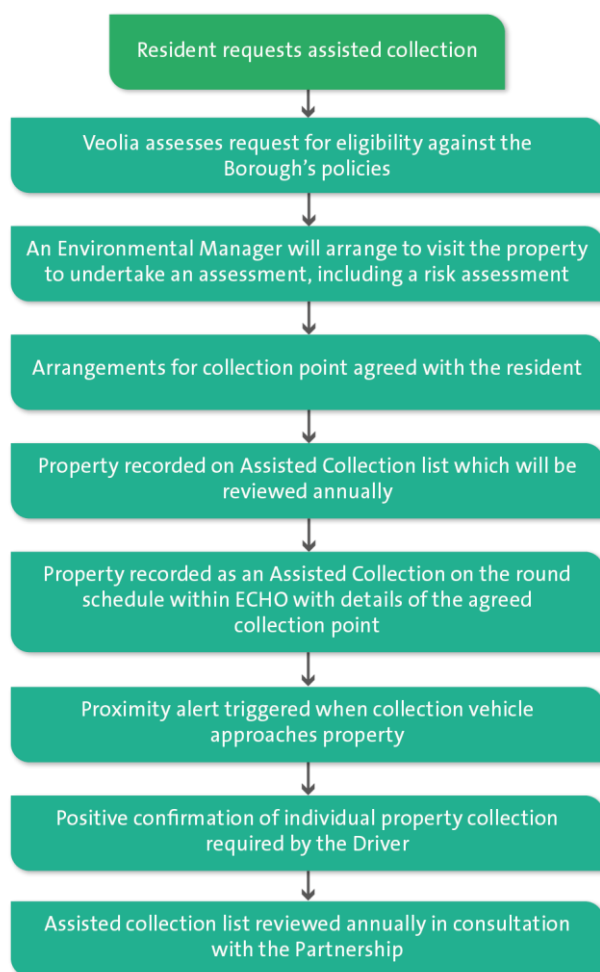
Spilt Waste Complaint



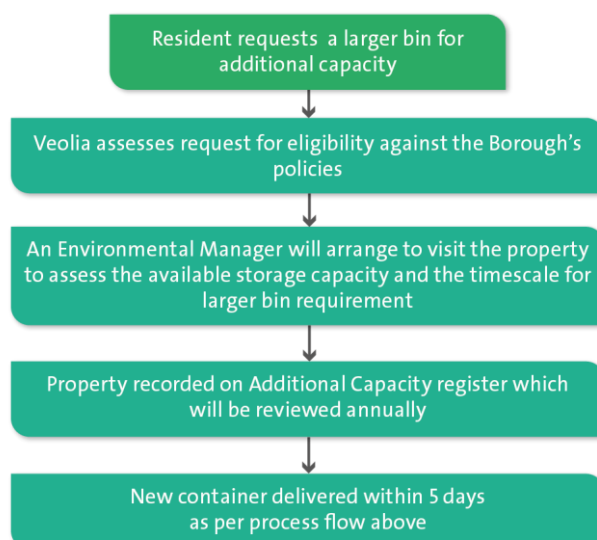
New Receptacle Request



Assisted Collection Request



Larger Bin Request



8. Added Value

Veolia's proposal will deliver added value through the following:

- Experienced network of regional communication and engagement teams
- Sharing of best practice and campaign successes across similar contracts
- Recently mobilised HRRC contract, so have worked with the Partnership to understanding the requirements for branding and communication material
- Project budget available in addition to the core communication and engagement budget, which can be rebated back to the Partnership if not utilised