



Title: Joint Waste Solutions Reorganisation
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Background

In 2016, Surrey Heath Borough Council agreed to be the host authority for the joint contract for waste collection and street cleaning. This role included employing the joint team responsible for managing the contract and the County Council team responsible for delivering borough facing 'partnership functions', which are set out in the Inter Authority Agreement that governs the contract.

In May 2017, the waste client teams from Elmbridge, Mole Valley and Woking Councils transferred via TUPE to Surrey Heath Borough Council and in October 2017, the County Council team were seconded to Surrey Heath. On 1 September 2018, the County Council team was transferred via TUPE to Surrey Heath after an amendment to the Inter Authority Agreement was agreed.

The Contract Partnering Board felt that whilst the waste contract was being mobilised across the partnership, the officer teams should remain unchanged and should continue to operate out of their existing locations. Once the waste collection element of the joint contract was fully mobilised, the Authorised Officer was asked to consider how Joint Waste Solutions should be structured in order to effectively manage the contract in a unified way and enable the effective delivery of countywide performance improvement activity.

In parallel to this, the Surrey Waste Partnership was considering how to establish a single governance arrangement for all joint activity involving waste management. As part of this, it was agreed that the remit of Joint Waste Solutions would be expanded to include work historically carried out by the Surrey Waste Partnership, thereby creating a single team overseen by a single Joint Committee.

In September 2018, a paper was considered by the Contract Partnering Board which included a number of reorganisation principles:

- The new staffing budget to be within the current budget envelope
- The new structure needs to meet current organisational needs
- But be flexible enough to adapt to future changes
- The organisational culture is at least as important as the organisational structure and we will operate as One Team in line with the Joint Waste Solutions organisational values.

These principles were agreed and a timeline approved that would enable a new structure to go live on 1 April 2019.

Staff consultation and recruitment

A 30 day staff consultation process on a proposed new structure ran from 8 October to 7 November 2018. Feedback from staff was considered and where possible built into a final plan, which was published on 26 November 2018.

In addition to feedback from staff, feedback was also received from the host authority Surrey Heath regarding how the JWS finance function should be delivered. This led to a further consultation with staff on this area of work, which ran from 24 December to 23 January 2019. Feedback was then considered and a final plan published on 25 January 2019.

The recruitment to the Joint Waste Solutions senior leadership team took place in December 2018, with any unfilled roles advertised externally in January 2019. Recruitment for other roles was completed in February and March 2019. A number of vacancies were not filled in lieu of the restructure and so there are a number of vacant posts within the structure. These are currently being advertised externally.

New JWS structure

Annex 1 sets out the new Joint Waste Solutions structure, which went live on 1 April 2019. The structure is built around five teams:

- Performance and Business Intelligence
- Strategy and Business Management
- Communications and Engagement
- Projects
- Operations.

Finance, HR and ICT functions sit outside of the Joint Waste Solutions structure, with support provided by Surrey Heath Borough Council. In addition, legal support is provided by an external legal firm Sharpe Pritchard.

At their meeting on 8 April 2019, the Contract Partnering Board agreed that the post of Operations Director is now the Authorised Officer for the Joint Collection Contract.

Annex 2 sets out in more detail the remit of each team in delivering against the requirements of the partner authorities.

Ways of working

Plans are well advanced for the JWS team to operate out of an office owned by Woking Borough Council in the centre of Woking. This office will serve as a central hub for the Performance and Business Intelligence, Strategy and Business Management, Communications and Engagement, Projects and the West Operations team. The East Operations team will operate out of the Elmbridge and Mole Valley civic centres. Officers will, however, be mobile and will operate across the county as required to deliver the requirements of all 12 partner authorities.

Budget considerations

The new structure is within the agreed 2019/20 budget envelope.

Next steps

- Recruitment to vacant posts will continue.
- Work with Amey will take place to ensure revised roles and responsibilities within JWS are understood.
- Work will continue within JWS and with partner authorities to develop and refine ways of working.