



Surrey Heath Borough Council
Surrey Heath House
Knoll Road
Camberley
Surrey GU15 3HD
Telephone: (01276) 707100
Facsimile: (01276) 707177
DX: 32722 Camberley
Web Site: www.surreyheath.gov.uk

Department: Democratic Services
Division: Corporate
Please ask for: Katharine Simpson
Direct Tel: 01276 707100
E-Mail: democratic.services@surreyheath.gov.uk

Wednesday, 13 February 2019

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, 21 February 2019 at 10.00 am**. The agenda will be set out as below.

Please note that this meeting will be recorded.

AGENDA

	Pages
1 Apologies for Absence	
2 Minutes of Last Meeting	1 - 4
To receive the minutes of the meeting of the Joint Waste Collections Services Committee held on 10 th December 2018.	
3 Declaration of Interests	
Members are invited to declare any Disclosable Pecuniary Interests and non-pecuniary interests they may have with respect to matters which are to be considered at this meeting. Members who consider they may have an interest are invited to consult the Monitoring Officer or the Democratic Services Officer prior to the meeting.	
4 Service Improvement Plan	5 - 16
To consider a report setting out the Service Improvement Plan.	

5 Performance Data and Reporting

To receive a verbal update on the performance of the joint waste contract across the partnership area.

6 Mole Valley Mobilisation Update

To receive a verbal update on the mobilisation of the Joint Waste Contract in Mole valley.

7 Date of Next Meeting

The next scheduled meeting of the Joint waste Collection Services Committee will take place on Thursday 25th April 2019 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 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 20th 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 17th 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 21st 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 21st February 2019 at 10am.

CHAIRMAN

This page is intentionally left blank



Service Improvement Plan Update

Report Author: Ismina Harvey

Date: 21 February 2019

1. Background

- 1.1 The overriding objective of the Joint Waste Collection Contract is to achieve a service that demonstrates ongoing performance improvement, high levels of customer satisfaction, innovation and value for money. The Contractor is required to set out a Service Improvement Plan on an annual basis that addresses how continuous improvement will be delivered.
- 1.2 As Members will recall, the Committee considered the 2018/19 Service Improvement Plan at its meeting of 10 December. The 2018/19 Plan focuses on delivering projects and initiatives to ensure the day-to-day service operates satisfactorily and contractual performance standards are met.
- 1.3 Since the last Committee, JWS and Amey have met monthly to review progress of and agree the status of all actions. A copy of the updated 2018/19 Service Improvement Plan is attached as Annex 1. Members will note that whilst good progress has been made in many areas, several key initiatives are still ongoing and will now be rolled over to next year. Progress is summarised below.

2. Progress update

2.1 Project 1: Service Delivery Improvements

- 2.1.1 This project sets out a series of actions designed to deliver sustained improvements in missed bin performance and achieve KPI targets.
- 2.1.2 **Data accuracy:** The focus of this project has been on improving the accuracy of the round data held within Amey's ICT system. This data provides information to the crews on where to collect from each day and inaccuracies within the data have resulted in higher than satisfactory levels of missed collections and repeated missed collections from the same addresses.
- 2.1.3 A significant amount of progress has been made on updating the system, and Amey have advised that all main rounds now hold accurate data. However, work continues in Elmbridge, Surrey Heath and Woking to update some smaller rounds, such as restricted access and communal bin collection rounds.
- 2.1.4 **Real time reporting:** The reliability and availability of in-cab devices has been an ongoing issue. In-cab devices enable the crew to report round progress and log any issues in 'real time' (e.g. bin not out, wrong bin out). When in use, this information provides immediate feedback to residents when reporting missed bins. However, the benefits of these devices can only be realised if they are available every day and operated correctly by the crew.

- 2.1.5 Basic maintenance training is being provided to local staff to minimise the number of in-cab devices being sent away for repair and additional devices have been ordered to ensure that sufficient spare stock is held on site. Training has also been provided to all drivers on how to use the devices and their use is being monitored on a daily basis.
- 2.1.6 **Recruitment of permanent staff:** Amey have carried out a recruitment drive to reduce the reliance on agency staff, and provide a more stable, motivated workforce. All eligible agency staff have been converted to permanent employees and a pool of staff have also been recruited to cover absences.
- 2.1.7 It is not yet possible to establish if the completed initiatives have been successful in addressing the overall aim of the project. As Members will be aware, in June 2018 JWS commissioned specialist waste consultancy Eunomia to carry out an audit of the Amey data systems due to concerns over the accuracy of the provided KPI data. Eunomia made recommendations which would improve the performance management and reporting processes being undertaken by Amey. Amey have acknowledged these recommendations and in January 2019 submitted an updated set of KPI data. This revised dataset is currently being reviewed by Eunomia.
- 2.1.8 Once the process for compiling KPI data is agreed, discussions will continue on resolving the Contract Dispute over the calculation of KPI 1: Missed bins per 100,000 collections.

2.2 Project 2: Technology Improvements

- 2.2.1 This project sets out a range of ICT improvements required to provide a more intuitive customer journey by streamlining back office processes and introducing improved reporting tools.
- 2.2.2 Over the past few months, Amey have made a number of changes to back office processes to improve the customer experience. For example missed bins can now be reported as soon as the vehicle has passed, and a new telephone payment portal has been introduced at the contact centre, shortening the time taken to make payments over the phone.
- 2.2.3 However, the focus of this project is to review the existing customer facing ICT systems and establish whether there is a business case to either develop or replace them. Since April 2018, JWS and Amey have been exploring alternatives systems to replace the existing webforms, garden waste administration system and introduce a new customer management system.
- 2.2.4 Amey have agreed to replace the existing garden waste administration system and work is continuing to establish whether there is a business case to replace other webforms and back office customer management systems. This review is expected to be concluded by March 2019, after which the implementation timetable can be finalised.

2.3 Project 3: Safety and well-being of staff

- 2.3.1 This project aims to improve the health and safety culture within the contract and achieve compliance with health and safety policies through a process of engagement and more efficient reporting tools.
- 2.3.2 Joint crew inspections are being carried out by JWS and Amey staff to ensure compliance with HSE and Amey health and safety policies. Amey have also introduced a new online software, to make reporting health and safety issues or concerns easier. Ongoing collaboration between JWS and Amey continues on a daily basis to address concerns and resolve issues.

2.4 Project 4: Contractual Delivery /Improvements

- 2.4.1 This project focuses on delivering improvements in other areas to meet contract requirements.
- 2.4.2 **ISO Accreditation:** In November 2018 Amey were successful in achieving ISO 9001 (Quality Management); ISO 14001 (Environmental Management) and ISO 18001 (Health and Safety) accreditation across the contract area.
- 2.4.3 **Complaint management:** Improvements have been made to the way in which complaints are managed and responded to by the Contact Centre, which has resulted in a reduction in the number of complaints received. Discussions are now focussed on establishing effective quality control processes to ensure a high level of customer care is consistently provided.
- 2.4.4 **Improved data / financial reconciliation:** A high priority requirement for the contract is the introduction of auditable systems to reconcile the charges and income for variable services such as bulky waste, container orders and garden waste subscription income. Last year, JWS commissioned Eumonia to undertake an audit of Amey's financial and data reporting processes. This work was completed in January and the findings have been shared with Amey. Amey are currently working to provide reconcilable and auditbale financial transactions for 2017/18 and 2018/19 and have committed to complete this by the end February 2019.
- 2.4.5 **Intelligent street cleaning:** The street cleaning element of the Contract is based on maintaining defined levels of cleanliness, regardless of how often the area needs cleaned. In their method statements, Amey set out a method of maintaining a smart database enabling the cleansing frequency to be reviewed regularly so that streets are cleaned according to need whilst maintaining good standards. Amey have recently identified an ICT system which will deliver this 'intelligent' cleaning capability and it has been agreed that this project will be included in the 2019/20 Improvement Plan.
- 2.4.6 **Other initiatives:** Initiatives such as reuse of bulky waste items collected from households and the development of a commercial waste collection strategy has been moved to the 2019/20 Improvement Plan.

2.5 Project 5: Route Optimisation and Cross boundary working

2.5.1 This project sets out the preparatory work required to deliver a contract wide round review. Amey are currently reviewing current resource levels and productivity rates and will bring proposals to a future Committee. There is currently no date set for implementation of any of these changes.

3. 2019/20 Improvement Plan

3.1 Members will note that a number of initiatives and actions from the 2018/19 plan have not been completed and these will now be carried forward to the 2019/20 plan. To summarise, these include:

- A programme of improvements to customer facing ICT systems (web forms and garden waste administration)
- Resolution of the KPI dispute over missed bins
- Development and implementation of proposals to reuse bulky waste collected from households across the contract area
- Development of intelligent outcome-based street cleansing system
- Timetable for the implementation of a contract wide review for waste collections
- Development of a commercial waste strategy
- Undertake a baseline customer satisfaction survey for waste and street cleansing services

3.2 The 2019/20 Improvement Plan will be brought to the next JWCC Committee meeting for review.

Project details

No. 1
PROJECT TITLE:- Service Delivery Improvements
Aim: To provide the most efficient service possible and be more responsive to issues that arise

Targets	Priority Level	Milestones	Products (Measures)	Complete	AMEY lead	JWS Lead	Risk Identified	Progress reporting			Notes	Responsible Person(s)
				Y				Dates	Status	RAG		
KPI Performance within Contract Targets	HIGH	LLPG Data Update	Upload LLPG Data from authorities to ensure that the data on properties is correct and accurate.	Y	Yes	Yes	> Increased complaints > Rounds not correct > KPI Data incorrect > Incorrect Property Counts	18/10/18	Complete	Green	Regular updates are yet to be received from Woking.	Lynn Somerford - Amey Verity Parker - JWS
			Ensure Process is in place to ensure LLPG data is uploaded into Propmain and allocated to relevant crews	Y								
			Ensure authorities have process in place to upload change file	Part								
Route Changes / Data Cleanse		Route Accuracy	Route Accuracy	Part	YES	NO	> Route performance > Route optimisation	02/11/18	Complete	Green	Rd 11 - Elmbridge not accurate. Rd 7 & 8 & BBR not accurate. Woking - clinical not accurate. Reduce missed bin process is in place but more work to do in order to embed in Surrey Heath.	Nicola Blake
			Daily process to ensure changes happen daily to ensure all data is accurate	Y								
			Process in place to ensure feedback from crews captured and monitor accuracy against Complaints	Y								
			Qty Round Audit process	Ongoing Reviews								
			Improve Round Performance	Y								
			Reduce Missed Bins and complaints	Y								
Route Sequencing		Routes Presented in the order that they are collected - review fortnightly	N	YES	No	> Impact on KPI Performance > Cover drivers missing roads > Route order inconsistent	16/11/2018	In Progress	Yellow	Need to resolve in cab repair process before rounds can be put in order.	IT Department Nicola Blake 10/12/18	
		Ensure that cover drivers are aware of how route is completed.	Part									
		Reduce the risk or roads being missed.	Part									
Correct In-Cab usage	Ensure all staff are trained on usage incl. Lead Trainers	Y	Yes	NO	> Delay in Real-time Reporting of issues > Increased Risk in reporting wrong classification of missed bin > Visibility of round completion / performance	19/10/18	Complete	Green		Nicola Blake		
	Ensure Brackets fitted to all vehicles Inc. Hire vehicles	Y										
	Production of daily KPI Report on In Cab Usage (Accountability) - Actions and processes to correct incorrect usage	Y										
	Spare InCabs at each Depot	Y										
Staff Engagement	Supervisor Training Workshops	Y	Yes	NO	> Poor performance of crews	12/11/18	Complete	Green	Tablets are in place with all apps uploaded.	Nicola Blake		
	Workforce engagement program (IIP & Employee Surveys	Y										
	Rewards program for best performance / most improved	Y										
	Improved Crew Monitoring (Op's Dashboard)	Y										
IT Improvements (Covered in No.2)	Garden Waste Assets Import (Elmbridge / Mole Valley)	N	Yes	NO		19/11/18	In Progress	Yellow	Cost to development. Awaiting IT solution resolution. Awaiting power BI reports. Lynn will create a weekly report to share with the client on a weekly basis.	IT Department Lynn Somerford		
	Assisted / Repeat Missed Flag Improvements	In Test										
	Reporting & Data Extract Improvements	In Test										
	Power BI Reporting - Real-time KPI States	Y										

- Correct Routes & Round Data within InCabs
- In Cab Usage Improvements
- Staff Engagement Program
- Reduction in Complaints
- Reduce risk of roads being missed
- Improve Performance
- Reduce Co2 emissions
- Real-time Missed Bin Reporting
- Ensure Annual Bin Count Data is accurate

Targets	Priority Level	Milestones	Products (Measures)	Complete	AMEY lead	JWS Lead	Risk Identified	Progress reporting			Notes	Responsible Person(s)
				Y				Dates	Status	RAG		
Route Performance Efficiencies	MEDIUM	Set Up Communal Bins as separate Zones within Propmain	Improve Route Performance	N	Yes	Yes	> Ensure all Communal bins are identified	19/11/2018	In Progress	Yes	Work to be done to gather data for bulk bin rounds.	Lynn Somerford
			Reduction of missed bins	N								
			Communal bins setup separately and checked regularly	N								
			Clearer for Crews to identify Communal bins and report issues	N								
Conversion of all Agency staff to Full Term Employees		Convert all Agency Staff to FTE	Y	Yes	NO	> Removal of all short term agency that do not fulfil requirement	30/10/2018	In Progress	Yes	All ATRs now approved. Final recruitment campaign now happening for the additional staff.	Nicola Blake Recruitment Team	
		Advertising Campaign to attract staff (Petrol Pumps / Facebook / Ex Military)	Y									
		Recruit additional 10% staff pool to cover Absence	Part									
Route Optimisation (Phase 1) Surrey Heath, Elmbridge & Woking		Ensure Routes are Balanced	Y	Yes	NO	> Ensure data is correct > Crews are aware of changes	30/10/18	Complete	Yes		Nicola Blake & Lynn Somerford	
		Ensure Correct Resourcing	Y									
		Reduction of Missed bins and service completion	Y									
		Ensure Service Resilient service	Y									
Route Optimisation (Phase 2) Mole Valley		Produce phased Implementation Plan to introduce change of service in line with Bid deployment.	Part	Yes	Yes	> After Implementation review these dates are subject to change in line with coinciding this change with Project No. 5	30/11/18	in Review	Yes	Proposed vehicle fleet changes have been submitted, just awaiting confirmation on revised vehicles.	Nicola Blake Mark Stammers	
	Gain authority sign off to deploy service, demonstrating minimal impact to current service	N										
	Deploy fleet change	N										
Clinical Waste	Create Routes (Scheduled collections)	Part	Yes	YES	> Knowledge of Elmbridge Clinical > Change the way authorities book Clinical	01/10/18 - Elmbridge Internalised 30/11/18 - Live In-Cabs	In Progress	Yes	Renegotiate purchase price for containers. Move to 5L.	Lynn Somerford		
	Clinical Waste onto In Cabs	Part										
	Internalise Elmbridge Clinical Waste Collection	Y										
	Review Container purchase Rates	N										
Assisted / Repeat Missed (Covered in No.2)	Provide regular reports to Authorities of live Assisted Collections to ensure that they are fully correct and upto date in the system	Part	Yes	Yes	> Ensure accurate Assisted List > Ensure Process of adding and removing is in place	28/10/18	In Progress	Yes	Variable invoice shows the full list of assisted collections on system. IT requirement has been put in to provide assisted report. Sarah will provide a list of assisted collections that need removing.	Lynn Somerford & IT Support		
	Rework of Assisted collections eligibility to be completed by the authorities.	N										
	IT project to enhance the current assisted collection flag within Propmain (Covered in Project No.2)	Link to Project no.2										
	Revise the exception rule for Assisted collections (No exception possible unless contaminated / gate locked)	N										

Targets	Priority Level	Milestones	Products (Measures)	Complete	AMEY lead	JWS Lead	Risk Identified	Progress reporting			Notes	Responsible Person(s)
				Y				Dates	Status	RAG		
Contract Monitoring (Self Monitoring Service)		Improve Contract Monitoring	Developed Supervisor Workshops	Y	Yes	NO		28/10/2018	In Progress	Yellow		Nicola Blake
			Deploy Supervisor Operational Dashboard	Y				Supervisor Dashboard in test				
	MEDIUM	Street Cleaning Outcome based Schedules	Real-time Reporting	Y	Yes	NO	> Implement system to track Street cleansing performance		In Progress	Yellow	Move to next years improvement plan.	Emma Hills IT Support
Smart neighbourhood cleansing database being update with SHBC changes			Part									
Photo evidence of Street standards before / after cleanse			N	30/11/18								
Streets Handheld implementation			N									
Improve Customer Satisfaction		N										
Improve LADS scores		N										
Implementation of smart neighbourhood & Community engagement team		Improve quality of recycling in communal properties	N	Yes	Yes	Ongoing	To be Started	Feedback from crews on what bin type works. Bin store mapping.	Rachel Callaghan			
			identify service improvements at a local level							N		
			Adapt to changing policies and legislation							N		
			Removal of Bring Bank sites (Elmbridge)							Feb		
Implementation of Innovation Forum		Joint targeted community engagement initiatives and develop plan	N	Yes	Yes	Start Date: 01/12/2018	To be Started	Move to next years improvement plan.	Rachel Callaghan			
		Identify examples of best practice	N									
IT System improvements		Identify opportunities for new initiatives	N	Yes	YES			See Project No.2				
		Deliver over and above commitments	N									
Complaint management & process		Various Projects (see project No.2)	N/A	Yes	Yes	01/12/18	Ongoing	Customer satisfaction survey questions require agreeing and baseline satisfaction agreeing.	Nicola Blake Dawn Gill Lynn Somerford			
	Webform Upgrade (See project No.2)		N/A									
	Improve Complaints handling process and ensure continuity		Y									
	Improved Customer Journey Process		Part									
	Customer Satisfaction Survey		N									
	Improved Communication		Y									
	Assess Baseline satisfaction of residents along with random complaints auditing		N									
	Diversion of calls to Online		N									
Reduce escalation of Complaints to stage 2	Y											

- Monitor Round Performance
- Supervisor Training Workshops
- Supervisor Dashboards
- Increase productivity
- Improve Delivery of contract
- Reduce CO2
- Improve Community Engagement
- Bring further Innovation to the contract
- Improve Customer Journey
- Complaint Handling Process

No. 2	PROJECT TITLE:- Technology Improvements											
	Aim: To provide a system that delivers a high level of automation and IT Development											
	Targets	Priority Level	Milestones	Products (Measures)	Complete	AMEY lead	JWS Lead	Risk Identified	Progress reporting			Notes
Improved IT systems	HIGH	Garden Waste Asset Import Sheet External CRM to Propmain	Enable automated Garden waste subscription Mole Valley & Elmbridge Only	N	YES	YES	Currently in Test	26/10/2018	In Progress	Yellow	Authorities to agree report format to enable upload	IT Support & Lynn Somerford
			Webform Amendments / Improvements	Improve Multiple New/Replacement bin requests	N	YES	YES			Ongoing	Green	Still awaiting IT improvements.
Propmain Amendments		Remove possibility of duplicate orders	Improve Order / Complaint notes	Y								
			Improved search functions within Propmain	N	YES	NO	Regular Audit process and maintenance of system to ensure up to date information	26/10/18	In Progress	Yellow	Still awaiting IT improvements.	IT Support & Lynn Somerford
Property Risks (In Cabs) Assisted / Missed / Repeat		Assisted / Repeat Missed Flag Improvements	Enable Real-time reporting	Y								
			Route sequencing	N								
			Assisted Collections Export report	N	YES	NO	> Ensure regular maintenance of assisted customers	26/10/18	In Progress	Yellow	> Modifications currently being developed by IT > In test	IT Support & Lynn Somerford
AMCS - Garden Waste System		UPRN Data to be used within system	Create Report templates	N	YES	No	> Investigate replacement of current system > GDPR issues with system raised	Requires further investigation Target 01/12/18	In Development	Green	> Exploring Options with AMCS > Review options of alternative solutions	IT Support
			New telephone payment portal - Speed up process	Y								
			Enhancements to the customer facing portal	N								
			Automated KPI Dashboard (Config dates)	Part	YES	YES		19/11/18	Trial underway	Green	> Developing Templates > Currently being Tested	Georgia Walker
Reports (Power BI)		Implement Supervisor Dashboard	Client / Amey Propmain Reporting templates	Part								
			Developed as part of the Power BI project	N	Yes	NO		19/11/18	In Progress	Green	> In development with above project	Georgia Walker
Real-time Missed Collection Reporting		Allow residents to record a missed bin directly after vehicle has passed property	Client / Amey Propmain Reporting templates	Y	Yes	Yes	> Agree scenario's - Certain circumstances could mean that residents cannot report missed bin with vehicle pass scenario added.	18/10/18	Complete	Green	> Testing different scenarios in test system to understand the affects	IT Support Lynn Somerford Nicola Blake
			Develop/Review Improved CMS system either replace or improve current system with alternative	Part	Yes	YES	> Review Internal / External Options	Requires further investigation Target 01/12/18	In Development	Green	> Meeting with potential supply 11/10/18 with JWS	Mark Stammers Group IT
CMS System replacement / Rebuild		Business Case development for replacement system (After above review)	Monitor Accurate usage	Y								
			Live Missed Bins to In Cabs	Y	Yes	NO	> Management of Staff to ensure correct usage	26/10/18	Complete	Green	> Business Case is being submitted for approval	Mark Stammers Group IT
Improved In-Cab usage		Spare InCabs at each Depot	Monitor Accurate usage	Y								
			Spare InCabs at each Depot	Y								Nicola Blake

No. 3	PROJECT TITLE:- <i>Safety & Wellbeing of Staff</i> Aim: <i>Safety and wellbeing of all staff employed within the partnership</i>													
	Targets	Priority Level	Milestones	Products (Measures)	Complete	AMEY lead	JWS Lead	Risk Identified	Progress reporting			Notes	Additional Notes	Responsible Person(s)
					Y				Dates	Status	RAG			
<ul style="list-style-type: none"> • Reducing Accidents • Changing Culture • Reducing LTI • Dealing with Close Calls Quickly • Implement Joint H&S Plan • Implement and improve process • Improve Performance / Staff Engagement • Raise H&S issues quickly 	HIGH	Implement the right culture	Change Safety Culture	Y	Yes	Yes	Meet Target of Zero Accident 2021	05/10/18	Complete		Covered within Zero Code Roll Out program	Target Zero now in place - all actions including training are being undertaken - This is a continuous exercise	Stephanie Millinson	
			Staff Engagement workshops / Coffee mornings	Y								This is being undertaken on a quarterly basis. A visit by the Operations Director to each site to speak to the frontline staff. This also gives an opportunity to present the 'best performing crew' award		
			Reduce Accidents / Incidents	Y								All accident data is reviewed on a weekly basis and learning outcomes are incorporated into training. A full baseline analysis is currently being assessed to determine the number and types of accidents. Once completed, further actions will be undertaken to implement measures to reduce these going forward.		
			Focus on Mental Health Ambassadors	Y								Completed - Two Wellness Ambassadors in place across the contract. More are being trained over the next few months (aim for 6)		
			Ensure potential hazards/issues are addressed	Y								Close Calls are being submitted by frontline staff with some major changes to historic improper practices. Close calls are sent to JWS area managers for action monthly.		
		Increase Close Call reporting / Close Call Actions and Closures	360 Feedback to crews	Y	YES	NO	> Failure to take action will decrease staff engagement	12/11/18	On going		Checksafe access needs to be provided to JWS.	Frontline staff are updated on their Close Calls report including the resolution and expected timescales for this.	Nicola Blake Stephanie Millinson	
			Implement shared Joint H&S protocol	Y								This has been completed and is in place. As this is a dynamic document it is updated when required		
			Provide access to Checksafe (app based) to all staff / JWS to report close calls and incidents	Part								A weekly report will be submitted to JWS with all Close Calls and accidents for their consideration		
			Deploy Online App Based system to all staff and JWS	Part								A weekly report will be forwarded to JWS and the 'Online App' will be considered further with a view to integrate with the JWS joint check		
		Implement digital Crew Check Software	Real-time and more efficient Reporting and case tracking	Y	YES	No		12/11/18	In Progress		Crew check access tablet needs to be provided to JWS.	Feedback to be provided to staff in terms of H&S concerns/actions to be undertaken	Stephanie Millinson Kathryn Charlton	
			Create Contract Central Data point	Y								This is to be completed to ensure continuity and to undertake analysis to improve H&S matters		
			Elect H&S representatives at Each Site	Y								This is in place		
		Improve H&S compliance	Implement Local H&S initiatives	Y	Yes	NO		30/09/18	Complete		> Continuous project to monitor performance and ensure quick turn around times	This is being undertaken and is ongoing	Stephanie Millinson	
			Implement HSEQ Audit program	Y								Completed 2018 and next audit in 2019		
			Campaigns to bring awareness to residents the dangers faced by collection crew	Reduce Accidents & Incidents								Part		Yes
Improve resident perception through Joint communication	Part	In-house training is being conducted using film footage. It is anticipated that photo's and a campaign can be used on the JWS web												

No. 4	PROJECT TITLE:- Contractual Delivery / Improvements											
	Aim: To deliver the quality service that is expected by the residents and authorities											
	Targets	Priority Level	Milestones	Products (Measures)	Complete	AMEY lead	JWS Lead	Risk Identified	Progress reporting			Notes
Y					Dates				Status	RAG		
<ul style="list-style-type: none"> • Improve Data Delivery/Reconciliation • Trade Waste Service • Complaint Handling Process • Bulky / Reuse centre • Fly tipping Clearance • Improve Performance • Increase recycling Rates • Charity Donations • Reduce complaints / Phone calls • Promote Online 	MEDIUM	Bulky Rounds and Re-use Options	Implement Re-Use Strategy	N	Yes	Yes	> Finding Charity Partners > Finding suitable space > Investigate Software (Revive)	Requires further investigation Target Start: 01/12/18	In Development	Green	Trial of Revive in Cambridge HWRC	T.B.C
			Move Bulky Collections onto In-Cabs	N								
			Synergise activities between contract areas	N								
		Develop Commercial Waste Strategy	Market Research to identify current commercial market	N	Yes	Yes	> Start Up Costs > Disposal points > Reapportionment of tonnage if commingled	Requires further investigation Target Start: 01/12/18	In Development	Green	Postpone to Q1 next year.	Trade Waste Team Mark Stammers
			Identify Area for development	N								
			Identify spare capacity on existing deployed service	N								
		Implement Traffic Management & Cleansing on High Speed Roads	Provide contractual obligation and frequency	Y	Yes	No	> Not an internal function > Partner with 3rd party to carry out MLC	01/09/18	Complete	Green	Pre-book all of 2019 road closures.	Emma Hills
			Annual Customer Satisfaction Surveys	Develop and agree format for survey	N	Yes	Yes	> Perception is not fully positive	Requires further investigation Target Start: 01/12/18	In Development	Green	> Continuous project to monitor performance
		Agree Baseline Position	N									
		Internalise Large Fly tipping Service	Identify Vehicle (Grab Vehicle)	Part	Yes	No		Requires further investigation Target Start: 01/12/18	In Development	Green		
			Undertake Driver Training (incl Asbestos)	N								
		Matchworks Call Centre Improvements	Agree and formalise Complaint Handling procedure	Y	Yes	Yes		19/11/18	Complete	Green	Quality control process.	Nicola Blake Lynn Somerford Dawn Gill
			Improvements to call handling process	Y								
			IT project to make improvements to systems	Part								
Business Process Engineering Review	MEDIUM	Improve the efficiency of financial reconciliation and data collection processes	Internal Audit of systems and processes to identify gaps and weaknesses	Y	Yes	Yes	> Credibility of Amey Data	15/11/2018 Target to bring 2017/18 reporting year upto date to bring financial yr to a full close	In Progress	Yellow	New payment portal has been introduced.	Sarah Davis IT Support James Hornet Hannah Foster Martin Johnson
			Shared responsibility among employees trained in data production	Y								
			Automated solutions to simplify process	Part								
			Auditable and reconcilable data for bulky waste, container orders and garden waste subscriptions	Part								
<ul style="list-style-type: none"> • Improve Data Delivery • Ensure consistency between systems • Improve Process and procedures • Develop Automated systems • Auditable and reconcilable data • Improve Customer Journey • Garden Waste Administration process • Audit of process • BSI Accreditation 	MEDIUM	Audit of Invoice & Reconciliation	Full Internal Audit of systems and process to identify Gaps and weaknesses	Y	Yes	No		30/09/19	Complete	Green	Action Plan developed and tasks & improvements	Hannah Foster Luke Edwards
		Review Garden Waste Administration Process	End to End review and improvements to customer journey	N	Yes	No		29/11/18	Ongoing	Green		IT Department Nicola Blake
			Increase and promote DD	N								
			Review system & GDPR compliance	N								
		Ensure Data used and communications (incl 360 camera) are GDPR compliant	Compliance with GDPR Regulations	Y	Yes	No	> Continuous review	Ongoing	Ongoing	Green		Group GDPR
			Agree Complaint data share protocol	Y								
		BSI Accreditation of all Surrey Contracts	Surrey to be ISO complaint 9001, 14001, 18001	Y	Yes	No	> Failure of Audit	30/11/18	Complete	Green	Audits consist of 5 visits over the month of November from 3 Auditors 3/12 full pass of audit with 3 minor NC's	HSEQ Department Mark Stammers
Vehicle Support & Reliability	Weekly and Daily Tyre check process (incl. site stored spares)		Y	Yes	No		01/10/18	Complete	Green	Ongoing review and monitoring	Tim Brooking Nicola Blake	
	Supervisor daily fleet walkaround check	Y										
	Maintenance/Workshop under direct operational leadership	Y										
	Vehicle Spare Pool Allocation	Y										

No. 5	PROJECT TITLE:- Route Optimisation and Cross Boundary Working				Complete Y	AMEY lead	JWS Lead	Risk Identified	Progress reporting			Notes	Responsible Person(s)
	Targets	Priority Level	Milestones	Products (Measures)					Dates	Status	RAG		
	Cross Boundary Authority Optimisation Full Authority Review	MEDIUM	Agree Phased Deployment Approach		N	Yes	Yes		Requires further investigation Target Start: 01/12/18	In Developme nt			T.B.C
	<ul style="list-style-type: none"> Identify synergies Identify efficiencies Bring service in line with Bid assumptions Reduce operating costs 	MEDIUM	Agree Disposal Routes and opportunities		N	YES	YES	<ul style="list-style-type: none"> > Start Up Costs > Disposal points > Reapportionment of tonnage if co-mingled 	Requires further investigation Target Start: 01/12/18	In Developme nt			Matthew Smyth Mark Stammers

This page is intentionally left blank