



**Minutes of a Meeting of the Joint Waste Collection Services Committee held at Council Chamber, Surrey Heath House, Knoll Road, Camberley, GU15 3HD on 10 December 2018**

---

**Present:** Councillor Beryl Hunwicks, Woking Borough Council (Chairman)  
Councillor Mrs Vivienne Chapman, Surrey Heath Borough Council  
Councillor Glenn Dearlove, Elmbridge Borough Council  
Councillor Mike Goodman, Surrey County Council  
Councillor Malcolm Ladell, Mole Valley District Council

**Substitutes in Attendance:** Councillor Josephine Hawkins, Surrey Heath Borough Council

**In Attendance:** Alan Bowley, Surrey County Council  
Ismina Harvey, Joint Waste Services  
Ray Lee, Elmbridge Borough Council  
Geoff McManus, Woking Borough Council (Substitute)  
Tim Pashen, Surrey Heath Borough Council  
Matt Smyth, Joint Waste Services  
Jack Straw, Mole Valley District Council

**Apologies:** Councillor Patricia Wiltshire, Mole Valley District Council

**19/JW Minutes of Last Meeting**

**RESOLVED** that the minutes of the meeting of the Joint Waste Collection Services Committee held on 20<sup>th</sup> September 2018 be approved as a correct record and signed by the Chairman.

**20/JW Declaration of Interests**

There were no declarations of business.

**21/JW Joint Waste Solutions Draft Budget 2019/20**

The Committee considered a report setting out a proposed budget for Joint Waste Solutions (JWS) for the 2019/20 financial year.

It was noted that this was the first JWS budget to bring together the costs of the Joint Contract Authorities, Surrey County Council partnership functions and the Surrey Waste Partnership into a single combined budget and a number of assumptions had been made to develop a single budget. In addition, the contract costs consisted of core charges, which were dependent on the number of properties requiring a service, and variable charges which changed month by month and in both these areas estimates and projections had been made in order to calculate costs. These assumptions and estimates would be monitored and adjustments made to the budget as necessary.

**RESOLVED** that the 2019/20 Joint Waste Solutions budget be commended to partner authorities for approval.

## **22/JW Contract Improvement Plan**

The Committee considered a report setting out Amey's Service Improvement Plan. It was a contractual requirement that the Contractor developed an annual improvement Plan that set out how continuous service improvement would be delivered.

The Plan set out a number of projects and outcomes against five priority areas:

- Service Delivery Improvements
- Technology Improvements
- Staff Safety and Well Being
- Contractual Delivery Improvements
- Route Optimisation and cross boundary working

It was noted that a significant number of the deadlines stated in the Improvement Plan had passed without the stated actions being completed. Following a request to review the deadlines Amey had sent a revised plan to JWS and a meeting to review this plan had been scheduled for the week commencing 17<sup>th</sup> December.

The Committee expressed concern that a high proportion of the targets and deadlines had been missed and queried what actions were being taken to rectify the situation. The Committee was informed that there had been a significant volume of correspondence between JWS and Amey however to date no tangible progress had been made.

It was stressed that resolving the flaws in the IT systems and the front of house experience including the CRM and online forms in particular was fundamental to the contract's performance and improving residents' experience of the service and it was questioned whether it would be possible to bring in external IT expertise to resolve the problems if they were not resolved by a specific date. JWS informed the Committee that they were exploring a range of potential options however any changes would be contract changes and these followed a set process, which included Committee approval.

It was agreed that the Committee would be provided with updates following JWS's upcoming meetings with Amey.

The Committee noted the report.

## **23/JW Contract Performance Update**

The Committee considered a report setting out the findings of an audit by Eunomia of the performance data produced by Amey and an analysis the processes used to calculate Key Performance Indicators (KPIs) from the raw data.

Eunomia had been commissioned by JWS to undertake a review of the processes being followed by Amey, audit the quality of the data held in the Amey ICT system and to provide a step by step calculation of the KPIs from the raw data to produce a reliable and auditable set of performance figures for the period August 2017 to date. Where Amey was using a different interpretation of the KPI definition to that used by JWS Eunomia had calculated both.

As a result of the audit Eunomia had identified a number of areas where systems were not being used effectively and a number of areas of concern within the Amey systems.

Eunomia had made a number of recommendations to improve the performance management and reporting processes used by Amey who had subsequently done work to try and align the data held in their PropMain system with the Eunomia findings. However, it was Amey's contention that the data in the Prop Main system was not correct and as a result Eunomia's audit was not correct.

It was noted that, although JWS and Amey were still in dispute over the definitions of KPI 1, 3 and 4, the dispute resolution process had been paused until parties were satisfied with the accuracy of the data used to calculate the KPIs.

JWS had written to Amey requesting that complete and auditable data be submitted to JWS by 21<sup>st</sup> December 2018. If this deadline was not met then Amey would be billed for the value of the performance failures calculated in the Eunomia audit.

It was noted that the Inter Authority Agreement did not contain specific guidance on how any default payments should be spent. It had been agreed, when the contract had first mobilised, that any default payments would be directed back to the partner authority where the problems had occurred. It had subsequently been proposed that default payments could be used to help fund additional projects that cut across all the partner areas for example the project to improve recycling rates at flatted developments. Once the final default figures had been calculated then a report setting out the options available would be brought to the Committee for consideration.

The Committee noted the update and it was agreed that Officers would keep the Committee updated on any developments.

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

It was noted that the next scheduled meeting of the Joint Waste Collection Services Committee would take place on 21<sup>st</sup> February 2019 at 10am.

**CHAIRMAN**