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Wednesday, 7 June 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 Malcolm Ladell, Charlotte Morley and Cllr Stuart Selleck

Dear Councillor,

A meeting of the **Joint Waste Collection Services Committee** will be held at the Chamber at Elmbridge Borough Council on **Thursday, 15 June 2017 at 9.30 am**. The agenda will be set out as below.

Please note that this meeting will be recorded.

Yours sincerely

Karen Whelan

Chief Executive

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## AGENDA

	Pages
1 <b>Election of Chairman and Vice Chairman</b>	
2 <b>Apologies of Absence</b>	
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**Minutes of a Meeting of the Joint  
Waste Collection Services Committee  
held at Surrey Heath House on 17  
March 2017**

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

- |  |  |
|--|--|
| <p>+ Cllr Barry Fairbank<br/>+ Cllr Mike Goodman</p> | <p>- Cllr Michelle Watson</p>                          |
|  | <p>+ Present<br/>- Apologies for absence presented</p> |

Substitutes: Cllr Malcolm Ladell (In place of Cllr Michelle Watson)

In Attendance: Paul Anderson, Lee Brewin, Ismina Harvey, Pat Hindley, Ray Lee, Tim Pashen and Helen Trew

**9 Apologies for Absence**

Apologies were received from Sue Barham, Eve Risbridger, Matt Smyth and Douglas Spinks.

**10 Minutes of Last Meeting**

The minutes of the meeting held on 9 December 2016 were confirmed and signed by the Chairman.

The Chairman wished to convey her thanks to Sue Barham and Graeme Kane for all their valued hard work. A formal letter of thanks and appreciation would be written to Sue and Graeme by the Chairman.

**11 Amey Presentation**

A presentation was given by David Martin (Development Director) and Darren Peck (Principal Bid Manager) from Amey.

Members noted the introduction to the company and its multi-functional approach to integrated waste and cleansing. Members were advised that Amey's priority was to provide services to the community and to maximise service delivery at the point of delivery.

They were also advised that Amey had adopted a 'brilliant basics approach', customers would notice a difference in service but not in delivery'. Some Members were concerned about this phrase as it could cause concern with the public. It was suggested that 'enhancement in service' be used when communicating to the public. It was also noted that there may also be a dip in service at the very beginning and careful communication of this needed to be carried out. Pat Hindley, Communications SCC, advised that the message would be carefully developed by her and her team.

Amey discussed their investment in technology and the IT system Work Manager. Members were a little concerned about the 360 cameras on the vehicles and the regulations with CCTV on the street. Amey reassured Members that cameras focussed just around the immediate vicinity of the vehicles only and in the interests of safety to the public and staff.

Communication about the contract change, particularly where the Green Waste collections were concerned, needed to be carried out carefully as the green waste collections for Surrey Heath had been outsourced to Biffa. Surrey Heath would need to include articles on green waste and the new contract in their residents' magazine and on their website.

Amey discussed the key actions regarding mobilisation and reassured Members that everything was on track.

The Chairman thanked the representatives of Amey for their time and useful presentation.

## **12      Mobilisation Update**

Members received a report on the mobilisation of the contract, which outlined a summary of the progress so far, including the production of web script templates and Amey's visit to the depots and the health and safety reviews which had been carried out.

It was noted that the vehicles had been ordered for Elmbridge and Woking Borough Councils. There was still some work to be done regarding the plan to bring Elmbridge depot up to the statutory compliant position.

Amey had advised that although the vehicles had been ordered the delivery dates had not been confirmed. As a contingency, hire vehicles had been booked.

The next steps and forward plan were advised. Members were advised that the implementation was on track and good progress had been made.

The Chairman thanked Ismina Harvey for her report and her valuable work on this project.

**Resolved that the report be noted.**

## **13      Note the Appointment of Mathew Smyth as Waste Partnership Director and Authorising Officer**

Members were advised that the position of Partnership Director had been advertised to all partners and of the three expressions of interests received, Matt Smyth had been selected. Matt would bring his experience gained as the Chairman of the SWP and Chairman of various project groups to the role.

The Chairman thanked Tim Pashen for his work on this project.

**Resolved that the report be noted.**

## Communications Update

Members received a report on the communications strategy and plan.

Pat Hindley discussed the communications plan and sought Member approval so the next steps could be progressed.

The following key points were discussed:

- The change in the contracts would need to be communicated carefully, advising residents that something would be happening but point out the positives, particularly the savings of £2m to taxpayers;
- Needed to have a consistent approach and reassure efficient management;
- A phased roll out of messages was preferred, learning as progress was made;
- The new name Joint Waste Solutions (JWS) was advised to Members. Members agreed with the name. To be introduced to the public and explain the relationship to stakeholders and trade audiences;
- The Joint Waste Solutions logo was being developed. This logo would be used on all waste and cleansing communications delivered by the CMO. Once the plan had been approved the logo could be progressed. If branding was agreed at the end of March, the logos and Amey's logo would be on PPE and cab doors. The Contract Partnering Board would agree logos by end of March latest;
- The authorities' websites would need to be connected and a consistent 'front door' for residents to the website was important;
- The communications strategy included letters to residents, website updates, social media and press releases;
- The first notification of a change would come from individual councils, advising what would be happening, with subsequent updates from JWS – all communications managers from each authority were happy with this approach;
- Timing of some communications to take into account holiday periods;

The Chairman requested the Joint Waste Service Committee receive regular updates by email on progress. It was suggested that the Contract Partnering Board agenda could have an item to report any key messages to this Committee.

The Chairman thanked Pat for her detailed report and asked for the Committee's thanks to be conveyed to her team.

**Resolved that:**

- i) the report be noted;
- ii) the name of Joint Waste Solutions (JWS) be agreed; and
- iii) the communications plan and strategy be agreed.

## Legal Update

Tim Pashen advised the Committee that Emma Day's work had been invaluable during the contract and she had been efficient ensuring compliancy and was quick to challenge Amey when it was needed.

The Committee was advised that provisional items had been included in the bid and had been agreed. In addition, Ismina and Amey had had discussions regarding the narrow lanes in the boroughs and Amey had visited the areas in question. This had resulted in the vehicles being changed for these routes. Formal letters had been sent to Amey regarding provisional items and vehicle requirements. The contract should be signed by the end of March.

**Resolved that the report be noted.**

**16 Financial Update**

The Committee considered the budget sheet which was circulated to Members. It was noted that expenditure had been less than expected with a sum of £190,000 difference between actuals and budget. This would mean that each Local Authority would be invoiced for £30,000 instead of £63,000. Members were advised that the Partnership Director's costs would be included in Surrey Heath costs. In addition the transferred staff had not been included in the budget.

**Resolved that the update be noted.**

**17 HR update**

The Committee received an HR update and were advised that a Waste Partnership Director had been appointed on a two year secondment from Surrey County Council. A part time accountant had also been appointed. A job description and person specification had been written for the post of Environmental Manager to cover Elmbridge and Mole Valley areas. Members were also informed about the TUPE action and risks associated with the mobilisation of JWS.

**Resolved that the update be noted.**

**18 New Joiners**

Members were advised that Amey had agreed to talk informally about their service to other Local Authorities, who may be interested in joining the partnership. The pricing was price per household therefore authorities with greater rural areas would benefit from the costs. Consideration would also need to be given to areas which overlap on borough boundaries.

Members discussed whether new joiners would have to pay a joiner's fee. Members would need to decide whether the benefits of new partners joining would outweigh the initial costs paid by the founding partners. It was the consensus that a joining fee could dis-incentivise new joiners.

It was also agreed that no extra time should be taken trying to encourage those councils who were not interested in the venture to join. Once the contract was up and running, the benefits could be shown to these councils.

**Resolved that a joining fee would not be applied to new joiners.**

**19 Formation of a Company**

Members were advised that Joint Waste Solutions could be delivered through the administering Local Authority or a separate company. It was noted that once the contract was up and running, the formation of a company could be considered. In the meantime information was being gathered to form a business case, should it be decided that a company be formed in 12-18 months' time.

**Resolved that the report be noted.**

**20 Representation at SWP**

Members were asked their views on how the Joint Waste Partnership should be represented at the Surrey Waste Partnership. The options were for all authorities to attend individually with lead officers or a spokesperson from the partnership to attend. The Committee agreed to keep attendance as it has been until the contract was fully mobilised.

It was suggested that the four local authorities have a pre-meeting before SWP meetings to discuss items, and then all attend but speak as one.

**Resolved that the Joint Waste Partnership attendance at SWP remain the same until the contract was mobilised.**

**21 Next Meeting**

The next meeting was scheduled for the 15 June 2017 at Surrey Heath House at 9.30am. It was suggested that by then the Elmbridge BC part of the contract would be mobilised and the meeting could be held there with a tour around the depots. This would need to be confirmed.

Chairman

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**Mobilisation Update****From: Ismina Harvey, Contract Implementation Manager****Date: 15 June 2017****Stage: Implementation****Status: On Track**

<b>Highlights</b>	<ul style="list-style-type: none"> <li>The contract was signed by all partners on 25 May</li> <li>Elmbridge contract commenced on 3 June.</li> <li>Significant progress has been made on ICT and customer contact web-forms.</li> </ul>
<b>Progress summary</b>	<ul style="list-style-type: none"> <li><b>Contract Close</b> The contract was signed by all partners on 25 May 2017.</li> </ul>
Since 17 March 2017	<ul style="list-style-type: none"> <li><b>ICT development</b> Significant progress has been made in the development of the ICT solution. The ICT system was demonstrated at an ICT workshop on 11 May. The majority of the operational systems have already been configured for the Contract. Work is now focusing on the development of customer facing web-forms and payment systems, which will fully integrate with the Amey WorkManager system.</li> <li><b>Elmbridge Mobilisation</b> As planned, the Elmbridge contract has mobilised using existing Council ICT systems. A transition to the Amey ICT system is programmed for August/September, prior to the Woking contract commencement.</li> </ul> <p><b>Waste collections:</b> New waste collection rounds have been introduced in Elmbridge which mirror previous schedules. Collection day changes were introduced to approximately 750 properties with communal collection arrangements, to bring their collections in line with surrounding properties. No other day changes were made.</p> <p>Amey have confirmed that they will approach the Woking area mobilisation on the same basis, with no significant changes introduced initially.</p> <p>A whole area review of waste collection routes will be carried out in</p>

	<p>Summer 2018 in order to maximise the efficiencies of cross boundary working. All future proposed day changes will be brought to the Contract Partnering Board for approval.</p> <p><b>Street cleaning:</b> Initial street cleansing schedules have been introduced. These will be refined over the coming months to ensure that the high cleansing standards are met and maintained.</p>
<b>Decisions required</b>	None – for information only
<b>Next steps</b>	<p><b>Elmbridge Mobilisation review:</b> At the end of June, a review meeting will be held to review any lessons learnt from the Elmbridge mobilisation.</p> <p><b>ICT:</b> Work is now focused on the development and introduction of customer focused web-forms to enable residents to request services or report issues. These forms will be used by both residents and Council/Amey contact centres.</p> <p><b>Woking Mobilisation:</b> Later this month, work will commence on the mobilisation of the Woking contract. This will focus on four key areas:</p> <ul style="list-style-type: none"> <li>• <b>Operations:</b> The new waste collection rounds will be mapped using existing collection data.</li> <li>• <b>Communications:</b> Residents will receive information in early September informing them of some small changes to their waste collection service e.g. food will be collected at a different time to refuse or recycling.</li> <li>• <b>Staff consultation (TUPE):</b> Amey will deliver a comprehensive and structured communications programme to any staff transferring over from Woking Borough Council and Biffa.</li> <li>• <b>Contact Centre:</b> Amey will be providing the contact centre services to Woking and Surrey Heath as part of this contract. A recent visit to the Contact centre demonstrated the professional service that they are delivering to other clients. Work will now progress on ensuring that Amey contact centre staff are fully trained to take calls for Woking from September.</li> </ul>



**Organisational Development and Service Improvement**  
**From:** Matt Smyth, Director  
**Date:** 15 June 2017

At the last Committee meeting in March, Members were advised that the joint waste and street cleansing team for the partner authorities would be formed once work was completed on contract close and the second Inter Authority Agreement. It was also confirmed that this new team previously referred to as the Contract Management Office (CMO) would be named Joint Waste Solutions (JWS).

The purpose of this report is to outline the progress made in establishing JWS and the next steps in confirming the scope and priorities of the organisation.

### **Identity**

Joint Waste Solutions now has a logo, which will be used on both internal and external communications and brand guidelines that govern how the logo can be used. During mobilisation, the logo will be used alongside the relevant district or borough logo to explain to residents that the service is now being delivered by JWS on its behalf.

The logo will be accompanied by information that explains to residents who JWS are to reduce any potential confusion.

Work is currently underway to create a JWS web presence, to create JWS email addresses for staff and to purchase JWS branded equipment in order to further establish this identity.

### **Staffing and team development**

On 2 May, relevant officers were transferred from partner authorities to work for JWS. This team is now employed by Surrey Heath Borough Council on behalf of JWS. Existing team structures have been maintained and officers will continue to be based in the authority areas where they have come from during the contract mobilisation period.

A number of vacancies in the structure are currently being advertised on a secondment or fixed term basis and decisions on appointment are due to be made by the end of June.

The county council's partnership team are due to transfer to JWS in September and work on the third iteration of the Inter Authority Agreement is progressing to enable this to happen.

Whilst it is early days in developing a single team ethos and ethic, officers are positive and enthusiastic about working together to deliver effective and efficient

services to our residents. Team development is a key workstream for JWS and will continue throughout the year.

The corporate advisors who were invaluable during the procurement of the contract are continuing to support JWS as the organisation develops and the contract is mobilised. Additional communications support has been added to the list of advisors given the critical importance of how we engage with residents during mobilisation.

The latest organisation chart for JWS is attached as Annex 1.

### **Scope and service development**

The Inter Authority Agreement sets out in broad terms the scope of work for JWS, which is to carry out all functions and activities related to waste collection and recycling and, with the exception of Woking, streets and highways, fly tipping, graffiti and litter. Within these parameters, Service Level Agreements are required that detail this activity and set out what each partner authority can expect from JWS in order to provide certainty for all parties.

Whilst the waste and street cleansing teams in the partner authorities are consistent in the fact that they deliver high performing services to residents, ways of working and priorities inevitably vary according to how authorities are structured and historical contract requirements. The creation of JWS and the mobilisation of a single high quality self-monitoring contract give us the opportunity to develop a new long term vision, priorities and improvement projects.

A three step process is being followed in order to deliver this important piece of work:

1. Identify baseline
  - Identify the scope of work currently carried out by each area team
  - Identify any related work that is currently carried out by officers outside of JWS
  - Confirm the total spend related to waste and street cleansing across the partnership area in 2016/17
2. Agree mandate
  - Agree the scope of work to be carried out by JWS
  - Agree the JWS budget for 2017/18
  - Develop Service Level Agreements between JWS and each partner authority
3. Develop strategy
  - Develop individual Action Plans for 2017/18
  - Develop shared long term vision and priorities
  - Develop shared Action Plan
  - Develop Medium Term Financial Plan

## **Next steps**

A detailed programme of activity is currently being created that sets out the timeline for delivering each of these activities. Members will be kept up to date with progress and input from the Committee over the next three cycles of meetings will be critical in developing an innovative new strategy for the partnership area.

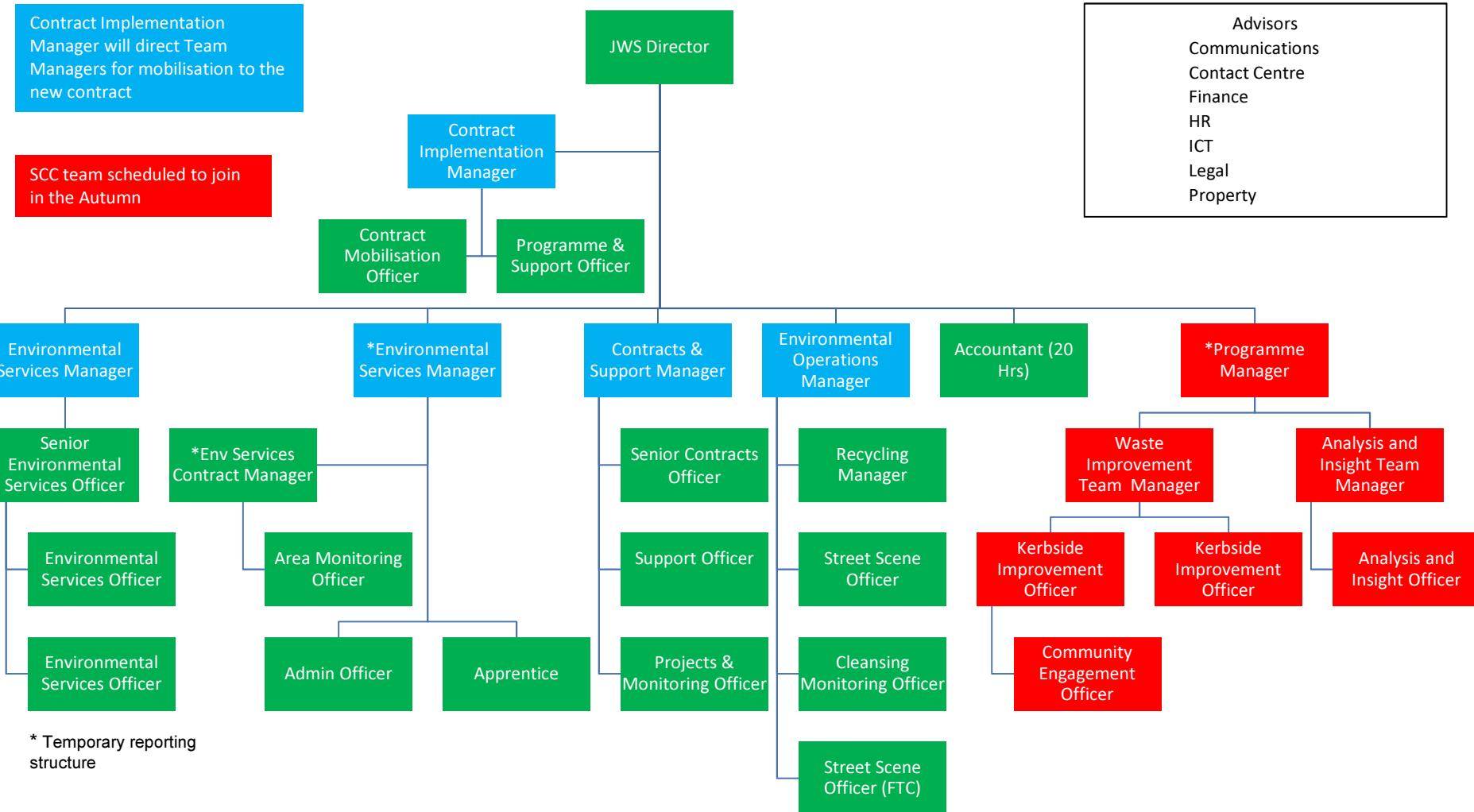
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# Organisation Chart – Annex 1

15 June 2017



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