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Thursday, 2 November 2017

To: The Members of the **Joint Waste Collection Services Committee**
(Councillors: Mrs Vivienne Chapman (Vice Chairman), Barry Fairbank,
Mike Goodman, Beryl Hunwicks (Chairman) and Cllr David Mir)

**In accordance with the Substitute Protocol at Part 4 of the Constitution,
Members who are unable to attend this meeting should give their apologies and
arrange for one of the appointed substitutes, as listed below, to attend.
Members should also inform their group leader of the arrangements made.**

Substitutes: Councillors Josephine Hawkins, Malcolm Ladell and Cllr Stuart Selleck

Dear Councillor,

A meeting of the **Joint Waste Collection Services Committee** will be held at Council Chamber, Surrey Heath House, Knoll Road, Camberley, GU15 3HD on **Friday, 10 November 2017 at 10.00 am**. The agenda will be set out as below.

Please note that this meeting will be recorded.

Yours sincerely

Karen Whelan

Chief Executive

AGENDA

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1 Apologies of Absence	-
2 Minutes of Last Meeting	1 - 4
3 Declaration of Interests	-
4 Performance Report (updated)	5 - 18
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6 Mobilisation Update	23 - 26
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10	New Joiners - verbal update	-

**Minutes of a Meeting of the Joint
Waste Collection Services Committee
held at Chamber on 15 June 2017**

+ Cllr Beryl Hunwicks (Chairman)
+ Cllr Mrs Vivienne Chapman (Vice Chairman)

+ Cllr Barry Fairbank
+ Cllr Mike Goodman
+ Cllr David Mir
+ Present
- Apologies for absence presented

In Attendance: Paul Anderson, Lee Brewin, Ismina Harvey, Anthony Jeziorski, Cllr Malcolm Ladell, Ray Lee, Tim Pashen, Matt Smyth, Douglas Spinks and Helen Trew.

Jason Russell, the Director of Environment , SCC was also in attendance.

1/JW Election of Chairman and Vice Chairman

In accordance with the Inter Authority Agreement, it was noted that the term of office for the Chairman and Vice Chairman would be three years. Therefore it was recorded that Councillor Beryl Hunwicks and Councillor Vivienne Chapman would be the Chairman and Vice Chairman respectively, of the Joint Waste Contract Services Committee until 8 December 2019.

2/JW Minutes of Last Meeting

The minutes of the meeting held on 17 March 2017 were confirmed and signed by the Chairman.

3/JW Mobilisation Update

It was noted that the contract had been signed by all partners on 25 May 2017. This had been a little later than planned due to the review of the rural collections process. Elmbridge Borough Council had mobilised on 3 June 2017.

It was noted that there had been significant progress with ICT and the customer contact web forms. There had been a useful demonstration of the ICT on 11 May 2017 in Liverpool, where the Amey contact centre was located. The finalisation of the web forms was a priority, working closely with Amey and staying customer focussed. The target was to have the new system in place by September 2017. The Committee was advised that existing CRM systems were being used at Elmbridge for the time being.

The Committee was advised that there had been a few teething during the early stages of the mobilisation and officers were working with Amey to improve this. Additional collection crews have been brought in by Amey and staff on the ground were working very hard to adapt to the new rounds and ways of working.

Food waste is now collected in a separate vehicle, which creates more flexibility in the service, but is taking longer than anticipated to bed in. An additional catch up crew is dedicated to food waste collection and the service is improving every day.

There would be a meeting later this month to look at lessons learnt which will be used as guidance for the future mobilisations. Woking Borough Council's new service will go live in September 2017.

The Director of Joint Waste Solutions advised the Committee that the focus was on enabling staff to get used to the new ways of working whilst providing catch up resource in the short term. He further advised that Amey's Partnership Director was very experienced in managing waste and street cleansing services and was fully committed to delivering an excellent service.

Clarification was sought regarding why the food caddy vehicle could not follow the recycling vehicle on the rounds but it was confirmed that the vehicles travelled at different speeds.

It was noted that residents would receive information regarding the Woking Borough Council Mobilisation in early September 2017 and it was agreed that it would be important to show the changes to the existing service in bold and also language needed to be considered, particularly for the Urdu community.

The Chairman thanked the Director, the Contract Implementation Manager and officers for all of their work.

Resolved that the report be noted.

4/JW Legal Update

It was noted that Emma Day had carried out a lot of work in an excellent and professional manner. It had been a huge milestone to be able to sign the contract recently after almost three years working on it. It was also confirmed that the signing of the IAA by 5 Local Authorities was also a huge milestone.

It was confirmed that Amey would be an excellent contractor, mobilising 55,000 households with a 95% success rate.

The Lead Officer advised the committee that the IAA allowed, if required, Joint Waste Solutions (JWS) to form a company; this would be mainly to protect the identity and logo of JWS. Investigations into this would be carried out and a detailed report would be brought to this Committee for consideration followed by a Tier One decision at each authority. An option would be to register JWS as a dormant company which would not carry a high cost.

The Chairman commended all the hard work carried out by Emma Day.

Resolved that the verbal update be noted.

5/JW Organisational Development and Service Improvement

The Committee discussed the organisational development for JWS and the service improvement.

The Committee was updated regarding the transition period from Local Authority to JWS, including the web presence by September and imminent email addresses for staff. The Lead Officer and the JWS Director had met with staff individually and collectively to ensure that staff understood the direction of travel and that any issues were resolved. The staff were very dedicated and the overall impression was that progress was already being made towards JWS officers feeling like one team. Appraisals would be carried out and this would provide an opportunity for staff to comment on areas they feel could be improved, ultimately forming the basis of an improvement programme.

The structure attached to the report would be resent to Members to show the names of officers filling each post. There were a few gaps in the structure and interviews would be carried out soon. The contracts would be fixed term.

All key corporate advisors were still in place.

It was agreed that communications was a key area for JWS.

As each Authority had different ways of working with varying demographics, it was considered that an SLA should be developed between JWS and each authority. What JWS could do for the authorities and what authorities could do for JWS would be looked into in detail. The following three steps were discussed:

- Identity baseline – compare each authority, how they carry out tasks and look at 16/17 budgets;
- Agree mandate – consolidate position;
- Develop strategy – vision and priorities, develop a shared action plan.

Members were advised that a detailed programme of activity was being created setting out timelines. Costs such as corporate overheads needed to be looked at and areas in which other costs fell, for example training. Some authorities held this budget in waste, others in corporate budgets. Projected budget figures would be brought to the next meeting.

The Chairman thanked the JWS Director for his report.

Resolved that:

- **the report be noted;**
- **the JWS structure including names of officers be emailed to Members; and**
- **budget figures be brought to the next committee meeting.**

Chairman

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Quarterly Contract Service Report

Q2 2017/18

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Financial Indicators

Core Invoices:

Invoices are to be raised on the first working day of the month with payment received by the last working day of the month.

Agreement as to the number of households in each authority area, as defined under the contract, has not been reached. The contract states Amey is to receive UPRN dataset plus overlaid expectation of housing growth over the year.

Currently the June and July core invoices for Elmbridge are overdue for payment. These invoices are due to be paid by JWS on the signing of an agreement over performance during those months. August and Septembers core invoices have been paid.

Variable Invoices:

Invoices are to be raised on the third Tuesday of each month having been jointly agreed by both parties. Invoices are paid on 30day payment terms from the date raised.

Currently no variable invoices have been paid.

The June and July invoices are due to be paid by JWS on the signing of an agreement over performance during those months. August and Septembers invoices still have some associated queries which we are working to resolve for the end of the week.

Monies taken on behalf of JWS

On September 11th Amey started to take payments on behalf of JWS.

In the first month, we collected £16,597.50 across 377 transactions. This money has been deposited into a JWS-dedicated account in Amey's name whilst reconciliation takes place in accordance with the agreed audit principles – before being paid over to JWS.

KPI Performance

Elmbridge

The collection of household waste has been a major challenge due to staffing issues and round mapping issues.

Missed collections are now c.25% of what they were at the start of the contract and we are still actively working towards meeting the contract standard of no more than 80 missed per 100,000.

Ref.	Description	Authority	Basis of Assessment	July		August		September	
				Target	Performance	Target	Performance	Target	Performance
KPI1	Missed Collection	Elmbridge	per 100,000	200	839	100	399	80	272
KPI2	Missed Assisted Collection	Elmbridge	incidences	5	309	5	230	0	133
KPI3	Missed Collection not Rectified	Elmbridge	incidences	5	4386	5	222	0	331
KPI4	Repeat Missed Collection	Elmbridge	incidences	5	see note (1)	5	see note (1)	0	see note (1)
KPI5	Repeat Missed Assisted Collection	Elmbridge	incidences	5	see note (1)	5	see note (1)	0	see note (1)
KPI6	Reported Spillage	Elmbridge	incidences	5	0	5	1	0	1
KPI7	Reported Waste Separation Failure	Elmbridge	incidences	0	1	0	3	0	1
KPI8	Failure to Carry out Collection as specified (Assisted Collection)	Elmbridge	incidences	5	0	5	0	0	0
KPI9	Failure to Carry out Collection as specified (Non-Assisted Collection)	Elmbridge	incidences	5	0	5	0	5	0
KPI10	Missed Bulky Collection	Elmbridge	incidences	5	0	5	0	0	0
KPI11	Street Cleaning Performance Failure Not Rectified	Elmbridge	incidences	5	4	5	8	0	1
KPI12	Flytipping, Flyposting or Graffiti Non Removal	Elmbridge	incidences	5	0	5	0	0	0
KPI13	Customer Contact Services Response Times Not Met	Elmbridge	incidences						
KPI14	Garden Waste Cancellation (Missed Collections)	Elmbridge	incidences	5	0	5	0	0	0
KPI15a	Litter Survey (LADS)	Elmbridge	Litter	5	4	5	4	5	6
KPI15b	Detritus Survey (LADS)	Elmbridge	Detritus	12	22	12	22	12	18

(1) data under review

Our main focus going into the next quarter remains the collection service. We anticipate that migrating crews onto in-cabs for the start of November, this will help drive down missed bins by enabling the crews to report issues in real time through the in-cab interface.

Whilst the current run rate of missed bins has reduced significantly month on month from initial levels, a huge focus is being made to reduce these further.

Woking

September was the first month in which Amey operated the service for JWS in Woking.

Ref.	Description	Authority	Basis of Assessment	July		August		September	
				Target	Performance	Target	Performance	Target	Performance
KPI1	Missed Collection	Woking	per 100,000					300	17
KPI2	Missed Assisted Collection	Woking	incidences					5	9
KPI3	Missed Collection not Rectified	Woking	incidences					5	12
KPI4	Repeat Missed Collection	Woking	incidences					5	5
KPI5	Repeat Missed Assisted Collection	Woking	incidences					5	0
KPI6	Reported Spillage	Woking	incidences					5	0
KPI7	Reported Waste Separation Failure	Woking	incidences					0	0
KPI8	Failure to Carry out Collection as specified (Assisted Collection)	Woking	incidences					5	3
KPI9	Failure to Carry out Collection as specified (Non-Assisted Collection)	Woking	incidences					5	0
KPI10	Missed Bulky Collection	Woking	incidences					5	18
KPI11	Street Cleaning Performance Failure Not Rectified	Woking	incidences						
KPI12	Flytipping, Flyposting or Graffiti Non Removal	Woking	incidences					5	0
KPI13	Customer Contact Services Response Times Not Met	Woking	incidences					5	66
KPI14	Garden Waste Cancellation (Missed Collections)	Woking	incidences					5	0
KPI15a	Litter Survey (LADS)	Woking	Litter						
KPI15b	Detritus Survey (LADS)	Woking	Detritus						

Increased focus is being placed on ensuring that any missed collections are rectified within the agreed timetable.

We will be re-focusing our supervision team monitoring that crews are making bulky collections on the day that they are meant to be undertaken.

We have identified a need within our bulky waste recording systems to update notes where someone requests a change in the collection date from that originally agreed as it otherwise shows as overdue, this will be monitored by the supervision team daily.

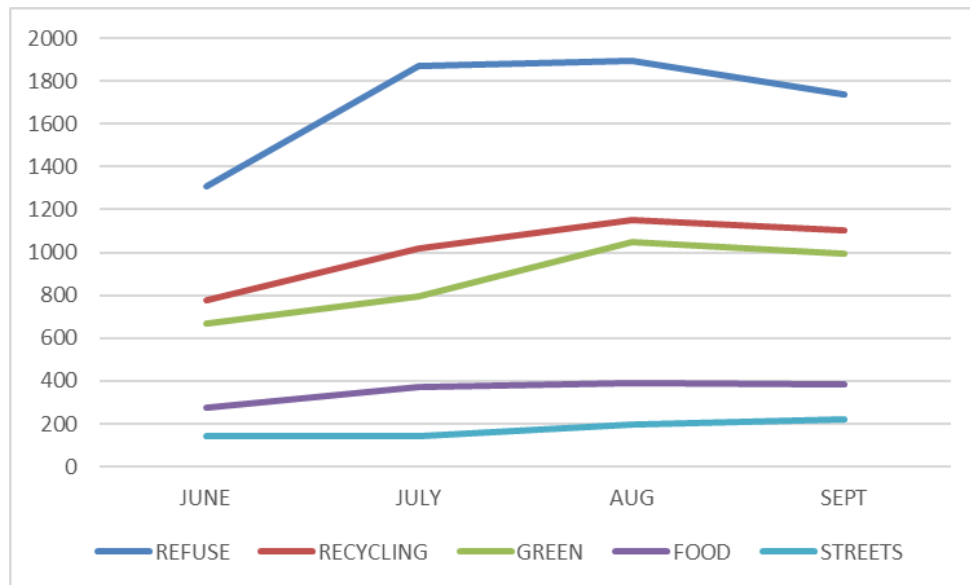
Summary of Material Collected

Tonnage data has been compiled by Amey for the population of this report. As it relies upon driver tickets only it has not been reconciled and is therefore liable to change.

Elmbridge:

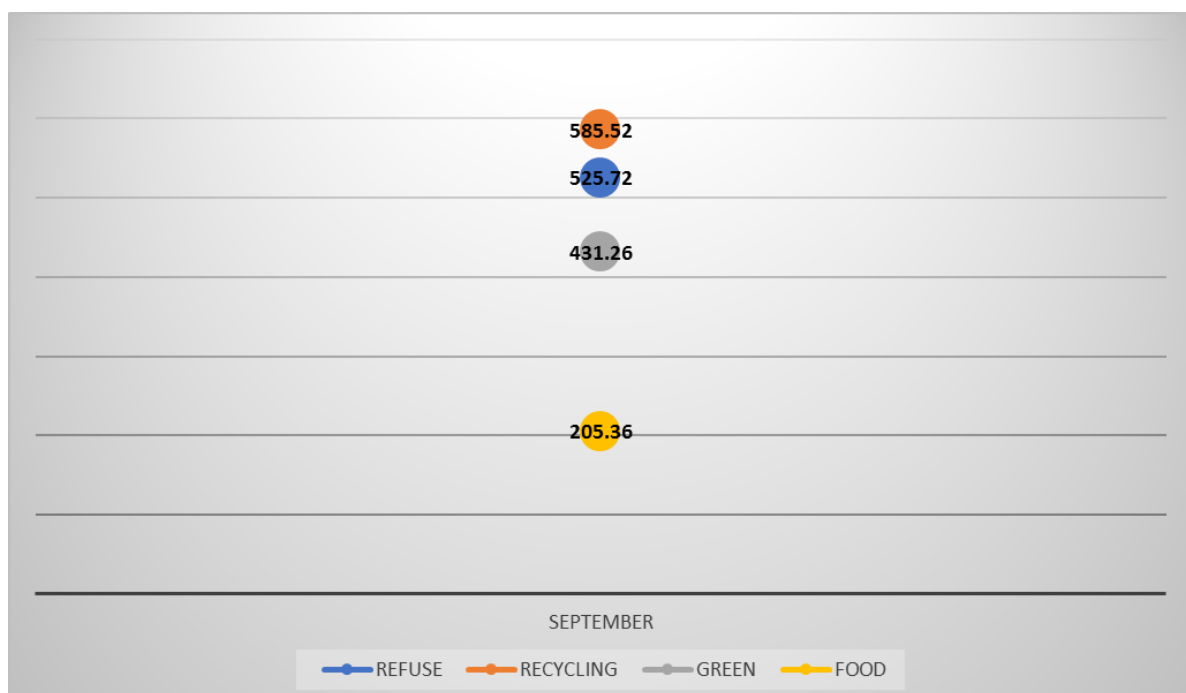
Over the last quarter, we have seen significant increase in the Garden waste collected weights which has directly influenced our resourcing requirements. The increases on the recycling & refuse have reflected a performance improvement on both these services in comparison to the June collections.

Over the next quarter we expect to see an increase in streets arisings with the collection of leafing material.



Woking

At this stage we are not able to report on trends as the contract commenced 11th September. Data below is for the period Amey collected and not the full month.



Local Performance Indicators

The below Local Performance Indicators were outlined within the bid with many being reported on as data comes online. The use of these indicators has not been formally agreed by both parties nor in all cases - the process by which they will be calculated.

Amey has been reporting against the following KPI's on a monthly basis to date:

Local Performance Indicator	Target	Elmbridge	Woking
Provision of required representatives to attend meetings as set out in Schedule 9 Contract Management	100%	100%	100%
Provision of Clinical Waste collection service 10 working days following receipt of notifications	100%	100%	100%
To ensure that the full complement of vehicles are available on a daily basis	100%	100%	100%
Removal of dead animals	Removal within 3 working hrs	100%	N/A
Events cleaning	Clean within 2 hrs of closure	Ride London event on 30th July. Event cleaning was carried out as per agreed plans.	N/A
Fly tips	Removal within 1 working day	96%	N/A
Graffiti and Fly-posting (non-offensive)	Removal within 3 working days	100%	N/A
Graffiti and Fly-posting (offensive)	Removal within 4 working hours	100%	N/A
Upon receipt of an instruction from the Authorised Officer, we will deliver Containers to Households within 5 Working Days	5 Working Days	Failed	100%
Availability of compliant Depots to conduct the JWCC Councils' services	100%	Available yes. Compliant no.	In progress
Exchange of information with the JWCC Council's Enforcement Team to identify hotspots of non-compliance within the contract area	Weekly	Information is being exchanged	Framework is in place to exchange
Provision of AHP Collection Service 10 working days following receipt of notification	100%	100%	100%

With the introduction of the payment portals in September, Amey can now report on:

LPI	Target	Elmbridge	Woking
Total number of subscribers	N/A	19,280	14,622

Number of new subscribers and cancellations to demonstrate the take up of the service	N/A	464 new and 376 lost	168 new customer. None lost
Number of cancellations due to poor service	N/A	N/A	0
Number of subscribers by payment method	N/A	2135 by DD 219 by cheque, 642 by ATP, 26 unknown and 16258 by card	14,616 by Card 6 by DD
Number of failed Direct Debits	N/A	N/A	0
Number of subscribers receiving concessionary rates	N/A	N/A	17
Number of bins per subscriber	N/A	1.138	1.224

The below LPI's are being actioned such that they can be reported at the end of the contract year (or longer as dictated)

Proposed LPI	Target	Comment
Talent Tracker: Commitment for the nomination of two JWCC employees annually for the programme	2 employees per annum	Ongoing process over the year
Establishment of baseline carbon data then a year-on-year reduction on carbon emissions	1% per year	Routine contract carbon reporting in place to build into annual review
Number of Apprenticeships	2% of final staff no's on contract	Count of actual at the end of the year
Assist in the preparation and review of Equalities Impact Assessments	100% of all undertaken	HR are available to JWS on request.
Conduct an 'Open Surrey Smart Innovation Lab' with local businesses in Partnership with the JWCC Councils	Once every five years	JWS Amey to agree when Lab is to take place
Annual Profit Margin	Achievement of Profit Margin	Standard reporting.
To benchmark a minimum of four LPI's against other Amey Contracts and Partnerships	4 LPI's	JWS Amey to agree what will be benchmarked, against whom and when.
Undertaking Joint Inspection/Audit and Training to Authorised users	Once with an annual refresh	To be confirmed. No known issues
Business Process Reengineering review in first year after all 4 Authorities have joined	20 Days	Not due until August 2018
To develop Annual Service Improvement Certificates in conjunction with the budget setting process	3 per annum	Generated as a result of the Quarterly Partnership Meeting outcomes
Number of days of customer care training per year per employee	5	Count of actual incl. within annual report
Calculating the cost of waste managements per household	Annual	Agreement needed if to be based on core invoices only or include variable invoices
Review of round configuration	Once during the lifetime of the contract	Agreement as to timing and extent to be made during 2018.
Formulation of a Bring Site development plan	Within 3 years of the contract start date	To be confirmed. No known issues

Proposed LPI	Target	Comment
Review of properties classed as Other Non-Domestic to ensure the data is accurate	End of year 3 of the contract (when all 4 Councils have joined the JWCC)	Recommend undertaken annually alongside UPRN updates.
Establish a baseline tonnage for Other Recycling Materials and increase annually	1%	Require 2016/17 data for comparison in monthly reports
Increase the % of items re-used as part of the bulky waste collection service (Baseline required)	2%	Standard reporting
Establish baseline data for commercial waste recycling; increase recycling rate year on year	5% increase year on year	No commercial service is in place.
Customer satisfaction with Street Cleaning Service	Establish baseline. 1% increase per annum	JWS and Amey have yet to agree how customer satisfaction will be determined.
Removal of dead animals	Removal within 3 working hrs	
Events cleaning	Clean within 2 hrs of closure	
Fly tips	Removal within 1 working day	
Graffiti and Fly-posting (non-offensive)	Removal within 3 working days	
Graffiti and Fly-posting (offensive)	Removal within 4 working hours	
Work with the Authority to develop a logistics plan to agree the location of the nearest/best placed disposal point for each collection round.	At the end of year 3 of the contract	To be confirmed. No known issues
Provide a minimum of 5 slots annually to participate on Amey Health and Safety training for JWCC Council staff	All eligible staff	Identification of staff suitable for the scheme

Disposal Points

Delivery Sites in respect of collected recyclable waste

Authority	Elmbridge		Woking	
	Primary	Secondary	Primary	Secondary
Dry Commingled Recycling	Grundon Mole Valley MRF	Charlton Lane	Grundon Mole Valley MRF	Charlton Lane
Garden Recycling	Charlton Lane	Epsom WTS	Kitsmead Lane	Charlton Lane
Food Recycling	Charlton Lane	N/A	Leatherhead WTS	Slyfield
Street Cleansing	Charlton Lane	Leatherhead WTS		
Animals	Silvermere Pet Crematorium	None Identified		
WEEE			Light Brothers	None Identified
Batteries			TBC	None Identified
Textiles			TBC	None Identified
Clinical waste	Grundons Maidenhead	None Identified	Grundons Maidenhead	None Identified

Although there are occasional delays in the tipping locations, mainly Leatherhead, during the quarter we have not experienced any major disruption.

Workforce Matters

Staffing Establishment:

	Direct	Agency	Total	Forecast
Full time staff at start of month	83	18	101	
FTE part time staff at start of month	0	0	0	
Starters	8	58	66	
Leavers	1	36	37	
Full time staff at end of month	90	22	112	
FTE part time staff at end of month	0	0	0	
Total	90	22	112	115

Issues arising / resolved in the quarter:

During the quarter the main Account Director decided to leave the contract. He was replaced on temporary basis by an experienced account director from our Northampton & Daventry contract. Ray Fyvie will continue to work on the Surrey contract until a period of handover has been completed with the new permanent Account Director. Much progress has been made during this period in establishing sound operating platforms and clearer communication lines.

Locally there are continuing difficulties with finding quality staff to work on the contract through our agency supplier, Hays Talent Solutions. This is within the context of a national shortage of Class 2 LGV drivers. Although we have inducted 16 drivers during the quarter, only 4 have been retained on a long term basis. We have also started the recruitment process to convert our long-term agency workers to full time employees. So far 8 members of staff have been recruited this way. This will be a continuing process until the headcount is fully resourced with full time employees.

Disciplinary matters have generally been low, with most of the staff adapting well to the changes and adopting Amey procedures. Sickness levels are at a reasonable level, however this will be improved over the following the next quarter.

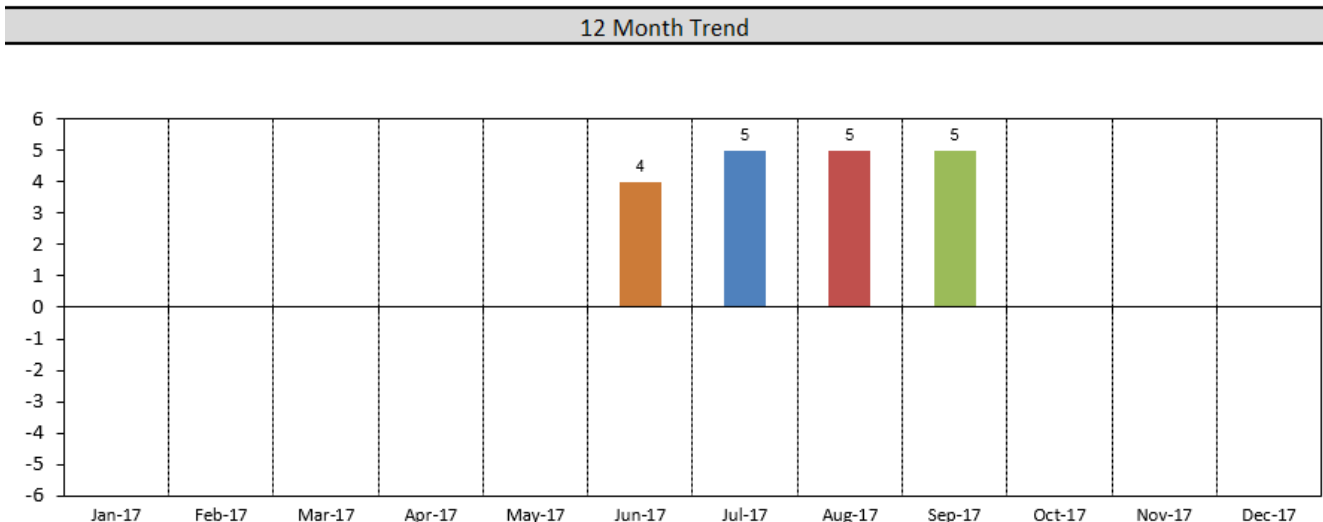
Staff holiday has been an issue for us. Annual leave booked prior to contract commencement caused us to have excessive staff members away at some points over the summer holiday period. We have reviewed this to determine manageable levels, and implemented a maximum number permitted to be on leave in each service area at any one time to prevent future issues.

Health and Safety Indicators

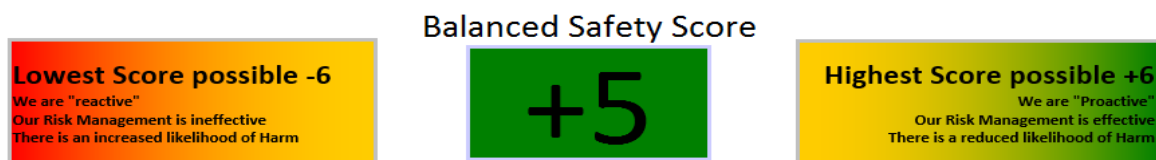
Performance in the Quarter:

The statistics for Surrey JWS are summarised in a monthly report collated by operations and our core HSEQ unit.

Elmbridge and Woking are combined for reporting purposes.



In the last quarter (July to October), the contract scored very well against our internal assessment. For context our scorecard of 5 shows:



Since the start of the contract we have had 4 No Lost Time Injuries which have been fully investigated and recorded on our system Airsweb. The result of these is shared as learning on the account to prevent the reoccurrence of an incident.

We have recorded 124 close calls which are ranked in severity levels. 100% of the severity 2 and 3 close calls have been actioned in order for the risk to be immediately reduced, ensuring feedback is given to the person reporting the close call.

We are aware that Manual Handling and Slips/Trips and Falls continue to be Amey's highest risk areas therefore the HSEQ team are part of working groups to directly involve Surrey in learning events and safety materials such as safety videos. This is communicated over wider groups to share experience and best practice within other parts of the business to raise awareness and improve safety. A program of these videos will be rolled out across the business over the next few weeks, the initial feedback from the workforce has been very positive.

As HSEQ we work closely with the FTA and WISH, this allows us to have the knowledge we need to be safe. We work closely with an independent Manual Handling Training provider called Pristine Condition and our supervisors will be

train the trainer trained in December to allow us to guide and inform our operatives whilst carrying out checks on the road.

To ensure we are aware of our operative's safety we will be trailing body cameras at both Elmbridge and Woking with selected operatives, as well as our fleet wide fitted 360 cameras to monitor the actions of our staff and use this for shared learning on our accounts.

We continue to be 100% complete in our Visible Felt Leadership audits and our management are fully involved and dedicated to ensuring our operatives are safe every day through awareness and behaviour.

We record our briefings and follow the safety calendar which was launched in August. This is followed up with a monthly HSEQ meeting to raise any safety issues and focus on actions for the month ahead.



Complaints and Compliments

Performance in the Quarter:

In Elmbridge have received 4 staff complaints and 3 staff compliments during this quarter not including vehicle damage complaints.

Woking have received 1 staff complaint and 2 compliments during September.

In general the engagement with members of the public appears to be fairly positive overall, whilst Elmbridge residents have received a poor service level at the start of the contract this is now improving and the crews have found that members of the public have been positive.



Prompt Payment Performance

Performance in the Quarter:

100% of payments made to subcontractors during the period were within 30 days.



Joint Waste Collection Contract Committee

10 November 2017

Elmbridge Mobilisation Review

Background and Context

The Joint Waste Collection Contract was procured to provide waste collection and street cleaning services to four partner authorities: Elmbridge Borough Council, Woking Borough Council, Surrey Heath Borough Council and Mole Valley District Council (JWCC Authorities).

In May 2015, a contract notice was published in the Official Journal of the European Union (OJEU) inviting expressions of interest from organisations wishing to enter into a contract with the JWCC Authorities for the provision of the Joint Waste Collection and Street Cleaning Services Contract.

Expressions of interest, in the form of responses to the Pre-Qualification Questionnaire (PQQ) were received from five Applicants. Four Applicants were invited to participate in structured dialogue sessions. After dialogue, bidders were invited to submit detailed solutions in response to the draft specification. Following evaluation by an evaluation team made up of representatives from each Authority as well as specialists in legal, finance, ICT and Health and Safety, three bidders with the highest scores were taken through to the final stage.

In May 2016, invitations to submit final tenders were issued to the remaining bidders. Following further dialogue sessions with each of the bidders, all three bidders submitted a final tender document for evaluation. In accordance with the Contract Tender Evaluation Model, approved by the Joint Waste Collection Contract Committee in December 2014, the contract was evaluated based on 50% quality and 50% price.

In November 2016, Amey were notified that that they were preferred bidder. The Contract was signed on 25 May 2017.

Initial Contract Performance

The contract commenced in Elmbridge on 3 June 2016. In the first two weeks, the level of missed collections were to such an extent that the Authority made the decision to withdraw the ability for residents to report missed collections online. Due to the limited additional catch up resource, it was only possible to return to whole missed roads, and it was jointly decided between JWS and the Authority that priority should be given to prioritise missed refuse and food waste. Elmbridge Council made the decision to provide a three-month extension to all garden waste customers by way of an apology for the disruption caused.

The current level of missed collections is comparable with the standard being achieved pre-mobilisation. Whilst performance is not yet at the contract standard, levels are continuing to improve.

As a result of the issues experienced in the first two months of the contract, Amey conducted a thorough internal audit. The issues and lessons learnt which came out of this audit are set out below.

Issues and Lessons learnt

1) Loss of local knowledge

Under Transfer of Protection of Employee (TUPE) regulations, staff who are employed by the incumbent contractor have the right to transfer to Amey as the new contractor. It is usual for a very small proportion of staff not to transfer over. To mitigate the impact of this a pool of six agency staff were inducted prior to contract commencement.

Amey developed a detailed employee engagement programme which included newsletters, workshops and 1:1s with the incumbent contractor's staff. The programme ran from 3 - 27 May 2017.

On 3 June, without notice, eighteen frontline waste operatives did not transfer over to Amey. Additionally, a further seven personnel subsequently returned to their previous employer. As a result of these two events Amey inherited a waste team which was 41 percent below the numbers required to meet service delivery. This resulted in insufficient waste personnel and a significant loss of local knowledge

Lessons Learnt:

Amey's staff engagement programme has been reviewed to provide earlier opportunities for staff to meet with them prior to transferring. This will include specific requests as to their intention to transfer.

Feedback from transferring Elmbridge staff has also been considered when developing the content of the engagement programme.

Amey will undertake a skills gap analysis of transferring employees as part of the staff engagement programme to identify training requirements prior to transfer.

2) Initial productivity levels were lower than anticipated

Amey's waste collection model moves away from the previous method of collecting food waste in the same vehicle as refuse or recycling and introduces dedicated vehicles for the collection of food. This method provides a more efficient and flexible way of working, as collecting food waste caddies is inherently quicker than collecting wheeled bins.

In developing the new waste collection rounds, productivity assumptions were benchmarked against other established Amey contracts. The new rounds were developed based on a standard eight-hour working day: although it is normal for collections to take a little longer in the initial weeks, until rounds become familiar to the crews.

Unfortunately, the degree of change implemented on day one had a greater impact on initial productivity levels than anticipated, particularly with regards to food waste collections.

Lesson Learnt:

There will be a phased approach to future mobilisations across this contract. When introducing service changes, additional resources will be implemented, to allow crews to get used to the new ways of working. After a short period of time, as productivity allows, these additional resources will be removed.

3) The waste collection data stored on the Amey ICT system became corrupted

Amey use resource modelling software to design an optimum service solution. The data used to model the rounds was provided by the JWCC Authorities as part of the procurement process. Initial routes were created using the resource modelling software in May. Amey then used the experience and local knowledge of the incumbent contractor's supervisory team to validate and finalise the routes ahead of the final data being uploaded into the Amey contract management ICT system. This system is used to produce daily round sheets for the crews.

During this process the data become corrupted which resulted in discrepancies on the crews' roundsheets, such as duplications, scheduling errors and omissions.

Unfortunately, due to the level of missed collections in the initial weeks of the contract, the specific issues on data accuracy did not fully materialise until two weeks in.

Lesson learnt:

The timetable for data preparation has been reviewed to include additional checks by JWS and Amey staff at all stages in the round development process.

4) Managing expectations

Amey was invited to attend Elmbridge Borough Council's Overview and Scrutiny Committee on 23 March 2017, to provide an update on the mobilisation of the Joint Waste Contract. The Committee was provided with information on Amey's 'brilliant basics approach' and were given the reassurance that the objective was to achieve a seamless transition to Amey as the new service provider.

In reality, any mobilisation will give rise to some service disruption in the first few weeks, albeit any disruption should be minimal and quickly addressed. In addressing the Committee, an opportunity was missed to manage expectations that some initial teething problems are normal and to be expected.

Lessons learnt:

Future pre-mobilisation Member engagement and resident communications will include a message that there may be some initial teething problems during the initial weeks of the new service implementation.

Future mobilisations

Elmbridge was the first of four authorities to mobilise under the joint waste contract. Woking Council has transitioned to Amey, although new round changes will not be introduced until the end of November. Surrey Heath mobilises in February 2018 and Mole Valley in August 2018 (waste) and April 2019 (streets)

Important lessons have been learnt from the Elmbridge mobilisation and these lessons are being taken forward for future mobilisations. However, every mobilisation will present different challenges, and lessons learnt will continue to be captured across all future mobilisations.



Contract Mobilisation Update
From: Ismina Harvey, Contract Implementation Manager
Date: 10 November 2017

Highlights	<ul style="list-style-type: none"> • Woking contract transferred successfully on 11 September • The JWS website is now live • Amey contact centre are now taking calls from Woking residents • New Woking rounds will be implemented from 27 November • Work has started on preparation for Surrey Heath mobilisation on an 'as is' basis
Woking Operations	<p>Contract Commencement: The contract commenced in Woking on 11 September. All staff transferred to Amey as expected. It was a very successful start, with the previous routes and rounds being deployed initially, which allowed the crews to become familiar with the new ways of working under Amey. New rounds will be introduced from 27 November.</p> <p>Round changes: Round changes will be introduced in 2 phases. Whilst Amey's overall goal is to achieve, as closely as possible, the resource and productivity levels set out in their method statements, additional rounds will be put in place initially, to enable a managed transition to take place. Phase 1 round changes will be implemented on 27 November. Amey aim to reduce the number of vehicles in early in 2018, once the new rounds have bedded in.</p> <p>In line with lessons learnt from the previous Elmbridge mobilisation, JWS have checked the data at all stages of the round development process.</p> <p>Communications: In early November, all Woking residents will receive information the round changes, alongside a 2018 collection calendar and recycling guide.</p>
ICT development	<p>In cab devices: The Woking vehicles have been fitted with in-cab devices since the first week of the contract. Real time information enables issues reported by the Contractors team or residents to be resolved quickly.</p> <p>JWS website: The jointwastesolutions.org website went live on 11</p>

	<p>September. The website contains general information how to recycle as well as forms allowing residents to request services and report issues.</p> <p>Garden Waste portal: Amey are responsible for the administration of the garden waste service for Woking residents. The current ICT system allows existing customers to renew their subscription online, and for new customers to sign up for a garden waste bin service. Amey have set out a programme of further development to enable customers to access the full service options online (e.g. order multiple bins or upgrade their subscription) and improve the customer journey. These improvements will be introduced over the next 4 months.</p>
Contact Centre	<p>Contact Centre:</p> <p>The Amey contact centre is now taking calls from Woking residents using a dedicated 'Amey Surrey' phone number. The opening hours are currently not in line with the 24:7 operation set out in their method statements.</p> <p>We are awaiting proposals from Amey as to how the Contact Centre can operate on a 24:7 basis for the Authorities and the proposals will be brought to the December Contract Partnering Board.</p>
Surrey Heath mobilisation	<p>Operations: The order has been placed for the Surrey Heath and Mole Valley vehicles. With a 9 month lead time, the Surrey Heath Vehicles will arrive in July, and hire vehicles will be used in the interim. The contract will be mobilised using the existing routes and routes.</p> <p>Depot: Fortnightly meetings are scheduled with Surrey Heath, JWS and Amey to progress the works required to bring to depot up to a statutory compliant position by contract commencement.</p>
Next steps	<p>The priorities for the next 2 months are:</p> <ul style="list-style-type: none"> • Introduction of Amey webforms in Elmbridge – date tbc • Resolve contact centre opening hours • Workshop to programme how Surrey Heath garden waste customers can be transitioned onto the Amey garden waste service. • Further development of JWS and contact centre processes

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Joint Waste Solutions Communications and Engagement Strategy November 2017- March 2019

1. Introduction

A communications plan covering activities for the mobilisation of the new joint waste collection contract in each district or borough was agreed in March 2017. Although this is still being delivered, the waste services from the four boroughs have since combined as Joint Waste Solutions (JWS), so there is a need for a wider communications and engagement strategy and plans that encompass recycling improvement activities, ongoing stakeholder engagement and staff communications and engagement.

2. Objectives

- Create awareness of Joint Waste Solutions, the change of contractor and changes/improvements to the existing waste collection services.
- Encourage residents to increase the amount and quality of recycling.
- Inform and engage stakeholders who can affect or be affected by JWS's actions, objectives and policies.
- Ensure JWS staff are fully informed, engaged and advocates of their new employer.

3. Target audiences

- Residents in the four district/boroughs
- Stakeholders
 - Councillors, parish councils, residents associations etc
 - Central government – local MPs, relevant Ministers, Defra
 - Waste industry
 - Amey
- JWS employees

4. Strategy

As with the mobilisation plan the overall approach will be to ensure consistency of communications to all audiences and that there is no duplication of work.

Work will continue be delivered alongside and under the same management as the Surrey Waste Partnership communications team, to gain maximum benefit from the resources and campaigns they are developing.

The JWS communications and engagement programme will be divided into four areas of work:

- Mobilisation
- Recycling improvement
- Stakeholder engagement
- Staff communications and engagement

5. Activity

The attached overview provides a high level indication of key activities for each area of work and when they will take place, if that has been established. A detailed activity timeline for each area will sit underneath this - already in place for the local mobilisations and being developed for the other areas.

6. Evaluation

Each detailed activity timeline will include measures for assessing the impact of the work and a process for ensuring that learnings are fed back into future planning.

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Budget and Finance Update

From: Louise Nettleton, Finance Officer

Date: 13 October 2017

2017/18 Budget Monitoring

The budget estimate for 2017/18 presented at the meeting on 13th July 2017 was a total spend of £ 690,561 equating to £172,640 per Authority.

We have now revised this budget in line with current expectations and we are now proposing a new total budget for 2017/18 of £ 638,712 resulting in a ¼ share of £ 159,678 to each of the Authorities. This revised budget is attached.

The main changes to this budget have been a reduction in costs relating to the Project Manager and a reduction in ICT and equipment set-up costs in the year. The Implementation Project Manager is now full-time and a Mobilisation Officer has now joined the team.

The VAT request with HMRC to pay one invoice from Amey (standard rated) and then to recharge this to the 4 partner Authorities also standard rated has now been resolved with HMRC granting approval to JWS to do this. Therefore JWS is now paying the single Amey invoice each month and then re-invoicing the relevant Authorities within the same calendar month as per HMRC requirements.

The Woking Savings Guarantee amount is still in the process of being calculated and approved by Kelvin Menon, and therefore is not yet available at this stage.

Action: the proposal is to invoice each of the partner Authorities ¼ share of the actual spend to September 2017 of £ 167, 774 (equal to £ 41,943 per authority).

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Joint Waste Solutions Budget

	JWS Budget 2017/18	JWS Actual Spend to Sept 2017	EBC Budget	WBC Budget	SHBC Budget	MVDC Budget	SCC Budget
	£	£	£	£	£	£	£

Contract Management Office Budget Summary

Mobilisation costs	Communications/Marketing	£ 234,978	£ 51,862					
	Other Mobilisation costs	£ 113,825	£ 37,967					
CMO staffing and other costs	CMO Staffing costs	£ 142,909	£ 47,452					
	Other CMO costs	£ 38,500	£ 7,125					
Corporate Support Costs		£ 62,500	£ 15,795					
Overheads and hosting costs		£ 16,000	£ 7,573					
Contingency		£ 30,000	£ -					
Total CMO Budget excluding TUPE'd staff		£ 638,712		£ 159,678	£ 159,678	£ 159,678	£ 159,678	
Total CMO Spend excluding TUPE'd staff	Actual Spend April to Sept 2017 to be invoiced to each Authority		£ 167,774	£ 41,943	£ 41,943	£ 41,943	£ 41,943	
Total Salaries TUPE'd staff		£ 672,497	£ 287,427	£ 149,827	£ 114,708	£ 190,157	£ 142,505	£ 75,301
Total CMO budget + staff		£ 1,311,209	£ 287,427	£ 309,505	£ 274,386	£ 349,835	£ 302,183	£ 75,301

Service Provider Budget

				EBC Budget	WBC Budget	SHBC Budget	MVDC Budget
Measured Costs:	Budget 2017/18						
Core charges				£ 2,771,364	£ 1,097,645	£503,657	
Variable charges				£ 400,802	£ 224,192	£42,637	
Total Service Provider Budget				£ 3,172,165	£ 1,321,838	£ 546,293	£ -
Paid to date	Core charges Aug & Sept only			£ 556,624	£ 156,806		

Asset contribution : Depots

Asset contribution : Depots	Budget 2017/18			£ 200,652	£ 73,624	£32,807	
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Capital Expenditure : Vehicles based on Schedule 27

Capital Expenditure : Vehicles	Budget 2017/18			£ 3,685,496	£ 2,199,879	£ 2,515,312	
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