

**Waste & Street Cleansing Scrutiny Review - Summary of Recommendations:**

Number	Recommendation
1	TUPE information should be provided earlier in the tender process (as far as permitted by legislation) in future projects.
2	Training for contracted staff prior to the new service is essential to ensure a smooth transition. Where possible use a phased approach for training to minimise service disruption.
3	Where relevant, the council should request that the contractor considers the use of personal safety cameras for their operatives if they are not explicitly mentioned in a bid, and also that CCTV on vehicles should be operational from day one of the next contract.
4	For future project implementation where there will be a change to a service, ensure there is adequate staff resource in place to deal with potentially high levels of incoming queries.
5	Ensure the appropriate skills are in place at contract implementation.
6	Ensure data is provided earlier, with agreed timescales, in the tender process and carry out checks to ensure it is correct.
7	The Contract and Resources team are consulted in the early stages of a planning application to ensure that estate design takes account of the ease and consistency of bin collections and that the accessibility of communal bin stores is assessed.
8	An annual review should be requested to ensure rounds do not become unmanageable over time due to new housing development.
9	Reassess if Equality Impact Assessments (EqIA) should be carried out at key points during tender preparation. If there are any significant changes to a contract or when unexpected problems arise, this should trigger the completion of an EqIA.
10	Link Contract Monitoring Officers (CMOs) to vulnerable properties better in times of disruption so that potential problems are identified quickly.
11	Member working group meetings during tender and mobilisation were useful, however needed more regular updates to the parent committee. Request that the Constitutional Working Group agree a model set of Terms of Reference (TOR) as a guide, so that at the implementation of each new working group, full and clear TOR can be set.
12	Adequate officer resourcing should be put in place at the outset so that SBC are prepared for any worst-case scenario situation.

13	If it becomes apparent that a service is going to change significantly, the responsible Service Committee should consider calling it in for scrutiny, even if it is late in the day. To assist with this, the mechanism for Service Committees to scrutinise should be clarified.
14	As a matter of course when working on a new tender, learnings from scrutiny reviews and project evaluations from the previous contract, should be available to review.
15	The process for councillors to report issues to officers should be made clear from the outset of a new contract to ensure that duplicate reports are not made to multiple officers.
16	For future major projects, ensure that scrutiny is carried out in the preparation and implementation phases to assess risk and in advance put precautionary additional resource in place in readiness for the unknown.
17	Ensure the member/officer protocol covers working relationships in strategic meetings so that they are a safe space where officers and Members will have confidence there will not be a blame culture.
18	Consider holding briefings twice a year for all councillors where information can be shared on what teams throughout the council are working on and have planned for the future to assist with improving member/officer working relationships.
19	Clarity on decision making processes under the Committee system should be established so it is clear where decisions are made on operational solutions in any future emergency situation.
20	Regular member update meetings have been useful and should be implemented if there are similar ongoing incidents in the future.
21	Annual contract updates to be presented at the Environment & Climate Change Committee moving forwards.
22	A request for training on data interpretation to be referred to the Member Development Working Group. Any data provided for members should be clearly presented in an easily understandable format.
23	Ensure the project communications plan considers major service changes and how to respond in periods of disruption, with particular reference to the use of social media.