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Wednesday, 11 July 2018

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

Councillor Beryl Hunwicks, Woking Borough Council (Chairman)  
Councillor Mrs Vivienne Chapman, Surrey Heath Borough Council (Vice Chairman)  
Councillor Glenn Dearlove, Elmbridge Borough Council  
Councillor Mike Goodman, Surrey County Council  
Councillor Patricia Wiltshire, Mole Valley District Council

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, 19 July 2018 at 10.00 am**. The agenda will be set out as below.

Please note that this meeting will be recorded.

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## AGENDA

	<b>Pages</b>
<b>1 Apologies of Absence</b>	
<b>2 Minutes of Previous Meeting</b>	<b>1 - 4</b>
To receive the minutes of the meeting of the Joint Waste Collection Services Committee held on 22 <sup>nd</sup> February 2018.	
<b>3 Declaration of Interests</b>	
<b>4 Joint Waste Services Strategy and Work Programme</b>	<b>5 - 8</b>
To consider a proposed Joint Waste Services Strategy and work programme..	
<b>5 Inter Authority Agreement 2 and Variation Agreement</b>	<b>9 - 26</b>
To receive an update on the development of a Variation Agreement for the Inter Authority Agreement (IAA2) governing the Joint Waste Partnership.	

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|----------|---|------------------|
| <b>6</b> | <b>Budget and Finance Update</b>  | <b>27 - 30</b>   |
|          | To receive an update on the current financial position of the Joint Waste Services Partnership. |                  |
| <b>7</b> | <b>Mole Valley Mobilisation Update</b>  | <b>31 - 32</b>   |
|          | To receive an update on the work to mobilise the joint waste contract in Mole Valley.           |                  |
| <b>8</b> | <b>Joint Waste Contract Annual Performance Report</b>   | <b>To follow</b> |
|          | To consider the Joint Waste Contract Annual Performance Report.                                 |                  |
| <b>9</b> | <b>Contract Improvement Plan</b>  | <b>33 - 44</b>   |
|          | To consider a proposed Contract Improvement Plan.   |                  |

### **Dates of Future Meetings**

Meetings of the Joint Waste Collection Services Committee have been scheduled to take place on the following dates:

Thursday 20 September 2018  
Thursday 15 November 2018  
Thursday 21 February 2019

All meetings will start 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 22 February 2018**

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**Present:** Councillor Beryl Hunwicks, Woking Borough Council (Chairman)  
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  
Ismina Harvey, Joint Waste Solutions  
James Hornett, Amey  
Tim Pashen, Surrey Heath Borough Council  
Matt Smyth, Joint Waste Solutions  
Douglas Spinks, Woking Borough Council  
Mark Stammers, Amey

**Apologies:** Councillor Vivienne Chapman, Surrey Heath Borough Council  
Councillor Josephine Hawkins, Surrey Heath Borough Council  
Ray Lee, Elmbridge Borough Council

**20/JW Minutes of Previous Meeting**

**RESOLVED** that the minutes of the Joint Waste Collection Services Committee meeting held on 15 January 2018 be approved as a correct record and signed by the Chairman.

Matters Arising

Minute 19/JW Potential Expansion of the Joint Waste Collection Services Contract

It was reported that Tandridge District Council was expected to make a decision on a proposal to join the Joint Waste Services Contract on 1<sup>st</sup> March 2018.

Waverly Borough Council was expecting to receive their Stage 2 report from Amey week commencing 26<sup>th</sup> February 2018.

**21/JW Declaration of Interests**

There were no declarations of interest.

**22/JW Mobilisation Update**

The Committee received a report providing an update on the mobilisation of the joint waste contract across the partner authorities.

It was reported that the contract had been mobilised in Surrey Heath on 5 February 2018. Crews were driving the same refuse, recycling and garden waste rounds that had been in place under the previous contract and additional separate food waste collection rounds had been added. The current level of reported missed refuse and recycling collections was at a similar level to those before the mobilisation. The number of missed food waste collections being reported was higher than previously however it was being reported by the Contractor that the majority of food waste bins were empty when they had returned and the rise in reports was attributed to residents forgetting about the introduction of separate food waste collection rounds.

Residents had encountered significant problems when attempting to register for garden waste collections through the online portal; a factor that was contributing to a significant rise in the number of calls to the Contact Centre and additional staff had been brought in to help residents register for the service. It was acknowledged that the problems had been the subject of a large amount of negative feedback on social media and the Committee expressed concern that Amey appeared to be doing little to counteract this.

It was reported that to date approximately 5,500 households had now registered for garden waste collections however this was well below the 10,000 households that had made use of the previous scheme. Amey would be writing to all residents to remind them that they needed to register for the service however it was recognised that the level of registrations was well below what had been expected.

The Committee stressed that improvements had to be made to the online registration forms before mobilisation took place in Mole Valley.

Amey had agreed to commit additional funding into the development of their Customer Management System to provide additional functionality. Once complete, this would provide Joint Waste Service staff and all partner authority contact centres with an improved system for managing and monitoring all customer interactions and analysing the data to better understand and deal with issues as quickly as possible.

The Committee noted the report.

## **23/JW Joint Waste Contract Performance Report - Quarter 3**

The Committee received a report setting out the performance of the Joint Waste Contract during the third quarter (October to December) of 2017/18. The report included financial indicators, performance against key performance indicators, a summary of tonnage data, performance against local performance indicators, updates on disposal points, workforce matters and health and safety matters.

It was reported that the overall first time collection rate in Elmbridge at the end of December 2017 was 99.91% and the number of missed collections continued to decrease. Following the introduction of new routes in December 2017 the targets for missed collections in Woking had been reset. At the end of December the overall first time collection rate in Woking was 99.84%.

The number of missed assisted collections in Elmbridge had initially been high due to the fact that some data had not been available to crews. Where a collection had been missed the original visiting crews were tasked to revisit the property in question to help them develop their knowledge of their routes and reduce the number of missed collections further.

A litter and detritus survey in Elmbridge had found that performance was not within the KPI target and the street cleansing cycle was being looked at in more details to ensure that resources were deployed effectively.

It was reported that although a national shortage of Class 2 LGV drivers meant that it was proving difficult to recruit sufficient drivers Amey was working to identify solutions to the problem including: converting long term agency drivers into full time Amey employees and upskilling existing staff through an apprenticeships scheme. Amey was also reviewing its pay scales to reduce the differential between Amey's current rates of pay and national averages.

Although Suez had a stated turnaround time of 20 minutes at its waste transfer stations this did not include the time that collection crews spent waiting to access them. Amey was exploring ways of recording the time that crews spent queuing to access waste transfer stations to ascertain the extent of the problem and identify ways that waiting times might be reduced.

It was noted that the performance report was currently set out according to the requirements of the contract however the format of the report would change as more data became available and improvements were made to the reporting process which would enable comparisons to be drawn between the partner authorities.

The Committee noted the report.

#### **24/JW Budget and Finance Update**

The Committee received a report providing an update on the Joint Waste Services budget.

The Committee noted that the initial budget had been predicated on a number of assumptions and estimated costs and a revised budget of £638,712 had been approved by the Committee in November 2017. It was reported that, as of 22 January 2018, a total of £306,701 had been spent against this budget with £138,927 having been spent during the period 1<sup>st</sup> October to 31<sup>st</sup> January 2018.

It was noted that the soft start used to mobilise Surrey Heath was estimated to cost £62,351 and it was anticipated that this could be covered by savings made on the initial budget.

The Committee noted the report.

#### **25/JW Date of Next Meeting**

It was noted that the next scheduled meeting of the Joint Waste Collection Services Committee would take place on Thursday 17 May 2018 at 10am.

**CHAIRMAN**

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## **JWS strategy and work programme**

**Author:** Helen Trew

**Date:** 19 July 2018

Joint Waste Solutions (JWS) has been set up as the contract management office (CMO) for the joint waste collection contract, and to deliver county-wide partnership functions on behalf of Surrey County Council (SCC).

In May 2017 staff from three partner authorities transferred into Surrey Heath Borough Council, which is acting as the administering authority. Staff from the Waste Development Group at SCC transferred into JWS via a secondment in October 2017, and it is anticipated that these staff will permanently transfer (TUPE) into JWS in late summer this year, alongside the Surrey Waste Partnership (SWP) staff.

Whilst the focus of JWS so far has been on mobilising the joint contract, it is necessary to start thinking about the future, and how we want to develop JWS as an organisation. This paper sets out progress with developing a strategy for JWS and how this feeds into the programme of work for the coming year.

### **Developing a strategy and values for the organisation**

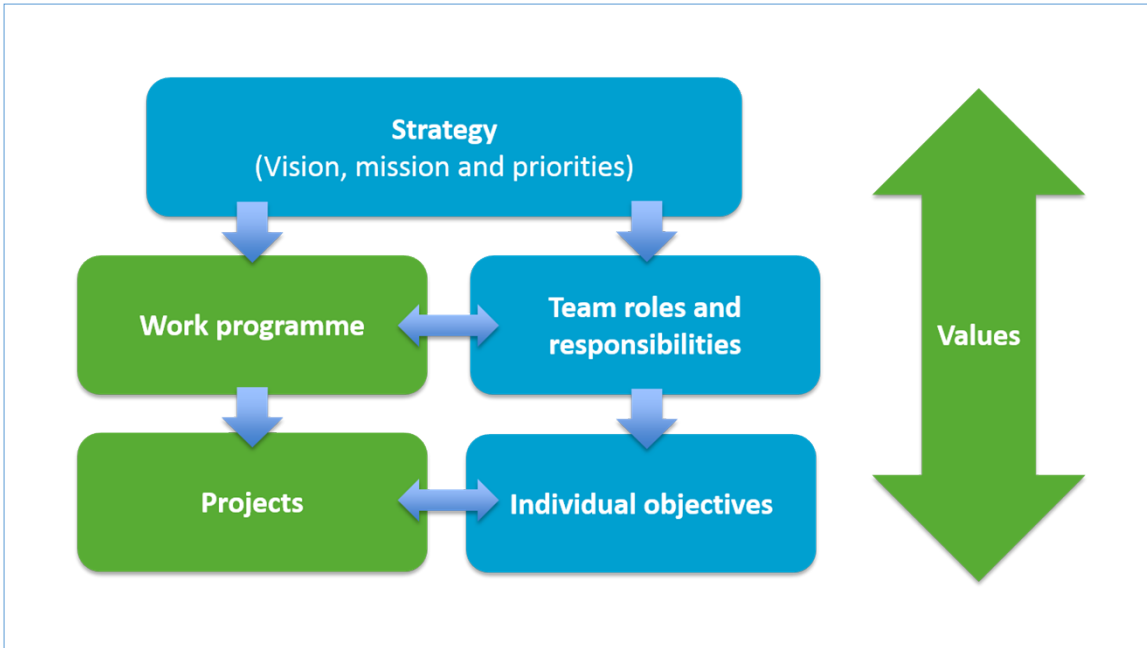
JWS held an all staff workshop in January 2018 where everyone was asked to help develop proposals for the strategy and desired culture of the organisation. Following this draft vision, mission, priorities and values were drawn up. These were presented at a Contract Partnering Board workshop in April and were updated according to the feedback received. The revised proposals were then presented back to another all staff meeting in May, where they were positively received.

The proposed strategy comprises a number of elements:

1. **Vision:** an aspirational statement of what the organisation will look like in the future
2. **Mission:** an explanation of the organisation's reason for existence, in order to communicate purpose and direction
3. **Priorities:** key objectives for the organisation, which should be reviewed on a regular basis

The **values** of the organisation sit alongside the strategy and describe what the organisation believes in and how it will behave.

The relationship between all these elements and how they will feed into the JWS programme of work, and staff roles and responsibilities, is set out in the figure below.



### Proposed strategy

The proposed wording for the strategy is set out below.

#### Vision

Be a trusted authority in environmental management, helping to secure a sustainable future by using innovative, cost-effective solutions, shaped by market intelligence and customer insight.

#### Mission

Work collaboratively to reduce waste, increase recycling, deliver efficiencies and provide excellent service to our customers, while continuing to develop our environmental management expertise.

#### Values

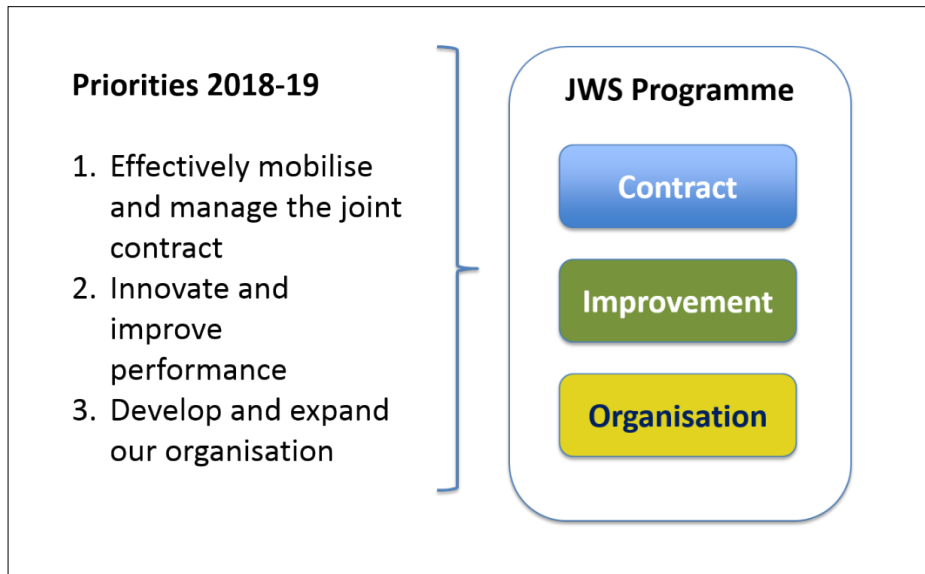
- Be flexible and embrace change
- Work with and respect others
- Be responsive to customer needs
- Aim for excellence in all we do
- Be brave and innovative
- Celebrate and value our successes

#### Priorities for 2018-19

1. Effectively mobilise and manage the joint contract
2. Innovate and improve performance
3. Develop and expand our organisation



Priorities for JWS will be reviewed and updated on an annual basis. These inform the programme of work, which is divided into three sub-programmes that directly map to the priorities (see figure below).



These three areas are described in more detail below.

### Work programme

Contract programme: The aim of this element of the programme is to effectively mobilise and manage the joint contract and this is the area of work is where most energy has been directed so far. The upcoming areas of focus include:

- Mobilising the Mole Valley element of the Amey waste collection contract in August 2018.
- Aligning contract management processes, including performance monitoring and reporting.
- Reviewing assisted collections, clinical waste collections and the provision of extra bins.
- Creating and updating health and safety procedures and business continuity plans.
- Improving customer management processes.

Improvement programme: The aim of this element of the programme is to innovate and improve performance, both within Joint Waste Solutions and across the county. Areas of work include:

- Managing engagement activities such as the subsidised compost bin scheme and Wastebuster schools programme.
- Support for Surrey Waste Partnership campaigns such as those focussed on food waste recycling, textiles recycling and fly tipping prevention.
- Maintaining and developing the Recycle for Surrey website, search tool and app.
- Producing consistent communications materials across the four waste collection authorities (e.g. service guides, collection calendars and bin stickers).

Organisation programme: This programme is aimed at developing and expanding JWS as an organisation. The current focus of work is around:

- Developing our strategy and work programme (as outlined in this paper).

- Governance – updating the Inter Authority Agreement to formally incorporate the SCC staff, and to update the Service Level Agreement. Work is also underway on joining up the governance of JWS and the Surrey Waste Partnership.
- Reorganisation of staff and roles to ensure the organisation is fit for purpose post mobilisation. The new staff structure should be live by April 2019.
- Aligning and improving our processes for data capture and performance reporting, both within JWS and county-wide.
- Aligning and improving our financial management process, both within JWS and county-wide.

### **Developing the programme**

So far the focus has been on mobilising and stabilising the collection contract which means that the JWS programme, and the associated monitoring, reporting and decision making processes, are still being developed. Work will also be needed to integrate the joint JWS and Amey contract improvement plan into the programme of work. Therefore it is intended that further updates will be brought to the Partnering Board and Committee as these processes develop, and as key decisions are required.

### **Recommendation**

It is recommended that the Joint Committee approves the vision, mission, values and priorities for Joint Waste Solutions.

**Inter Authority Agreement 2: Variation Agreement****Author: Helen Trew****Date: 19 July 2018**

Inter Authority Agreement 2 (IAA2) was signed by the four joint waste collection contract authorities in June 2017. This agreement established the Contract Management Office (CMO, now known as Joint Waste Solutions) and sets out how the responsibilities arising from the joint contract are shared between the authorities.

IAA2 now needs to be updated for a number of reasons:

1. To formalise the transfer of Surrey County Council's Partnership Functions, and associated Waste Development staff, into Joint Waste Solutions (JWS). The Surrey Waste Partnership (SWP) staff, who are currently hosted by SCC, will also be transferring into JWS at the same time.
2. To agree more detail on how JWS and the partner authorities will work together, and expectations on both sides.
3. To agree more detail on the functions that JWS will be carrying out for the five authorities.

This will be done via a Variation Agreement as this approach is simpler and quicker than creating a completely new IAA. The draft Variation Agreement and a number of supporting documents are appended to this report, and the key aspects of these are explained below.

**Variation Agreement**

This document sets out the changes that partners wish to make to IAA2. The Variation Agreement should be viewed alongside IAA2 in order to see where in the IAA the changes will take effect. The key changes are:

- A number of amendments refer to the changes in governance which mean that the Joint Committee and Partnering Board will be overseeing the delivery of the WDA Partnership Functions, which are also defined in the Variation Agreement. SCC will become a full member of the Committee, but will still not be able to vote on matters directly relating to the waste collection contract.
- Changing the word 'Authorities' (which means the four joint collection contract authorities) to 'Parties' (which is all five authorities including Surrey County Council) in a number of places throughout the document. This is to reflect the expanded role that SCC will be taking with the transfer of the WDA Partnership Functions to JWS.
- The addition to clause 3.3 means that if SCC withdraws from the agreement, the discharge of the WDA Partnership Functions would return to SCC.
- The consequences of termination clauses have been updated to make it clearer that if an authority withdraws from the agreement, staff may be transferred back to that authority, or the withdrawing authority will have to cover any restructuring or redundancy costs. This is to protect Surrey Heath in particular as the administering authority.
- Clause 26.6, and the appended list of roles, has been updated to include the staff transferring from SCC.

- JWS will be responsible for administering the financial transfers between SCC (in its role as a Waste Disposal Authority) and all 11 Surrey Waste Collection Authorities. Clause 31.3.3 has been added to make it clear that SCC is responsible for providing the funds for this.
- Clause 31.3.4 has been added to make it clear that the budget for the SWP is separate to the CMO costs, and will continue to be funded by all 12 SWP authorities.

### **Schedule 2: Service Level Agreement**

Schedule 2 of IAA2 was a proposed Service Level Agreement (SLA) between the CMO and the partner authorities. This has been updated to include a number of new sections which include provision of data, communications, new properties and transparency. The SLA has also been updated to recognise that the CMO is now carrying out county wide partnership functions, in addition to managing the joint contract.

An annex to the SLA has also been added which contains a detailed list of functions that JWS will be carrying out for the five partner authorities.

### **Recommendation**

It is recommended that the Joint Committee approves the Variation Agreement.

### **Next steps**

Subject to approval from the Joint Committee, the lead officer from each partner authority will sign the Variation agreement.

Work is ongoing with regard to joining up the governance of JWS and the SWP and it is anticipated that a completely new IAA will come into effect in April 2019.

## **SCHEDULE 2**

### **CONTRACT MANAGEMENT OFFICE**

#### **SERVICE LEVEL AGREEMENT**

In this service level agreement the expression “Authorities” means Elmbridge, Mole Valley, Surrey Heath and Woking. The expression “Parties” means the authorities and Surrey County Council (referred to as SCC).

This service level agreement sets out the Authorities' requirements for the functions and activities of the CMO. The CMO shall deploy the resources necessary to provide administrative and Joint Contract management services ('CMO Services'). The Authorities shall manage and operate the Joint Contract jointly through the CMO.

The staff of the CMO, the functions undertaken by the CMO (referred to as JWS), the Surrey WDA Partnership Functions (referred to as the SCC Partnership Functions) are set out in Annex 1 to this service level agreement

#### **1. Generally**

- 1.1 The intention of the CMO is to provide a shared service which is cheaper than the cost of managing waste collection and street cleansing services by each Authority individually and accordingly the CMO Budget set and the resources of the CMO shall be managed as far as practicable to achieve that objective. The CMO also provides a service in relation to the partnership functions carried out by SCC as waste disposal authority with a view to ensuring an integrated approach to waste management throughout Surrey
- 1.2 In this service level agreement defined terms shall have the meanings set out in the Joint Contract or in the Agreement.
- 1.3 The CMO shall carry out the CMO Services:
  - 1.3.1 impartially as between the Authorities;
  - 1.3.2 using all due skill care and diligence;
  - 1.3.3 in a professional and timely manner;
  - 1.3.4 economically and efficiently;
  - 1.3.5 so as to achieve the objectives of the Agreement;
  - 1.3.6 in accordance with law, financial regulations and good practice.
- 1.4 The Authorised Officer shall be the director of the CMO and shall in addition to carrying out his functions as Authorised Officer ensure the delivery of the functions of the CMO.
- 1.5 All Parties will allow CMO staff reasonable access to their premises and facilities and allow reasonable use of their equipment

## **2. Service Delivery Management**

### 2.1 The CMO shall:

- 2.1.1 deploy the resources necessary to provide the CMO Services;
- 2.1.2 engage a financial officer, a deputy Authorised Officer to monitor and ensure compliance with contract standards and secretariat or administrative support; and
- 2.1.3 employ or use staff seconded from the Authorities as agreed by the Committee.

### 2.2 The CMO shall be operated and run using the CMO Budget, which shall include for all costs and overheads required to operate the CMO and shall include, without limitation:

- 2.2.1 staff costs including pensions (including admittance to the LGPS);
- 2.2.2 HR services;
- 2.2.3 financial services including payroll and payment processing;"
- 2.2.4 property costs and utilities;
- 2.2.5 ICT and ICT services;
- 2.2.6 Insurance;
- 2.2.7 legal services;
- 2.2.8 consumables and office furniture; and
- 2.2.9 banking services.

### 2.3 The CMO may enter into arrangements for HR, financial, ICT, insurance, legal and any other professional services or supplies with any of the Authorities or, subject to compliance with procurement law, from any third party.

### 2.4 The Authorities shall liaise with, consult and inform the CMO in respect of the following and the CMO shall provide reasonable assistance, data and information to the Authorities:

- 2.4.1 enforcement against the public in law or by-law (e.g. littering);
- 2.4.2 asset and depot management as landlord or owner;
- 2.4.3 capital improvement;
- 2.4.4 setting public charges (e.g. for green waste);
- 2.4.5 management of civil emergencies other than where the Service Provider's assistance is required (which shall be, where practicable depending on the urgency, arranged through the CMO).

### 2.5 The CMO shall:

- 2.5.1 assess and manage the performance of the Service Provider to ensure value for money;
- 2.5.2 manage risk by identifying and controlling risk;
- 2.5.3 manage service continuity and have a business continuity plan in place;
- 2.5.4 ensure that its staff understand the Services fully and know the Joint Contract and the Agreement inside out to understand the implications of problems or

- opportunities over the life of the Joint Contract; to reduce misunderstanding between the Authorities and the Service Provider; and to avoid problems, issues and mistakes before they happen;
- 2.5.5 understand and ensure that escalation routes are used properly to encourage an approach that seeks to resolve problems early and without escalating up the governance chain;
  - 2.5.6 be flexible to meet changing circumstances;
  - 2.5.7 aim for continuous improvement in performance; and
  - 2.5.8 carry out such activities as shall be agreed from time to time by the Authorities.
- 2.6 Upon termination of the whole of the Agreement the CMO shall:
- 2.6.1 prepare and maintain a list of assets owned by it on behalf of the Authorities (the 'Joint Assets');
  - 2.6.2 on apportionment of the ownership of assets equally amongst the Authorities the CMO shall transfer the Joint Assets to the relevant Authorities;
  - 2.6.3 where assets cannot be equally apportioned to the Authorities the CMO shall transfer the Joint Assets to one Authority as directed by the Authorities.
- 3. CMO Budget**
- 3.1 No later than September in each Financial Year the CMO shall prepare a budget and submit it to the Contract Partnering Board for discussion and, if necessary, revision and amendment.
  - 3.2 The CMO shall ensure that the CMO Budget shall incorporate costs of operating the Agreement including governance and the overheads provided in paragraph 2.2.
  - 3.3 The Parties shall provide such reasonable assistance as is necessary to the CMO to assist in preparing the CMO Budget.
- 4. Payments**
- 4.1 No later than 1 April in each year the CMO shall submit and invoice to each Authority its share of the CMO Services for that Financial Year in accordance with the Annual Budget.
  - 4.2 In respect of the Service Provider Budget, the CMO shall review each invoice received from the Service Provider and the accompanying breakdown of the charges by Authority in accordance with the Joint Contract. The CMO shall verify the Service Provider's breakdown and in turn calculate the total apportionment relevant to each Authority. The CMO shall send its apportionment calculations to the Service Provider and the Contract Partnering Board and shall require the Service Provider to submit its invoices addressed to the Authorities. If the Contract Partnering Board disputes the apportionment, the matter shall be agreed through
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Governance or the Dispute Resolution Procedure and the outcome shall (if applicable) be effected by an adjustment to a future invoice so that the flow of payments to the Service Provider is not disrupted.

- 4.3 Each Authority shall contribute its share of the Annual Budget in twelve equal monthly instalments, save that in April (the first calendar month of the Financial Year) two months' instalments shall be paid and in March (the last calendar month of the Financial Year) no instalment shall be paid.
- 4.4 The CMO shall hold the Annual Budget in separate accounts which are identifiable as relating solely to the operation of the Joint Contract and the Agreement.
- 4.5 The CMO Budget shall be paid to the CMO and the CMO shall expend, draw and manage it to provide the CMO Services as it sees fit. The rest of the Annual Budget shall be held in an account by the CMO on behalf of the Authorities and payments from that account shall be made only to the Service Provider in accordance with the Joint Contract and the Agreement.
- 4.6 No later than 31 March of each Financial Year the CMO shall conduct a full audit and reconciliation of all elements of the Annual Budget and shall calculate (in accordance with the principles set out in clause 29 of the Agreement) whether:
- 4.6.1 any positive balances of the Annual Budget should be returned to an Authority; or
- 4.6.2 whether any Authority owes more than it has so far contributed
- and shall redistribute funds or invoice for additional funds accordingly. The Authorities shall pay any sums invoiced within 30 days or shall refer the matter to the Dispute Resolution Procedure set out in the Agreement.
- 4.7 Following resolution of any dispute in accordance with paragraph 4.6 any amount agreed or determined to have been payable shall be paid forthwith to the CMO together with interest and the reasonable costs and compensation incurred by the CMO calculated in accordance with paragraph 4.8.
- 4.8 In the event of any Authority failing to make a payment under this paragraph 4 on the relevant due date, such Authority shall pay to the CMO and to the other Authorities the reasonable costs and compensation for any Losses incurred by them in respect of the outstanding instalments such amount to be calculated on a daily basis (commencing from the first Working Day after the relevant due date) for each day an Authority is late in making such payment plus interest in accordance with clause 21.4 of the Agreement.

## **5. Extension or reduction of the functions or activities of the CMO**

- 5.1 The Committee may at any time extend or reduce the functions or activities of the



CMO or transfer any of the activities set out in paragraph 2.4 above which are dealt with by the Authorities individually.

## **6. Relationship Management**

- 6.1 Subject to matters expressly reserved to a higher tier as set out in clause 23.1 of the Agreement, the Authorised Officer shall be the key contact in the CMO for the Service Provider. Except where essential in a civil emergency, the Authorities shall communicate with the Service Provider through the CMO only.
- 6.2 Where any matter is agreed or a decision reached in accordance with the governance procedures in clause 23 of the Agreement and the voting arrangements in clause 24 of the Agreement, such decision shall be implemented by the Authorised Officer and the payment provisions of clause 32 of the Agreement shall apply.
- 6.3 The CMO shall:
- 6.3.1 ensure that staff at all levels facilitate a good relationship with the Service Provider;
  - 6.3.2 establish information flows and communication levels;
  - 6.3.3 encourage the right attitudes and behaviours, based on trust rather than adversarial models; and
  - 6.3.4 actively manage the Authorities/Service Provider relationship.

## **7. Joint Contract Administration**

- 7.1 The CMO shall:
- 7.1.1 pay the Service Provider in accordance with the Joint Contract and calculate and apply the provisions of Schedule 3 (Partnership Share);
  - 7.1.2 collect data, including collection of data to enable the Authorities to comply with reporting requirements to SCC and DEFRA;
  - 7.1.3 communicate with the Service Provider and with residents;
  - 7.1.4 deal with the day to day management of the Joint Contract;
  - 7.1.5 monitor performance of the Joint Contract across the administrative areas of the Authorities;
  - 7.1.6 have clear contract administration procedures so the Authorities and the Service Provider understand who does what, when and how;
  - 7.1.7 exercise the powers of the Authorised Officer under the Joint Contract; and
  - 7.1.8 check the costs of the Services are no higher than expected.
- 7.2 If a Material Instruction is referred to the Authorised Officer by the Contract Partnering Board, the Authorised Officer may consult the Operations Forum or refer it to the Committee if appropriate in accordance with paragraph 34.2 of the Agreement. If the Proposing Authority confirms to the CMO that it wishes the Material Instruction to be made, the CMO shall put the Material Instruction into effect.

## **8. Annual Work Programme**

- 8.1 The Committee will agree priorities and an outline work programme for the CMO on an annual basis. The work programme will include a contract improvement plan and a county wide improvement plan.

## **9. Provision of Data**

- 9.1 The CMO will provide the Parties with monthly contract performance data, and waste and recycling performance data, in an agreed format suitable for individual corporate performance reporting.
- 9.2 The CMO will provide the Parties with revised waste and recycling tonnage projections on a regular basis (quarterly at a minimum) in an agreed format.
- 9.3 SCC will provide the CMO with all the waste and recyclable material management cost information necessary for the calculation of the variable payment element of the financial transfer mechanisms.
- 9.4 In respect of dry recyclable material arising from the Authorities which is managed via the SCC waste disposal contract:
- 9.4.1 SCC will provide the CMO with a monthly breakdown of rejected loads at the facilities
  - 9.4.2 SCC will give the CMO at least one month's notice of any changes to the charge for rejected loads at recycling facilities
  - 9.4.3 SCC will provide the CMO with up to date end destination information and MRF breakdowns (material composition) on a quarterly basis. This information will be provided no later than six weeks after the end of each quarter.
  - 9.4.4 The CMO will provide the Parties with up to date end destination information and MRF breakdowns (material composition) on a quarterly basis in order for them to complete their Waste Data Flow submission.
- 9.5 The CMO will provide SCC with the latest headline performance figures for each of the three Surrey Waste Partnership performance indicators on a quarterly basis. This will be provided in accordance with the agreed quarterly timetable.
- 9.6 In respect of the costs and tonnages under the SCC waste disposal contract:
- 9.6.1 SCC will provide the CMO with a quarterly summary of all tonnages which have been "back-allocated" to WCAs for inclusion in their Waste Data Flow submissions. This information will be provided on a quarterly basis, and no later than the end of the month following quarter-end.
  - 9.6.2 SCC will provide the CMO with the rates per tonne which will be payable by the WCAs for the disposal of non-domestic residual waste and non-domestic food waste. This information will be provided annually, and at least one month in advance of the financial year for which the rates will apply.
  - 9.6.3 SCC will provide the CMO with a breakdown by month and material of all recycling and residual waste tonnages at SCC's Community Recycling

Centres. This information will be provided on a quarterly basis, and no later than the end of the month following quarter-end.

9.7 The CMO will provide SCC with an up to date forecast of expenditure for the current year against the recycling credits budget, on a quarterly basis.

9.8 In relation to ad hoc requests for information:

9.8.1 The CMO will endeavour to respond to requests for information from the Parties within five working days of receiving the request. If it will take longer to provide the information, or if the information is not available, the CMO will inform the authority as soon as is reasonably practicable.

9.8.2 All Parties will endeavour to respond to requests for information from the CMO within five working days of receiving the request. If it will take longer to provide the information, or if the information is not available, the authority will inform the CMO as soon as is reasonably practicable.

## **10. Communications**

10.1 SCC will continue to host the Recycle for Surrey and Surrey Waste Partnership websites, and associated content management systems, and carry out any development work required to meet resident user experience needs.

10.2 Individual authorities will use their communications channels to provide information about the waste collection services provided to them by the CMO, and assist in the promotion of any communications or behaviour change initiatives that are run by the CMO.

10.3 If and when the CMO makes any service or policy changes, or there are any service disruptions or any communication campaigns are carried out that would affect authority customer services, the CMO will notify the authorities so they can make necessary changes to their systems.

10.4 SCC's contact centre will continue to be the first line of support for residents who submit questions through the Recycle for Surrey and Surrey Waste Partnership websites, and for phone calls in relation to Recycle for Surrey campaigns or other county-wide improvement work e.g. compost bin subsidies.

## **11. New properties**

11.1 Authorities to advise the CMO when new properties will need a collection

11.2 Authorities should consult with the CMO when they receive pre-application and planning applications for new developments so that CMO officers are able to advise whether waste management provision is acceptable, before planning permission is granted.

11.3 SCC will provide an annual update of Surrey postcodes to the CMO to support the ReCollect search tool and app.

## **12. Transparency**

12.1 The Parties recognize that the CMO will need prompt access to relevant information in order to carry out its functions effectively.

12.2 The Parties agree to provide the CMO with information that it reasonably requests as soon as reasonably practicable and in a readily usable format. Where necessary they shall make arrangements to provide staff with access to systems and databases on an ongoing basis.

**13. Requests for the CMO to carry out additional functions/tasks**

13.1 The CMO shall use its reasonable endeavours to carry out all other functions and tasks which relate to its functions under this service level agreement provided this does not divert significant resources from delivery of the functions agreed by the Parties or the annual work plan.

13.2 Any addition to the CMOs functions shall be agreed by the Committee.



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Annex to Schedule 2 (Service Level Agreement)

Functions carried out by JWS and/or Amey (1)

Function	Responsibility	Area covered			
		Elmbridge	Woking	Surrey Heath	Mole Valley
<b>Contract management and operations</b>					
Contract Management - collections	JWS	✓	✓	✓	✓
Contract Management - reprocessing	JWS	✓	✓	✓	✓
Bring site management & Collections	JWS/various contractors	✓	✓	✓	✓
Fleet servicing/maintenance	Amey	✓	✓	✓	✓
Health & Safety compliance	JWS/Amey	✓	✓	✓	✓
Joint crew monitoring/checks	JWS/Amey	✓	✓	✓	✓
Independent crew checks	JWS/Amey	✓	✓	✓	✓
Bin allocation (new properties)	JWS	✓	✓	✓	✓
H/hld contamination problems (+ other issues)	JWS	✓	✓	✓	✓
Communal contamination problems (+ other issues)	JWS	✓	✓	✓	✓
Contaminated load investigation/follow up	JWS	✓	✓	✓	✓
Site inspections	JWS/Amey	✓	✓	✓	✓
Raise Ad Hoc requests/Variation Orders	JWS	✓	✓	✓	✓
H/hld refuse collections	Amey	✓	✓	✓	✓
H/hld mixed recycling collections	Amey	✓	✓	✓	✓
H/hld textiles/WEEE collections	Amey/third party	✓	✓	✓	✓
H/hld garden waste collections	Amey	✓	✓	✓	✓
H/hold bulky item collections	Amey	✓	✓	✓	✓
H/hld Clinical waste collections	Amey	✓	✓	✓	✓
Schedule 2 collections	Amey	✓	✓	✓	✓
Schools Recycling Service management	JWS	✓	✓	✓	✓
Schools Recycling collections	Amey	✓	✓	✓	✓
Emergency work co-ordination and instructions	JWS	✓	✓	✓	✓
Procurement of wheeled bin/caddies	Amey	✓	✓	✓	✓
Wheeled bin deliveries	Amey	✓	✓	✓	✓
Sack deliveries organisation, scheduling and updating	Amey	✓	✓	✓	✓
General small maintenance works (bulk bins, litter bins, street signs)	Amey	✓	✓	✓	✓
Ad hoc waste/recycling collections	Amey	✓	✓	✓	✓
Emergency Work (e.g weather response/sandbags/gritting)	Amey	✓	✓	✓	✓
Weekly market waste collection (Dorking)	Amey	✗	✗	✗	✓
Christmas tree collections (from agreed locations)	Amey	✓	✗	✗	✓
Insurance claims	Amey	✓	✓	✓	✓
<b>Streets</b>					
Street cleansing inspections	Amey/JWS	✓	✗	✓	✓
Street cleaning scheduling	Amey	✓	✗	✓	✓
Street sweeping of adopted roads (inc. autumn leafall)	Amey	✓	✗	✓	✓
Street litter bin emptying	Amey	✓	✗	✓	✓
Car park sweeping (Council onwed/managed)	Amey	✓	✗	✓	✓
Dead animals removal - adopted roads	Amey	✓	✗	✓	✓
Fly tip initial investigation/gather evidence	Amey	✓	✗	✓	✓
Small fly tip removal - adopted roads	Amey	✓	✗	✓	✓
Large fly tip removal - adopted roads	Amey	✓	✗	✓	✓
Small graffiti removal - public property	Amey	✓	✗	✓	✓
Large graffiti removal - public property	Amey	✓	✗	✓	✓
Blocked drains (as part of leafall)	Amey	✓	✗	✓	✓
Street litter bin locations (identify where to add/remove)	Amey/JWS	✓	✗	✓	✓
Procurement litter bins/liners	Amey	✓	✗	✓	✓
Lads Survey	Amey/JWS	✓	✗	✓	✓
Organisation of gritting teams	Amey	✓	✗	✓	✓
Response to gritting requests	JWS	✓	✗	✓	✓
Gritting of car parks	Amey	✓	✗	✓	✓
Liaison with SCC Highways	JWS	✓	✓	✓	✓
Provisions for local events (bins, litter picking equipment)	Amey	✓	✗	✓	✓
Weekly market cleaning (Leatherhead)	Amey	✗	✗	✗	✓
Highway weed spraying management	JWS	✓	✗	✗	✗

## Functions carried out by JWS and/or Amey (2)

Function	Responsibility	Area covered			
		Elmbridge	Woking	Surrey Heath	Mole Valley
<b>Financial management</b>					
Budget management	JWS	✓	✓	✓	✓
Service development & projects	JWS	✓	✓	✓	✓
Recycling credits/other financial mechs calculation/billing	JWS	✓	✓	✓	✓
Raise invoices	JWS	✓	✓	✓	✓
Tipping away claims	JWS	✓	✓	✓	✓
Procurement	JWS	✓	✓	✓	✓
Fees and Charges setting	JWS/Authority	✓	✓	✓	✓
Schedule 2 management/monitoring /invoicing	JWS	✓	✓	✓	✓
<b>Data, analysis and reporting</b>					
Waste data analysis	JWS/Amey	✓	✓	✓	✓
Waste Data Flow/Statistics	JWS	✓	✓	✓	✓
Fly capture	JWS	✓	✓	✓	✓
IWDMS uploads	JWS	✓	✓	✓	✓
Internal PI reporting	JWS	✓	✓	✓	✓
Policy/Performance reports for Council	JWS	✓	✓	✓	✓
Tonnage data collection	Amey	✓	✓	✓	✓
Data analysis (trends, areas of poor performance)	Amey	✓	✓	✓	✓
KPI reporting ( data capture to presentation)	Amey/JWS	✓	✓	✓	✓
GIS updating	Amey	✓	✓	✓	✓
<b>Customer management</b>					
Contact centre (day to day customer enquiries and service updates)	JWS/Amey	✗	✓	✓	✗
Customer contact - troubleshooting (in depth)	JWS	✓	✓	✓	✓
Formal Complaints	JWS	✓	✓	✓	✓
Day to day general complaints (Various)	JWS/Amey	✓	✓	✓	✓
FOI requests	JWS	✓	✓	✓	✓
Recycling general enquiries	JWS	✓	✓	✓	✓
Bulky waste bookings	Amey	✓	✓	✓	✓
Clinical waste (bagged) collection approval	JWS	✓	✓	✓	✓
Additional refuse capacity approval	JWS	✓	✓	✓	✓
Bin replacement/adjustment approval	JWS	✓	✓	✓	✓
Garden waste sack approval	JWS	✓	✓	✓	✓
Clinical collection approval	Amey	✓	✓	✓	✓
Assisted Collection requests	Amey	✓	✓	✓	✓
Garden waste service management (new apps, renewals, cancellations)	Amey	✓	✓	✓	✓
<b>New developments</b>					
Developer enquiries	JWS	✓	✓	✓	✓
Post planning/PD resolution	JWS	✓	✓	✓	✓
Planning applications assessment	JWS	✓	✓	✓	✓
<b>Policy and work programme</b>					
Implement JMWMS/Create Action Plans	JWS	✓	✓	✓	✓
Policy development and new projects	JWS	✓	✓	✓	✓
<b>Communications/engagement/promotional</b>					
Promotional projects	JWS/SWP	✓	✓	✓	✓
Recycling talks/attend events	JWS	✓	✓	✓	✓
Web pages creation/updates	JWS	✓	✓	✓	✓
Comms and Marketing	JWS	✓	✓	✓	✓
Press releases	JWS	✓	✓	✓	✓
Leaflet design and printing	JWS/SWP	✓	✓	✓	✓
Christmas collection schedule	JWS/AMEY	✓	✓	✓	✓
<b>Depot management</b>					
Depot Management (tenant, within red line area)	Amey	✓	✓	✓	✓
Depot Health and Safety (within red line area)	Amey	✓	✓	✓	✓



## SCC WDA Partnership Functions to be carried out by JWS (1)

Function	Responsibility	Who is the work for?		
		SCC	JWS	County wide
<b>Kerbside improvements</b>				
SWP improvement programme development	JWS	✓	✓	✓
SWP improvement projects delivery e.g. new vehicle livery, service guides	JWS	✓	✓	✓
SWP comms campaign plans and materials - reviewing and approving	JWS	✓	✓	✓
Contract management - Wastebuster schools programme	JWS	✓	✓	✓
Contract management - subsidised compost bin schemes	JWS	✓	✓	✓
WEEE bring bank administration	JWS	✓	✓	✓
Administering cloth nappy trial kit scheme	JWS	✓	✓	✓
Policy research and setting/sharing best practice	JWS	✓	✓	✓
Reviewing and approving SWP flats project plans and evaluations	JWS	✓	✓	✓
JWS improvement programme development and co-ordination of delivery	JWS	✓	✓	✗
JWS improvement projects delivery e.g. vehicle wrapping, policy alignment, notification tags production	JWS	✓	✓	✗
<b>Customer management</b>				
Recycle for Surrey website - updates and maintenance	JWS	✓	✓	✓
Recycling search tool and app - updates and maintenance	JWS	✓	✓	✓
JWS website - developing, updating and maintaining	JWS	✗	✓	✗
Responding to non-CRC resident queries	JWS	✓	✓	✓
SCC website updates - embedding search tool and maintaining links to Recycle for Surrey website	JWS	✓	✗	✗
<b>Data and finance management</b>				
Receiving reports from SRN members and arranging payments of reuse credits	JWS	✓	✗	✗
Receiving and distributing WEEE bring bank tonnages	JWS	✓	✓	✓
Periodic reviews and validation of non-domestic average weights	JWS	✓	✗	✗
Managing payments to/from WCAs via various financial mechanisms	JWS	✓	✗	✗
Managing payments from SCC and WCAs into SWP	JWS	✓	✗	✗
Auditing WCA data	JWS	✓	✗	✗
Development of new mechanisms/streamlining existing processes	JWS	✓	✓	✓
Monthly budget monitoring - recycling credits	JWS	✓	✗	✗
Monthly budget monitoring - staff budget	JWS	✓	✗	✗
Monthly accruals	JWS	✓	✗	✗
Year-end accruals	JWS	✓	✗	✗
Producing forecast for SCC MTFP	JWS	✓	✗	✗
IWDMS - development of system	JWS	✓	✓	✓
IWDMS - managing SUEZ uploads	JWS	✓	✗	✗
IWDMS - managing WCA uploads	JWS	✓	✓	✓
Managing the IWDMS contract	JWS	✓	✓	✓

## SCC WDA Partnership Functions to be carried out by JWS (2)

Function	Responsibility	Who is the work for?		
		SCC	JWS	County wide
<b>Performance reporting</b>				
Performance reporting for SWP	JWS	✓	✓	✓
Corporate performance reporting for SCC	JWS	✓	✗	✗
IWDMS - development of Q100 module	JWS	✓	✓	✓
SWP cost of waste management exercise	JWS	✓	✓	✓
<b>Analysis and insight</b>				
Campaign evaluation	JWS	✓	✓	✓
Composition analysis	JWS	✓	✓	✓
Compile market prices	JWS	✓	✓	✓
IWDMS - user support, user engagement & training	JWS	✓	✓	✓
Support to SWP Communications Team	JWS	✓	✓	✓
SWP end-destinations report	JWS	✓	✓	✓
Ad-hoc requests for support	JWS	✓	✓	✓
General data management (e.g. gate fees)	JWS	✓	✓	✓
<b>Programme management</b>				
General programme management - maintain overview of strategy, projects, milestones, risks, issues etc.	JWS (for JWS projects)	✓	✓	✗
Cabinet Member briefings	JWS/SCC	✓	✗	✗
Input into SWP projects (e.g. new ways of working, collection systems)	JWS/SCC	✓	✓	✓
Collate JMWMS action plan (SCC Waste Development functions)	JWS	✗	✓	✗
<b>DMR Management</b>				
Confirming management rates where SCC directs DMR material	JWS	✓	✗	✗
Confirming rejected load tonnages	JWS	✓	✗	✗
<b>Strategy development</b>				
Development of new financial mechanisms for 2018/19 onwards	JWS (time limited project)	✓	✗	✗
DMR strategy - when to direct material	JWS/SCC	✓	✗	✗
New infrastructure (e.g. MRF)	JWS/SCC	✓	✓	✗
<b>SWP hosting</b>				
Hosting SWP staff and budget	JWS	✓	✓	✓
Line management of SWP Flats Recycling Team Manager	JWS	✓	✓	✓
Surrey Waste Partnership website - updates and maintenance	JWS/SWP	✓	✓	✓

## Annex to Clause 26.6 – Roles transferring to the CMO

<b>Title</b>	<b>Team</b>
Environmental Services Manager	SURH
Recycling Manager	SURH
Street Scene Officer	SURH
Cleansing Monitoring Officer	SURH
Environmental Services Manager	EBC
Senior Environmental Services Officer	EBC
Environmental Services Officer	EBC
Environmental Services Officer	EBC
Environmental Services Contract Manager	MVDC
Recycling & Sustainability Manager	MVDC
Area Monitoring Officer	MVDC
Admin Officer	MVDC
Apprentice	MVDC
Contracts & Support Manager	WOKG
Support Officer	WOKG
Senior Contracts Officer	WOKG
Projects and Monitoring Officer	WOKG
Programme Manager	SCC
Improvement Team Manager	SCC
Analysis & Insight Manager	SCC
Improvement Officer	SCC
Improvement Officer	SCC
Improvement Officer	SCC
Analysis & Insight Officer	SCC
Surrey Waste Partnership Manager	SCC (SWP role)
Assistant Communications Manager	SCC (SWP role)
Communications Officer	SCC (SWP role)
Partnership and Intelligence Officer	SCC (SWP role)
SWP Flats Recycling Officer	SCC (SWP role)
SWP Flats Recycling Officer	SCC (SWP role)

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**Budget and Finance Update**

**From: Louise Nettleton, Finance Officer**

**Date: 19<sup>th</sup> June 2018**

**2018/1 Budget Monitoring**

The major expenses incurred in the first quarter to date are:

Mobilisation costs	£ 14,814	design/printing/postages
CMO charges (salary)	£ 47,069	
Laptops/mobile charges	£ 1,404	
Legal costs	£ 2,460	

The indexation adjustment for 2018/19 was agreed as 2.73% based on the methodology agreed in the contract.

Items that are still outstanding are:

- Amey paid over £ 418,666.50 to JWS on 29 March 2018 for Garden waste and bulky items income relating to September 2017 to March 2018, but we are yet to receive a breakdown of how much relates to which authority and for what service. The next payment is now also overdue.
- Amey supplying accurate variable invoice data and KPI amounts. Variable invoices up to January 2018 have been paid, but there are outstanding queries relating to clinical collections and also garden and bulky income (which needs to be tied up with the income paid over).
- JWS still to be invoiced the 2017/18 adjusted property values as agreed for October 2017. The core invoice values were set based on property numbers supplied in February 2017, and the updated property values need to be invoiced as they are now agreed.

**Action:** the parties are asked to agree to being invoiced for the 1<sup>st</sup> quarter 2018/19 CMO costs of £ 14,935 each (total of £74,674)

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## Joint Waste Solutions Budget

JWS Budget  
2018/19

£

### Contract Management Office Budget Summary

<b>Mobilisation costs</b>	Communications/Marketing	£	335,000
	Other Mobilisation costs	£	78,000
<b>CMO staffing and other costs</b>	CMO Staffing costs	£	318,015
	Other CMO costs	£	38,500
<b>Surrey Wide Communications costs</b>		£	140,000
<b>Corporate Support Costs</b>		£	55,500
<b>Overheads and hosting costs</b>		£	16,000
<b>Total CMO Budget excluding TUPE'd staff</b>		<b>£</b>	<b>981,015</b>
<b>Total CMO Spend excluding TUPE'd staff</b>			
<b>Total Salaries TUPE'd staff</b>	Budget	<b>£</b>	<b>692,186</b>
	Actual		
<b>Total CMO budget + staff</b>		<b>£</b>	<b>1,673,201</b>

<b>Outside CMO</b>	SCC recharge due to rejected loads (contamination) Jul-Dec to be claimed from Amey KPIs	
	KPI deductions	

### Service Provider Budget

<b>Measured Costs:</b>	2018-19	
<b>Core charges</b>		
<b>Variable charges</b>		
<b>Actuals invoiced to date</b>	Apr-Jun18	
<b>Garden waste/Bulky income</b>		

JWS Actual Spend to	EBC	WBC	SHBC	MVDC	SCC	SCC seconded staff
£	£	£	£	£	£	£

£ 14,814						
£ 4,138						
£ 47,069						
£ 2,244						
£ 2,569						
£ 3,840						
	£ 196,203	£ 196,203	£ 196,203	£ 196,203	£ 196,203	
£ 74,674	£ 14,935	£ 14,935	£ 14,935	£ 14,935	£ 14,935	
£ 227,065	£ 47,025	£ 36,677	£ 76,921	£ 44,455		£ 21,986
£ 301,739	£ 61,960	£ 51,612	£ 91,856	£ 59,390	£ 14,935	£ 21,986

£ 24,512						

	EBC	WBC	SHBC	MVDC	Total
	£ 3,452,596	£1,946,172	£ 3,166,099		£ 8,564,867
	£ 553,885	£ 372,862	£ 186,971		£ 1,113,718
	£ 863,149	£ 486,528	£791,525		£ 2,141,202





**Mole Valley Contract Mobilisation Update**  
**From: Ismina Harvey, Contract Implementation Manager**  
**Date: 19 July 2018**

<p><b>Highlights</b></p>	<p>The Mole Valley waste collection contract mobilises on 6 August with the crews driving the same routes and rounds as they did under the previous contractor.</p> <p>New rounds will be introduced once the crews have settled into their new ways of working.</p> <p>A comprehensive engagement programme is underway with the staff transferring from Biffa and MVDC.</p> <p>A new Amey local management team will be in place from contract commencement.</p> <p>A postcard promoting the change of contractor and introducing the joint waste solutions team has been delivered to residents.</p>
<p><b>Operations and staff</b></p>	<p><b>Round development:</b> The Mole Valley contract will mobilise on an ‘as is’ basis on 6 August.</p> <p>Round information was passed to Amey in April, so that the collection information can be input onto the Amey ICT system. JWS are reviewing the data coming out of the ICT system to ensure that all properties have been assigned a collection on the correct day.</p> <p>Once the contract mobilises, Amey will start work on developing the new waste collection rounds.</p> <p><b>Staff engagement and recruitment:</b> Amey started their informal consultation with Biffa and the MVDC ‘Hit Squad’ on 18 May. This comprehensive engagement programme includes workshops, newsletters, 1:1s and meetings with the unions. An induction will be carried out on 4 August, which will also be attended by JWS staff.</p> <p>It is understood that the current Biffa management team have been offered alternative employment elsewhere within Biffa. As a result, Amey have put in place a management team to be in site from day 1.</p> <p>Feedback from the recent 1:1s was positive. As a contingency measure, a pool of approximately 12 agency staff are being inducted and will be</p>

	<p>on standby from day 1.</p> <p><b>Vehicles:</b> The permanent fleet are due to arrive from September. In the meantime, hire vehicles will be used. Full details of the hire fleet have been provided and checked by JWS staff.</p>
<b>Communications:</b>	<p>Mole Valley residents received a postcard w/c 9 July, with details of the new contractor and introducing Joint Waste Solutions.</p>
<b>ICT development</b>	<p>Mole Valley have opted to integrate their new CRM with the Amey Propmain system. Work is ongoing to map out the integration points between the two systems.</p> <p>As the new CRM system will not be in place by contract commencement, an additional temporary administrator will be employed to manually upload service requests from the current CRM system into Amey's ICT system.</p>
<b>Risks</b>	<p><b>Round development:</b> Risk of delay in uploading the rounds on the Amey ICT system.</p> <p>Contingency: Incumbent contractor's round sheets to be used as back up.</p> <p><b>Staff transfer:</b> Risk that staff do not transfer on day 1.</p> <p>Contingency: A Contract manager and supervisor will be brought in for Day 1 as cover. A pool of agency staff will be on site from day 1 in case some frontline staff do not transfer.</p>
<b>Next Steps</b>	<p>JWS to continue to review round data as and when available</p> <p>Lease finalised between Amey and Mole Valley.</p> <p>Staff induction carried out by Amey on 4 August</p>

Improvement Plan 2018/19					
Project details			Progress reporting		
			Dates	Status	RAG
Project details	Milestones	Outcomes			
<b>1.1 Optimisation of Rounds</b> Aim: To provide the most efficient service possible and be more responsive to issues			Feb-19		
Engage with WDA	<ul style="list-style-type: none"> <li>Review disposal outputs</li> <li>Modelling of tonnages</li> <li>Investigate single waste streams and their effectiveness</li> </ul>	<ul style="list-style-type: none"> <li>Reduced complaints</li> <li>More financially viable</li> <li>Increased customer satisfaction</li> <li>More robust rounds</li> <li>Reduced CO2 emissions</li> <li>Agreed parameters</li> </ul>	Sep-18		
Development of waste rounds depending on waste streams	<ul style="list-style-type: none"> <li>Consultation with Client</li> <li>Sign off process</li> <li>Finalisation rounds</li> <li>Communication with residents</li> <li>Implementation waste rounds</li> </ul>				

<p>Implementation of smart neighbourhood and community liason team</p>	<ul style="list-style-type: none"> <li>• Elmbridge bring bank removal</li> <li>• Joint targeted community engagement initiatives (e.g. roadshows)</li> </ul>	<ul style="list-style-type: none"> <li>• Increased levels of community engagement</li> <li>• Increased recycling rates</li> <li>• Reduced levels of contamination</li> <li>• Residents more aware of Amey and JWS</li> </ul>			
<p>1.2 Review Bulky Rounds and Re-use Options</p>	<ul style="list-style-type: none"> <li>• Scope out various re-use options</li> <li>• Come to joint decision on best re-use option</li> <li>• Engage with charities</li> <li>• Implement re-use strategy</li> </ul>	<ul style="list-style-type: none"> <li>• Increased recycling rates</li> <li>• Charity donations</li> <li>• Less waste going to landfill</li> </ul>			
<p>1.3 Review Clinical Rounds</p>	<ul style="list-style-type: none"> <li>• Agree approach</li> <li>• Re-schedule collection days</li> <li>• Communication with residents</li> </ul>	<ul style="list-style-type: none"> <li>• Clinical rounds zoned by postcode</li> <li>• Elmbridge clinical no longer sub-contracted</li> <li>• More efficient service</li> </ul>			

1.4	Develop Commercial Waste Strategy	<ul style="list-style-type: none"> <li>• Undertake a market research activity to understand the current commercial market</li> <li>• Develop an area for development</li> <li>• Identify spare capacity on existing capacity to deliver that service</li> <li>• Develop business plan for activity</li> </ul>	<ul style="list-style-type: none"> <li>• Develop commercial waste business for the authorities</li> </ul>	
2	<b>Culture Change</b> <b>Aim: contracts to work in unison</b>			
	Contract working as one team	<ul style="list-style-type: none"> <li>• Bring in professional to help develop one team approach</li> <li>• Team building exercises both internally and with JWS</li> <li>• Rotation of supervisors to share "best practice"</li> </ul>	<ul style="list-style-type: none"> <li>• Motivated employees</li> <li>• Employees feel part of a wider team</li> <li>• Reduction in absenteeism when workload is shared</li> </ul>	
	Rotation of supervisors to share "best practice"			

Upskilling current employees					
Become more engaged with community	<ul style="list-style-type: none"> <li>• Promoting recycling amongst local schools</li> <li>• Site Open Days to local communities</li> <li>• Being proactive instead of reactive on social media</li> </ul>	<ul style="list-style-type: none"> <li>• Increased public presence</li> <li>• Improved reputation</li> </ul>			
Depot strategy	<ul style="list-style-type: none"> <li>• Identify the requirement of what we need</li> <li>• Design what we want, build and develop it</li> </ul>	<ul style="list-style-type: none"> <li>• Synergies between Elmbridge and Mole Valley</li> <li>• Ability to rationalise our structure and resources</li> </ul>			
<b>3 Streets Outcome Based Schedules</b>					
<b>Aim: More intelligent schedules</b>					
Improved processes on the collection of flytips	<ul style="list-style-type: none"> <li>• Asbestos awareness training</li> <li>• Obtain necessary vehicle</li> <li>• Deploy service</li> </ul>	<ul style="list-style-type: none"> <li>• Greater control over flytipping collections</li> <li>• Faster response</li> <li>• Cost effective</li> <li>• Ability to develop service further</li> </ul>			

Introduce smart neighbourhood cleansing database	<ul style="list-style-type: none"> <li>• Develop rota</li> <li>• Self monitoring roads</li> <li>• Dynamic cleaning regimes</li> <li>• Handheld devices rolled out to street cleansing teams</li> </ul>	<ul style="list-style-type: none"> <li>• Higher standard of cleanliness within borough</li> <li>• Increased customer satisfaction</li> <li>• More efficient deployment of service</li> </ul>			
Establish baseline customer satisfaction	<ul style="list-style-type: none"> <li>• Customer satisfaction survey</li> </ul>	<ul style="list-style-type: none"> <li>• More satisfied customers</li> </ul>			
Implementation of traffic management on high speed roads	<ul style="list-style-type: none"> <li>• Partnership established with MLC</li> </ul>	<ul style="list-style-type: none"> <li>• Through routes are cleaner</li> <li>• Crews are safer</li> </ul>			
<b>4 Technology Improvements</b>					
<b>Aim: To reduce the number of missed bins</b>					
Improve KPI performance	<ul style="list-style-type: none"> <li>• Weekly performance report produced and sent to supervisors</li> <li>• Missed bins to be sent directly to incabs and closed off in real-time</li> <li>• Repeat missed bins and assisted collections flagged on incabs</li> <li>• Missed bins sent directly to</li> </ul>	<ul style="list-style-type: none"> <li>• Supervisors are kept up-to-date</li> <li>• Improved performance</li> <li>• Improved customer satisfaction</li> </ul>			
Ability to substantiate complaints	<ul style="list-style-type: none"> <li>• Sample 360 cameras</li> </ul>	<ul style="list-style-type: none"> <li>• Reduced number of complaints</li> <li>• Improved performance</li> </ul>			

BI dashboard implemented	<ul style="list-style-type: none"> <li>• Trial run of BI dashboards</li> </ul>	<ul style="list-style-type: none"> <li>• Supervisors will have up-to-date information</li> <li>• Real-time snapshot of crew performance</li> </ul>			
5 Safety and Wellbeing of Staff Aim: Safety and wellbeing of staff being					
Reducing number of accidents	<ul style="list-style-type: none"> <li>• Necessary materials sent to Amey managers and used accordingly</li> <li>• Personal commitment from every individual</li> <li>• The implementation of the work code</li> <li>• Changing the safety culture</li> <li>• First aider for every account</li> <li>• Regular H&amp;S coffee mornings</li> </ul>	<ul style="list-style-type: none"> <li>• Zero accidents by 2021</li> </ul>			
Implement actions of JWS audit	<ul style="list-style-type: none"> <li>• To ensure the route round risk assessments are in place</li> <li>• To ensure that all risk assessments and safe systems of work are in place</li> <li>• All staff are inducted and paperwork in place</li> </ul>	<ul style="list-style-type: none"> <li>• Compliance with H&amp;S regulation</li> <li>• Ability to write Health &amp; Safety report by Quarter Two</li> </ul>			



<p>One Health &amp; Safety rep per site</p>	<ul style="list-style-type: none"> <li>• To have regular H&amp;S meetings with reps across sites</li> </ul>	<ul style="list-style-type: none"> <li>• Health &amp; Safety initiatives rolled out more easily</li> <li>• Increased close calls</li> <li>• Decreased accidents</li> <li>• Less accidents going unreported</li> </ul>			
<p>JWS to be inducted with Amey staff</p>	<ul style="list-style-type: none"> <li>• 5 places for H&amp;S training offered to JWS staff</li> <li>• Increased number of joint crew inspections</li> </ul>	<ul style="list-style-type: none"> <li>• Joint understanding of health and safety working practices</li> </ul>			
<p>Execs going to different sites to carry out VFLs</p>	<ul style="list-style-type: none"> <li>• Execs carrying out one VFL every quarter</li> </ul>	<ul style="list-style-type: none"> <li>• Crews feel more motivated as they feel like management have an avid interest in their wellbeing</li> </ul>			

6 Business Process Engineering Review  
 Aim: To utilise our resources and up-to-date technology to improve efficiency

<p>Improve the efficiency of financial reconciliation and data collection processes</p>	<ul style="list-style-type: none"> <li>• Fully review current processes</li> <li>• Develop automated solutions to simplify process</li> <li>• Ensure more people are trained on how to produce data</li> <li>• Review administration processes and structure</li> <li>• Have auditable and reconcilable data for bulky waste, container or</li> </ul>	<ul style="list-style-type: none"> <li>• Information consistent across systems</li> <li>• Improved KPI performance</li> <li>• Data produced more quickly</li> <li>• Shared responsibility among employees trained in data production</li> <li>• Enables supervisors to do less admin tasks and focus on H&amp;S and performance aspects</li> </ul>			
<p>Review of garden waste administration process</p>	<ul style="list-style-type: none"> <li>• End-to-end review of customer journey</li> <li>• Promotion of direct debit</li> <li>• Review of resident communications</li> </ul>	<ul style="list-style-type: none"> <li>• Increase in the number of garden waste subscribers</li> <li>• More satisfied customers</li> </ul>			

Improved customer journey and improve	<ul style="list-style-type: none"> <li>• CMS portal/CRM development</li> <li>• webform development</li> </ul>	<ul style="list-style-type: none"> <li>• Seamless system – partners working from the same system</li> <li>• Allows residents to know if they can report missed collections in real-time</li> <li>• Less time consuming</li> <li>• Improved efficiency</li> <li>• Elmbridge transition to new webforms</li> </ul>			
Ensure that all data used across the Partnership is GDPR compliant	<ul style="list-style-type: none"> <li>• Carry out continuous GDPR data reviews</li> </ul>	<ul style="list-style-type: none"> <li>• GDPR compliance</li> </ul>			
Innovation Forum	<ul style="list-style-type: none"> <li>• Innovation forum launched</li> </ul>	<ul style="list-style-type: none"> <li>• Identify examples of best practise and innovation, and explore opportunities for new initiatives.</li> </ul>			
<p>7 Contact Centre Complaints Management Review          Aim: To increase the efficiency of the complaints process</p>					

Improved complaints handling procedure	<ul style="list-style-type: none"> <li>• Review current complaints handling procedures</li> <li>• Standard templates implemented</li> <li>• Complaints escalation process agreed</li> <li>• JWS, CSXC and Amey ops communications channels agreed</li> <li>• Amey complaint handling process agreed</li> </ul>	<ul style="list-style-type: none"> <li>• Reduction in number of complaints received</li> <li>• Reduction in formal complaints</li> <li>• Increased satisfaction</li> <li>• Increase in quality of customer service</li> <li>• More people complaining online than by phone</li> </ul>			
Operating hours reviewed	<ul style="list-style-type: none"> <li>• Agreed call centre opening hours that are mutually beneficial</li> </ul>				
Stronger social media presence	<ul style="list-style-type: none"> <li>• Review social media protocol</li> </ul>				



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