

Service Improvement Plan Update

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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.