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Wednesday, 14 February 2018

To: The Members of the **Joint Waste Collection Services Committee**

The Members of the **Joint Waste Collection Services Committee:**

Woking Borough Council	Councillor Beryl Hunwicks (Chairman)
Surrey Heath Borough Council	Councillor Vivienne Chapman (Vice Chairman)
Elmbridge Borough Council	Councillor Barry Fairbank
Mole Valley District Council	Councillor David Mir
Surrey County Council	Councillor Mike Goodman

A meeting of the **Joint Waste Collection Services Committee** will be held at Council Chamber, Surrey Heath House, Knoll Road, Camberley, GU15 3HD on **Thursday, 22 February 2018 at 10.00 am**. The agenda will be set out as below.

AGENDA

	Pages
1 Apologies of Absence	
To receive apologies for absence and to note the presence of any substitute members.	
2 Minutes of Previous Meeting	1 - 6
To receive the minutes of the meeting of the Joint Waste Services Collection Committee held on 15 January 2018.	
3 Declaration of Interests	
Members are invited to declare any disclosable pecuniary interests and non pecuniary interests they may have with respect to matters which are to be considered at this meeting. Members who consider they may have an interest are invited to consult the Monitoring Officer or the Democratic Services Manager prior to the meeting.	
4 Mobilisation Update	7 - 10
To receive an update on the progress being made to mobilise the Joint Waste Contract across the partner authority areas.	

5 Joint Waste Contract Performance Report - Quarter 3

To consider a report setting out the performance measures for the joint waste contract for the third quarter (October to December 2017) of the 2017/18 financial year.

6 Budget and Finance Update

11 - 14

To consider a report setting out the current financial position of the Joint Waste Services Partnership.

7 Date of Next Meeting

The next meeting of the Joint Waste Collection Services Committee is scheduled to take place on Thursday 17 May at 10am.



Minutes of a Meeting of the Joint Waste Collection Services Committee held at Council Chamber, Surrey Heath House, Knoll Road, Camberley, GU15 3HD on 15 January 2018

Present: Councillor Beryl Hunwicks, Woking Borough Council (Chairman)
 Councillor Vivienne Chapman, Surrey Heath Borough Council
 Councillor Barry Fairbank, Elmbridge Borough Council
 Councillor Mike Goodman, Surrey District Council
 Councillor David Mir, Mole Valley District Council

In attendance: Paul Anderson, Mole Valley District Council
 Councillor Pat Cannon, Tandridge District Council
 Councillor Nick Child, Tandridge District Council
 Ismina Harvey, Joint Waste Solutions
 Councillor Josephine Hawkins, Surrey Heath Borough Council
 Ray Lee, Elmbridge Borough Council
 Simon Mander, Tandridge District Council
 Kelvin Menon, Surrey Heath Borough Council
 Tim Pashen, Surrey Heath Borough Council
 Jason Russell, Surrey County Council
 Matt Smyth, Joint Waste Solutions
 Douglas Spinks, Woking Borough Council

14/JW Minutes of Previous Meeting

RESOLVED that the minutes of the Joint Waste Collection Services Committee held on 10 November 2017 be approved as a correct record and signed by the Chairman.

Matters Arising

Minute 8/JW Performance Report – It was clarified that if a collection was missed in the Woking Borough Council area on either a Friday or over a weekend then a separate vehicle, set up to collect both recycling and residual waste, would collect the missed collection on the following Monday.

Minute 11/JW Communications – It was clarified that the savings arising from the joint waste contract was £2.5million not the £3million stated.

All food waste vehicles had now been wrapped. Wrapping of the refuse, recycling and garden waste collection vehicles would be complete by the end of February 2018.

Minute 13/JW New Joiners – It was reported that officers and councillors from Waverley Borough Council had met with the Joint Waste Solutions Director and Amey representatives to examine the data required to develop a stage two price. Discussions had been positive and a decision on the next steps was expected by the end of February 2018.

15/JW Declaration of Interests

There were no declarations of interest.

16/JW Mobilisation Update

The Committee was briefed on the next stages in the mobilisation process which was expected to commence in Surrey Heath on 5th February 2018. The briefing covered staffing matters, ICT, Garden Waste collections and an operational update.

Staffing

Amey had met with Biffa staff to discuss the impending changes and any concerns that they might have about the transfer to Amey contracts under the TUPE regulations. Staff Induction Workshops would take place on 27th January 2018 to enable all staff transferring to be briefed on Amey policies and procedures.

ICT

It was reported that online forms were now operational for Woking Borough Council residents.

Surrey Heath's contact centre would be transferred to Amey and online information migrated to the Joint Waste Solutions (JWS) website. Online forms specific to Surrey Heath were being finalised. It was expected that testing and finalisation of these forms would be complete by 26th January 2017 and would go live on 5th February 2018.

Garden Waste

Data relating to Surrey Heath residents participating in the garden waste collection scheme had been uploaded to the JWS portal. All customers would receive an email inviting them to sign up to Amey's garden waste scheme in advance of the contract commencement on 5th February 2018.

Operations

It was reported that, following the difficulties experienced with the mobilisation of Elmbridge Borough Council and the successful use of a phased transition to mobilise Woking Borough Council, the JWS Partnership was keen to mobilise the contract in Surrey Heath on a phased basis. This was at odds with Amey's initial desire to implement round changes and new ways of working in Surrey Heath from the first day of the contract mobilisation.

The Joint Waste Partnering Board had provided JWS officers with the steer that mobilisation on an 'as is' basis was unacceptable and that any additional cost incurred as a result of the phased implementation should be shared between the partner authorities and Amey.

It was reported that, following discussions with Amey, Surrey Heath would be mobilised as close to an 'as is' basis as possible. However, although refuse and recycling collections would continue unchanged five new collection rounds would be created to enable the collection of food waste using dedicated food waste vehicles. This approach would be in place for the first three months whilst crews adjusted to the new ways of working, before new recycling and refuse routes were implemented.

It was estimated that the phased approach preferred by the Council's would cost an additional £120,000 over three months. Amey had agreed to pay £45,000 of this cost with the remaining £75,000 cost split between the four partner authorities.

Arising from Member's questions and comments the following points were noted:

- Following the Elmbridge mobilisation Amey had developed a more robust staff engagement strategy with staff engagement now occurring earlier in the mobilisation process. This approach had proved successful when Woking was mobilised.
- It took between 9 and 12 months for a vehicle order to be delivered and capital costs were incorporated into the contract to cover vehicle hire for a three month period to bridge any potential gaps. If Tandridge District Council were to join the JWS Partnership then with the long lead in time currently in place it was expected that this vehicle hire element would not be necessary.
- The contract was ambiguous about the way that a service was to be delivered immediately following mobilisation and consequently negotiation with the contractor was required.

The Committee noted the update.

17/JW 2018/19 Budget Proposals

The Committee considered a report setting out a proposed budget for the JWS project for the 2018/19 financial year.

It was stressed that, due to the lack of historical data and the fact that the scope of JWS's work would evolve as work continued to establish the organisation, assumptions had been made in a number of budgetary areas and a number of budget lines were estimated costs. Data collected throughout the 2018/19 financial year would be used to inform a more exact budget for the 2019/20 financial year.

It was noted that the budget set aside for resident engagement endeavoured to consider all possible spend requirements and actual costs could be lower than projected. Furthermore the costs attributed to resident engagement in the budget may have been attributed to other budget codes in partner authorities in previous years for example postage.

Arising from the subsequent discussion the following points were noted:

- In 2018/19, the Contract Management Office would look different to the one set up for the contract mobilisation period consequently the budget included additional funds to implement any changes that would be required for example to pay for any legal and human resource costs incurred.
- Final indexation rates were expected at the end of March and the draft budget included an assumed indexation rate of 3%.
- It was agreed that any material containing important information should be personally addressed to individual households.
- Budget monitoring reports would be discussed on a quarterly basis by the Joint Waste Contract Partnering Board.
- The content of residual waste bins was not currently checked. It was recognised that more could be done to encourage residents to recycle more for example by monitoring the weight of bins.
- The Surrey Waste Partnership had met with waste operators to discuss how the disposal of nappies might be improved however any changes would not occur in the near future.

- It was stressed that engagement activities would focus on what could be done at a local level to support the county wide initiatives developed by the Surrey Waste Partnership.
- If additional local authorities joined the partnership then the budget would be revisited.
- Partner authorities would only be invoiced for work done.

It was noted that in line with the requirements of the Inter Authority Agreement the draft budget would need to be commended to each partner authority for approval.

RESOLVED that the draft 2018/19 budget, as set out at Annex 1 of the report, be approved for submission for partner authority approval.

18/JW Exclusion of Public and Press

RESOLVED that pursuant to Regulation 4 of the Local Authorities (Executive Arrangements) (Access to Information) Regulations 2012, members of the public and press be excluded from the meeting for the consideration of item 6 which involves the likely disclosure of exempt information under the following category of Schedule 12A of the Local Government Act 1972:

- (3) Information relating to the financial or business affairs of any particular person (including the authority).

19/JW Potential Expansion of the Joint Waste Collection Contract

The Committee considered a report seeking endorsement of a proposal to support an application from Tandridge District Council to join the Joint Waste Solutions Partnership if such an approach was received.

The Inter Authority Agreement (IAA) set out the mechanism by which other Surrey district and borough councils that had not been part of the original joint partnership contract might have the opportunity join the contract should they wish to do so. The IAA was clear that whilst a local authority could ask to join the JWS contract the decision to admit that local authority to the contract rested with existing partner authorities and that new partners should only be admitted to the contract if:

- it was lawful to do so;
- there was a positive benefit to the partner authorities; and
- the new joiner contributed towards the cost of the initial procurement, mobilisation and set up of the Joint Contract through a joining fee or other benefit.

Tandridge District Council had expressed interest in becoming a party to the joint contract and, in line with IAA requirements, had been working with Amey and JWS Officers to develop the Stage 3 report required as part of the admission process. Tandridge District Council would be meeting on 31st January 2018 to consider formally requesting admission to the Partnership.

The Committee was informed that legal advice had confirmed that it was lawful for Tandridge to join the Partnership. It was acknowledged that whilst the geographical distance and the lack of geographical borders between Tandridge and the existing partner authorities meant that there would be no immediate contract savings there were a number of medium term opportunities that would result from admitting a new member including reduced contract costs, the development of new services and reduced client overheads.

Furthermore Tandridge's admission to the Partnership would help facilitate the long term vision of the creation of a single Surrey wide waste entity.

It was noted that the Contract would be reviewed if additional local authorities joined the partnership.

RESOLVED that the Joint Waste Collection Services Committee recommend to the Partner Authorities that, on the basis no existing partner is financially disadvantaged, should Tandridge District Council's Stage 3 price demonstrate good value and it requests admission to the Joint Contract then the request should be approved

CHAIRMAN

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Contract Mobilisation Update
From: Ismina Harvey, Contract Implementation Manager
Date: 22 February 2018

**Surrey
 Heath
 mobilisation**

Operations: The contract mobilised in Surrey Heath on 5 February with the crews driving the same refuse, recycling, and garden waste rounds that were in place under the previous contractor. Separate food rounds were introduced from the outset. These rounds were designed using similar productivity levels to those being achieved in Woking and Elmbridge.

The current level of reported missed refuse and recycling collections in Surrey Heath is low and similar to previous levels. Reported missed food bins is higher, however the Contractor has reported that most food bins are empty when the crew returned. It is believed that some residents had forgotten that the food waste is now collected at a different time to refuse or recycling.

At the January Committee, Members noted that Amey had advised that this option would result in additional costs to the Authorities in the region £75,000, however this cost could be met from existing budgets. Since this meeting, further discussions have been held between JWS and Amey to negotiate the costs to the Authorities. Amey have agreed to fund £69,875, reducing the costs to the Authorities to £62,351.

Staff engagement and recruitment: All staff who were expected to transfer did and there were no unexpected absences on day 1. Since then, only 1 member of staff has decided not to stay with Amey.

Garden waste administration: Amey are now managing the garden waste administration for Surrey Heath. Garden waste customers have received information on how to register for the garden waste service.

There have been some issues with customers being able to register or submit payment using the portal. A step by step guide to registering for the service has been uploaded onto the JWS website to help guide people through the process. The Amey contact centre has also been helping people to sign up to the service. As at 12 February over 3000 people had subscribed.

Unfortunately, the outstanding developments required to the garden waste portal are not scheduled to be completed until 9 March. This work includes allowing customers to change their service online at any time of the year, request multiple bins and will improve the customer journey online. Given the issues experienced by Surrey Heath customers, JWS have requested a review of the development programme to ensure that the work will deliver all the

	<p>required improvements to the customer journey.</p>
<p>Contact Centre</p>	<p>Call centre statistics: Amey took over the customer services calls from Surrey Heath on 5 February. Whilst Amey brought in 2 additional staff to answer calls, the total number of calls made to the contact centre during the first week averaged 880 per day. This compares to 100 a day during the previous week for Woking only.</p> <p>Unfortunately, the increase in call volumes impacted on call answering stats, with 60% of calls answered against a target of 90%.</p> <p>Complaints protocol: JWS are working with the Amey Contact Centre management team to review the processes in place to manage and respond to complaints. The review is designed to ensure that complaints and enquiries are dealt with to a consistently high standard.</p>
<p>ICT development</p>	<p>CMS Development: The Amey CMS system provides JWS staff with a read-only view of round progress, resident requests and complaints to help the team manage the contract. The teams also use a range of web-forms to input contract issues and requests into the Amey PropMain system. All customer requests that require JWS review or action (e.g. temporary refuse bin requests, complaints), are also logged onto the ICT system and can be viewed by the team. However, any updates or actions arising from this cannot be managed from within this system and the team are currently using excel spreadsheets to manage this work.</p> <p>In order to manage their workload effectively, the team need a single ICT system which enables JWS, all contact centres, and the Amey local operations teams to have a single view of all customer interactions. Amey have agreed to develop the CMS system to provide this functionality and will fund the cost of this development, which is estimated at around £40,000.</p> <p>Webform Development: The outstanding development work on the webforms will be completed by April. Delays in progressing this have centred around resolving who should be funding the outstanding work. The majority of the development focuses on improving the automated communications sent to customers when a service request has been made and completed. Amey have now agreed to fund this development work.</p> <p>Elmbridge will transition to the Amey webforms following completion of this work.</p>

	<p>JWS have also asked Amey to develop an online satisfaction survey to be included in the completion emails sent to residents, to ascertain customer satisfaction levels across the partnership area for online and contact centre interactions. Amey will fund this development.</p>
<p>Vehicle liveries</p>	<p>All food waste vehicles have now been liveried. The remaining 22 vehicles currently operating in Woking and Elmbridge will be liveried by the end of February.</p> <p>The intention is for all future vehicles will be liveried at the point of manufacture.</p>
<p>Business Continuity Planning</p>	<p>JWS are currently working with the organisation Applied Resilience to develop JWS business continuity plans and emergency protocols that align to the Authorities emergency plans.</p> <p>As part of this work, Applied Resilience have carried out a review of Amey's Business Continuity Plan and have recommended additional work be undertaken around Business Impact assessments and planning for key risks. A Business Continuity workshop was held with Amey on 22 January to facilitate this.</p> <p>This work is due to be completed by the end of March.</p>

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**Budget and Finance Update****From: Louise Nettleton, Finance Officer****Date: 14th February 2018****2017/18 Budget Monitoring**

At the October 2017 meeting, a revised budget of £ 638,712 for 2017/18 was presented. Up to 22nd January 2018, a total amount of £ 306,701 has been spent against this budget. £138,927 has been spent in the period from October to January 2018, broken down as follows:

Mobilisation costs	£ 82,607 *
CMO charges (salary)	£ 46,374
Overheads and hosting costs	£ 9,946

*The mobilisation costs include production of the handbook, legal support, website development, printing envelopes and service guides, postage charges and mobile phones.

The latest estimate for the Surrey Heath soft start for 3 months is £ 62,351. It is anticipated that this cost can be covered by savings in various budget lines, and is based on the known costs to JWS. This must be invoiced in this financial year in order for it to be recognized as a cost in this budget.

Based on our latest estimated cost projections, and notwithstanding a number of unknown costs at this stage, we are estimating a total reduction in the budget of £73,061 to a total spend of £ 565,651 for the year.

Action: the proposal is to invoice each of the partner Authorities $\frac{1}{4}$ share of the actual spend of £ 138,927 (equal to £ 34,732 per authority).

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Joint Waste Solutions Budget

JWS Budget 2017/18	JWS Actual Spend to Jan 2018	EBC Budget	WBC Budget	SHBC Budget	MVDC Budget	SCC Budget seconded staff
£	£	£	£	£	£	£

JWS projected spend to end of March 18	Savings
£	£

Contract Management Office Budget Summary

Mobilisation costs	Communications/Marketing	£ 234,978	£ 94,620					
	Other Mobilisation costs	£ 113,825	£ 52,783					
	SHBC soft start mobilisation charge							
CMO staffing and other costs	CMO Staffing costs	£ 142,909	£ 121,139					
	Other CMO costs	£ 42,500	£ 4,846					
Corporate Support Costs		£ 62,500	£ 21,747					
Overheads and hosting costs		£ 16,000	£ 11,567					
Contingency		£ 26,000	£ -					
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 Jan 2018 to be invoiced to each Authority		£ 306,701	£ 76,675	£ 76,675	£ 76,675	£ 76,675	
	Less already invoiced		-£ 167,774	-£ 41,944	-£ 41,944	-£ 41,944	-£ 41,944	
	To be invoiced		£ 138,927	£ 34,732	£ 34,732	£ 34,732	£ 34,732	

£ 185,000	£ 49,978
£ 91,000	£ 22,825
£ 62,351	-62,351
£ 140,000	£ 2,909
£ 31,800	£ 10,700
£ 40,000	£ 22,500
£ 15,500	£ 500
£ -	£ 26,000
£ 565,651	£ 73,061
£ 141,413	per Authority

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