



Annual Contract Service Report

2021 - 2022

This report has not been agreed by both parties and is subject to change

Contents

Executive Summary.....	1
Key Achievements.....	2
Risk Management	3
Key Legislative Changes	4
Financial Indicators	7
Health and Safety.....	8
KPI Performance	12
Local Performance Indicators	17
Workforce Matters	19
Improvement Plan 2021/22 and 2022/23	22

Executive Summary

During this productive and challenging year, Amey has made significant progress in delivering historical projects which had previously been delayed due to Covid including Whitespace, Electronic Tachographs, implementation of an IMS, home grown HGV Drivers and the first-round change in Surrey Heath.

In the last year our biggest challenge has been the National Driver Shortage, to which we have employed many strategies to regain our workforce and fulfil all aspects of the contract. Throughout the year the teams have worked extremely hard and taken on all the challenges that have come their way, while spending an enormous amount of time on recruitment to enable the full reinstatement of the Garden Waste Service.

The focus for 2022/23 is to work in conjunction with JWS to resolve the route for the contract, bring further operational efficiencies and introduce new performance improvements driven by Whitespace,

The purpose of this summary is to provide the Councillors with an overview of the partnership activities and the financial performance during the last financial year and give an indication of the 2022/23 strategy.

Key Achievements

1. Successful Commercial discussions:

- a. Agreement on payment strategy of HGV Market Supplement
- b. On-going commercial discussions with regards Bi-annual Indexation to benefit both parties
- c. On-going commercial discussions around the future financial sustainability of the contract, with potential options for variation to the contract or early exit
- d. Proposal for a replacement fuel tank in Woking, to provide emergency contingency for the borough while offering sustainability improvements based on dual fuel capability

2. Better KPI results and street cleansing LADS:

- a. Significant improvement in results and focus to continue trend through use of Whitespace
- b. Joint agreement between JWS and Amey on the penalty application
- c. 11 out the 12 LADs surveys exceeded the expected standard resulting in zero deductions.

3. Garden waste administration service

Garden Waste Administration was suspended due to the reduced Garden Waste service in September. Since full-service resumption the focus is on ensuring those due for renewal are notified and accounts with outstanding debt either brought up to date or the accounts closed, and the bin removed.

4. Financials

Process agreed and applied for the variable charging element between Amey and JWS. All historic invoices have been cleared. Delays in clearing May 2022 due to Garden Waste dispute.

5. Social Responsibility

- a. Amey supported the Dorking foodbank at Christmas by supplying hampers which were produced by a social value enterprise and contained only sustainable products in sustainable packaging
- b. Junior Citizens event at Epsom Racecourse
- c. Duke of Edinburgh award for a loader in Surrey Heath, supported by the Depot Manager, Michelle Brown who won the Amey Manager of the year for her efforts
- d. Employment of new drivers from Government funded bootcamps
- e. Reached out to refugee support groups to offer employment and training

Risk Management

The management of risk is embedded in our everyday business activities and culture, with all our employees having an important role to play.

Risk Event	Cause, Effect and Consequence	Likelihood (3 - Most Likely, 2 - Likely, 1 - Little Chance)	Severity - Short Term (Major or Minor)	Mitigating Measures	RAG Status
Staff Shortage	High absence levels leading to reduced services	3 - given the current trend in the HGV driver market there is high chance services will be impacted. Ordinarily, absence would be covered by recruiting additional agency staff. But these are not available as they were 12 months ago.	Major	Engage with additional agencies, share resource between four contract areas, mainline services supported by managerial team in depot. But this is only a short term solution.	High
Vehicle Provision/ Breakdown	High levels of VORs can lead to reduced services	2 - availability of parts has significantly decreased since Brexit and then impacted by the HGV driver shortage. The number of days waiting for parts has increased leading to number of days off the road increasing and vehicle availability decreasing.	Major	Contact additional suppliers and look for alternative purchase options for parts.	High
Site Closure	Site access closed can lead to delays in service being deployed	2	Minor	Across all borough's	Neutral
Loss of Fuel Supply	Issues with fuel strikes and national fuel supply will impact all services	2	Major	Shared communication on any known disruption to fuel supply. All sites with access to bunkered fuel are ensuring tanks are kept at maximum capacity. Elmbridge are ensuring they also have supply for Mole Valley in the event the forecourt fuel is not available.	High
Transport Disruption	Reduced services due to employees being unable to get to work	1	Minor	Any known impacts to travel are communicated and site managers support employees in finding alternative routes to work.	Low
Inclement Weather	Reduced services due to unsafe working conditions	2	Minor	SSOW are in place for most weather extremes, provisions made for staff working in extreme weather conditions.	High
Loss of IT Services	The collections can continue due to us having manual records of round details	1	Minor	80% of the workforce are familiar with routes and we also hold manual records of rounds which can be provided to the crews.	Low
Industrial Disputes	Any disruption is likely to affect services being deployed	2	Major	Local union reps are engaged in discussions with the GMB as well as Amey employees being kept informed by the senior leadership team.	High
Pandemic	High absence levels leading to reduced services	2	Major	Short term agency cover when available, however, the HGV driver shortage has affected our ability to cover services.	High
Tipping Facilities	Higher than usual waiting times have a knock on effect to round completion	3	Major	All site manager to attend Site User meetings and ensure that any reported issues at the tipping sites are reported promptly to enable Suez to react and put contingencies in place for Amey vehicles to tip	High

Key Legislative Changes

KEY WASTE INDUSTRY LEGISLATION: Changes 2021/22

4.0 Environment Act 2021

On 9 November 2021, the Environment Act (the Act) finally gained Royal Assent and became UK law. The stated aims of this wide-ranging 'flagship' legislation are 'to make provision about targets, plans and policies for improving the natural environment; for statements and reports about environmental protection; for the Office for Environmental Protection; about waste and resource efficiency; about air quality; for the recall of products that fail to meet environmental standards; about water; about nature and biodiversity; for conservation covenants; about the regulation of chemicals; and for connected purposes'.

Most significantly, in 2022, we will see further legislation in relation to many aspects of the Environment Act. The Act predominantly serves as an environmental framework, giving the government and relevant national authorities the power to make further regulations. The detail as to how these operate in practice will need to be enshrined in secondary legislation.

Environmental Targets

The Act requires the government to set long-term environmental targets, of no less than 15 years, relating to air quality, water, biodiversity, resource efficiency and waste reduction. These targets must be laid before Parliament by 31 October 2022.

Environmental Principles

The Act makes certain EU environmental principles central to policy development. The five principles comprise the integration principle, prevention principle, precautionary principle, rectification at source principle and the polluter pays principle. The Act obliges the government to prepare a policy statement on these principles, explaining how they should be interpreted and proportionately applied when making policy. A draft policy statement was consulted on in spring 2021 and we are still waiting on the government's response.

2.0 The following provisions of the Act come into force on 24th January 2022

The Environment Act 2021 (Commencement No. 2 and Saving Provision) Regulations 2022

(a) sections 1 to 7 (environmental targets).

(b) sections 8 to 15 (environmental improvement plans).

(c) section 16 (environmental monitoring).

(d) section 25 (guidance on the OEP's enforcement policy and functions).

- (e)section 27 (co-operation duties of public authorities and the OEP).
- (f)sections 28 to 30 (the OEP’s scrutiny and advice functions).
- (g)sections 31 to 41 (the OEP’s enforcement functions).
- (h)sections 42 and 43 (information).
- (i)section 50 (producer responsibility obligations), so far as relating to England.
- (j)section 60 (hazardous waste: England and Wales), so far as relating to England.
- (k)section 62 (transfrontier shipments of waste).
- (l)section 64 (powers to make charging schemes), so far as relating to the Environment Agency.
- (m)section 86 (water and sewerage undertakers in England: modifying appointments).
- (n)sections 104 to 108 (local nature recovery strategies).
- (o)section 110 (protected site strategies).
- (p)sections 112 and 113 (Habitats Regulations).
- (q)Schedule 4 (producer responsibility obligations), so far as relating to England.
- (r)Schedule 13 (modifying water and sewerage undertakers’ appointments: procedure for appeals).

Provisions coming into force on 1st April 2022

- 3. Section 21 of the Act (reports on international environmental protection legislation) comes into force on 1st April 2022.

Provisions coming into force on 1st May 2022

- 4. The following provisions of the Act come into force on 1st May 2022—

- (a)section 72 (local air quality management framework).
- (b)section 73 (smoke control areas: amendments of the Clean Air Act 1993), so far as it relates to Parts 1 and 3 of Schedule 12;

(c)Schedule 11 (local air quality management framework).

(d)Parts 1 and 3 of Schedule 12 (smoke control in England and Wales)(2).

Provisions coming into force on 30th September 2022

5. The following provisions of the Act come into force on 30th September 2022—

(a)Part 7 (conservation covenants).

(b)Schedule 18 (discharge or modification of obligations under conservation covenants).

(c)Schedule 19 (application of Part 7 to Crown land).

(d)Schedule 20 (consequential amendments relating to Part 7).

The Health Protection (Coronavirus, Restrictions) (Steps) (England) Regulations 2021 2021 No. 364

Financial Indicators

Amey JWS Financial Statement for Contract Year 5 (April 2021 to March 2022)

	JWS Actual Results Apr 21 to Mar 22													Actual
£k (Costs & losses are negative)	ACTUAL	ACTUAL	ACTUAL	ACTUAL	ACTUAL	ACTUAL	ACTUAL	ACTUAL	ACTUAL	ACTUAL	ACTUAL	ACTUAL	ACTUAL	
	2021.APR	2021.MAY	2021.JUN	2021.JUL	2021.AUG	2021.SEP	2021.OCT	2021.NOV	2021.DEC	2022.JAN	2022.FEB	2022.MAR	Apr 21 to Mar 22	
Total Turnover	889	1,089	1,242	1,104	1,106	1,422	1,149	1,089	951	1,034	1,069	1,105	13,248	
Staff Costs	(833)	(832)	(778)	(719)	(722)	(726)	(663)	(845)	(769)	(772)	(731)	(733)	(9,122)	
Temporary Staff costs	(102)	(86)	(92)	(85)	(108)	(71)	(66)	(79)	(95)	(117)	(115)	(161)	(1,177)	
Total Staff Related Costs	(13)	(17)	(11)	(7)	(9)	(12)	(30)	(35)	(11)	(23)	(18)	(30)	(217)	
Total Staff Costs	(948)	(935)	(882)	(811)	(839)	(809)	(759)	(959)	(875)	(912)	(864)	(924)	(10,517)	
Total Subcontractors	(5)	(6)	(1)	(3)	(3)	(2)	(46)	(51)	(36)	(4)	(12)	(6)	(173)	
Total Materials	(60)	(50)	(55)	(37)	(56)	(45)	(17)	(28)	(16)	(14)	(53)	(50)	(480)	
Total Plant Hire	(3)	(7)	(3)	(14)	(4)	(2)	(4)	(3)	7	(2)	(3)	(3)	(41)	
Total Vehicle Costs	(266)	(251)	(273)	(302)	(271)	(256)	(297)	(284)	(285)	(283)	(275)	(331)	(3,373)	
Total Property Costs	(17)	(20)	(22)	(21)	(7)	(16)	(11)	(29)	(25)	(20)	(29)	(25)	(242)	
Total Other Costs	(70)	(67)	(74)	(80)	(97)	(16)	(78)	(33)	(34)	(64)	(77)	(73)	(763)	
Total Non Staff Related Costs	(423)	(404)	(431)	(460)	(440)	(339)	(457)	(430)	(398)	(388)	(452)	(490)	(5,111)	
Total Costs - By Function	(1,371)	(1,338)	(1,312)	(1,271)	(1,279)	(1,148)	(1,216)	(1,389)	(1,273)	(1,300)	(1,316)	(1,414)	(15,628)	
MARGIN	(483)	(249)	(70)	(167)	(173)	274	(66)	(301)	(322)	(266)	(247)	(310)	(2,380)	
Total Depreciation & Amortisation	(13)	(13)	(13)	(13)	(13)	(13)	(13)	(13)	(13)	(13)	(13)	(13)	(152)	
PBIT	(496)	(262)	(83)	(180)	(186)	261	(79)	(314)	(335)	(279)	(260)	(323)	(2,532)	
MARGIN %	-54.3%	-22.9%	-5.6%	-15.1%	-15.6%	19.3%	-5.7%	-27.6%	-33.9%	-25.7%	-23.1%	-28.1%	-18.0%	
PBIT %	-55.8%	-24.0%	-6.7%	-16.3%	-16.8%	18.4%	-6.8%	-28.8%	-35.2%	-26.9%	-24.3%	-29.2%	-19.1%	

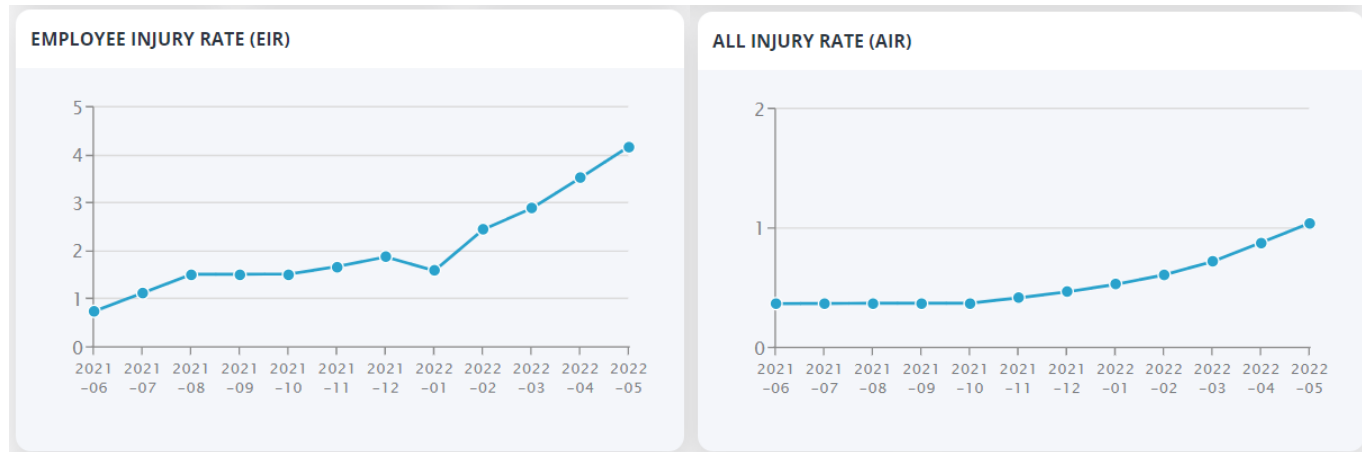
- Contract margin for year 5 was a loss of £2,380k (-18.0%) vs anticipated Service provider margin of +10.6% pre apportionment of Amey central overheads.
- Losses incurred principally from increased resources deployed in staff & vehicles to deliver service.
- Contract performance by year is as follows:
-

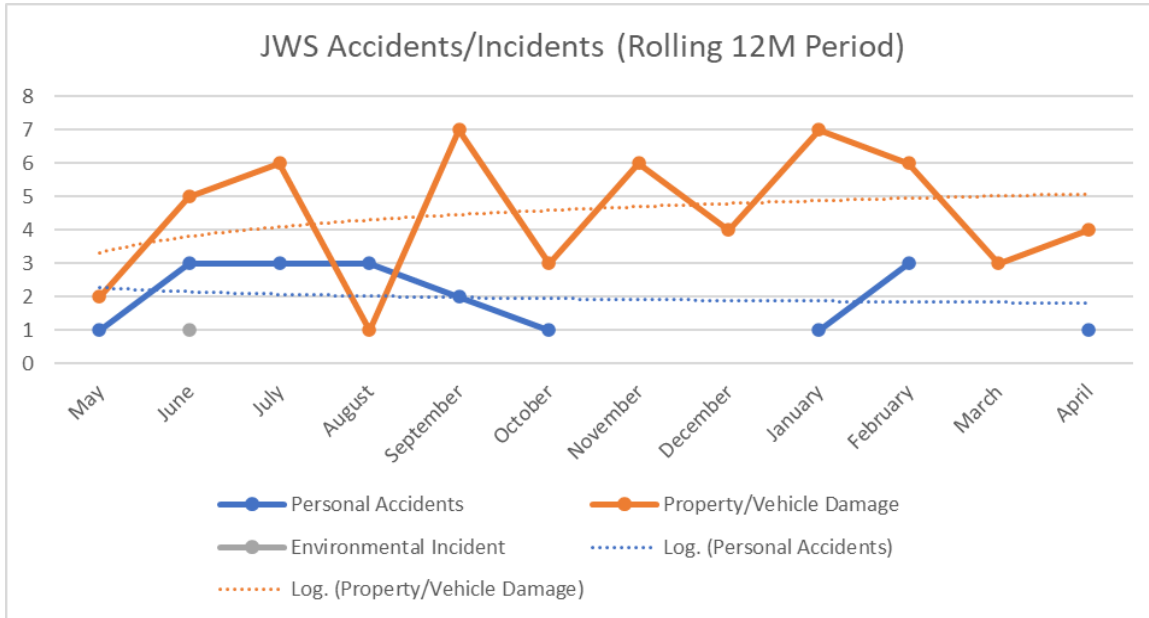
JWS Summary	17_18	18_19	19_20	20_21	21_22	Total
Total Turnover	4,436	10,959	11,656	13,661	13,248	53,960
Margin	(1,387)	(1,017)	(3,286)	(2,206)	(2,380)	(10,276)
PBIT	(1,387)	(1,051)	(3,466)	(2,348)	(2,532)	(10,784)

Health and Safety

Performance (Accidents/Incidents):

Injury rates for a rolling 12-month period across all Amey Local Authority contracts are currently trending positively. The lessons learned from accidents in all parts of Amey's Local Authority business are shared via training, briefings, TBTs etc. so that best practice can be achieved.





All accidents/incidents that occur within the JWS Contract are locally investigated by the Depot Management Teams with support/guidance from the Compliance Team. Any lessons learned/best practice is then shared across the JWS Contract through the weekly accident/incident review meeting so that the chances of a potential recurrence can be minimised.

We continue to ensure a full 3-day induction for drivers as per best practice, continuous training and follow up briefings with employees. In addition to this we follow HSE, WISH and IOSH guidance to ensure we are up to date with industry challenges and practices.

2021-2022 Headlines:

Crew inspections have proven that engagement and reassurance encourages employees and demonstrates our commitment to their safety. The standard set in previous years has been maintained through 2021-2022.

Any issues are raised as defect reports or close calls by the Depot Management and the Compliance Teams, pertinent issues are then discussed between all four sites and the Senior Management Team at weekly/monthly review meetings. Feedback to employees is provided in a timely manner and may be delivered verbally or in writing through the use of TBTs/Bulletins.

Close calls are raised by employees at all levels so that a holistic approach can be taken to combat challenges that impact all areas of Surrey.

Quality:

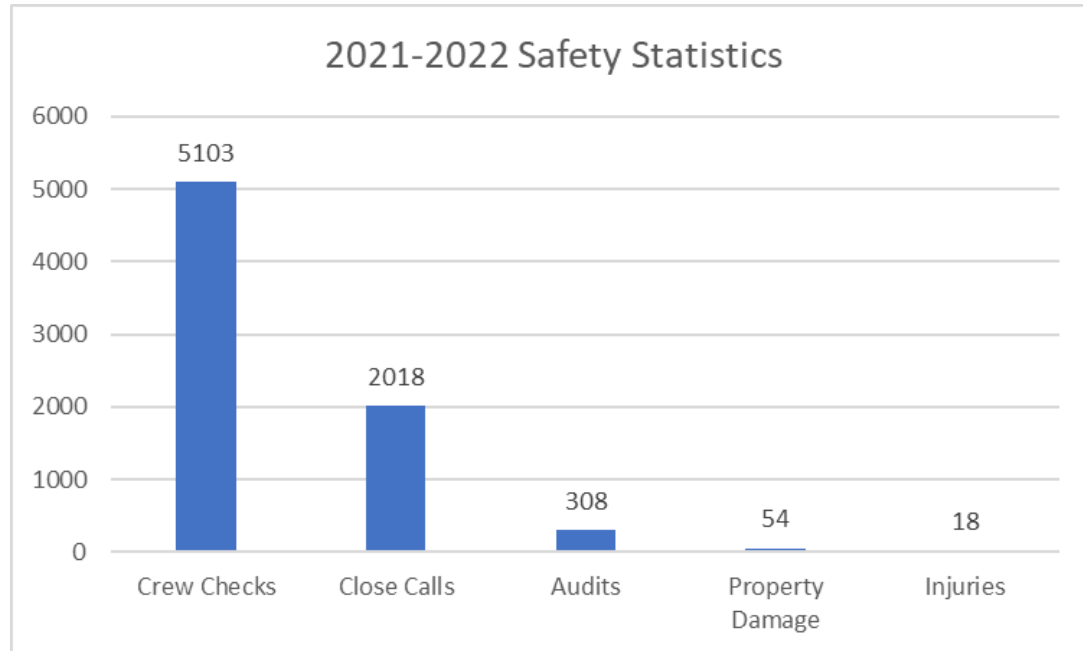
Our BSI audit in October 2021 resulted in 5 Major NCRs, 10 Minor NCRs and 5 OFIs. Following a reassessment visit in January 2022 this was reduced to 6 Minor NCRs and 4 OFIs. All remaining NCRs will be closed by 30th June 2022.

We continue to audit our sites using the toolkits through EcoOnline (formerly AVA) and recommended best practice. During COVID our audits were very specific, and we continued to be legally compliant with HSEQ standards.

All our documents are reviewed on an annual basis in line with BSI standards.

Environment:

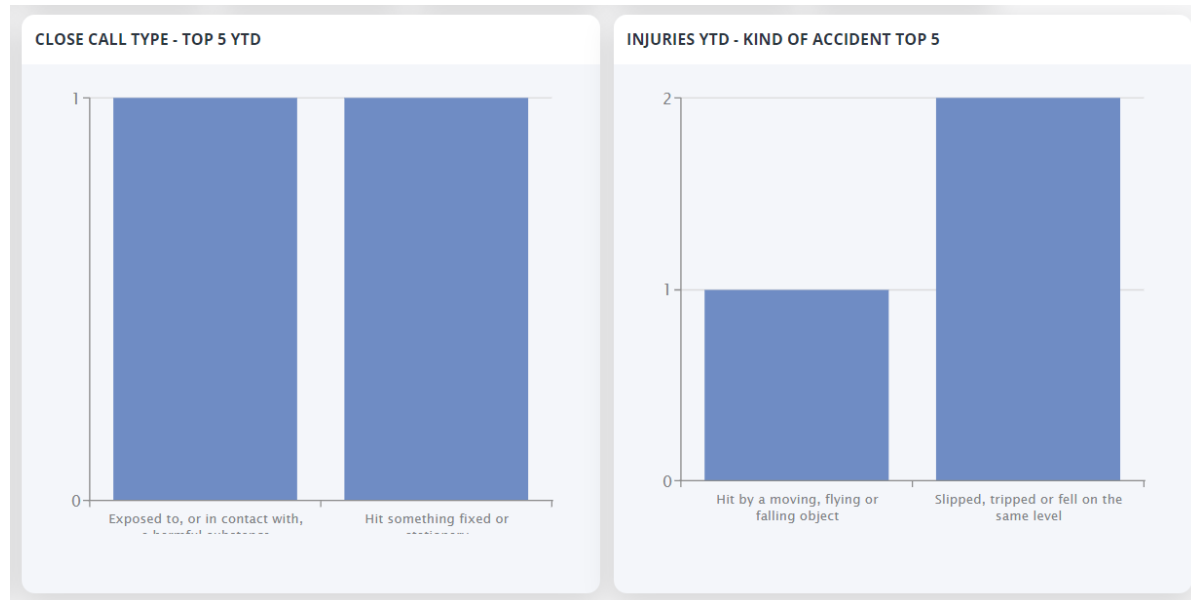
We had a regulatory visit from the Environment Agency in June 2021 and a C3 score was issued for damage to pollution control infrastructure (impermeable surface in food waste container area at Surrey Heath Depot). This resulted in an overall compliance score of 4. Repairs were immediately actioned, and the defective surface was repaired within six weeks of the EA inspection. The Agency were otherwise happy with how the site was managed and the level of technical competence held.



Analyses:

The EcoOnline (formerly AVA) dashboard shows close calls and injury trends for Amey’s Local Authority business. Themes are collated monthly, and prominent trends are displayed on the graphs shown on the right.

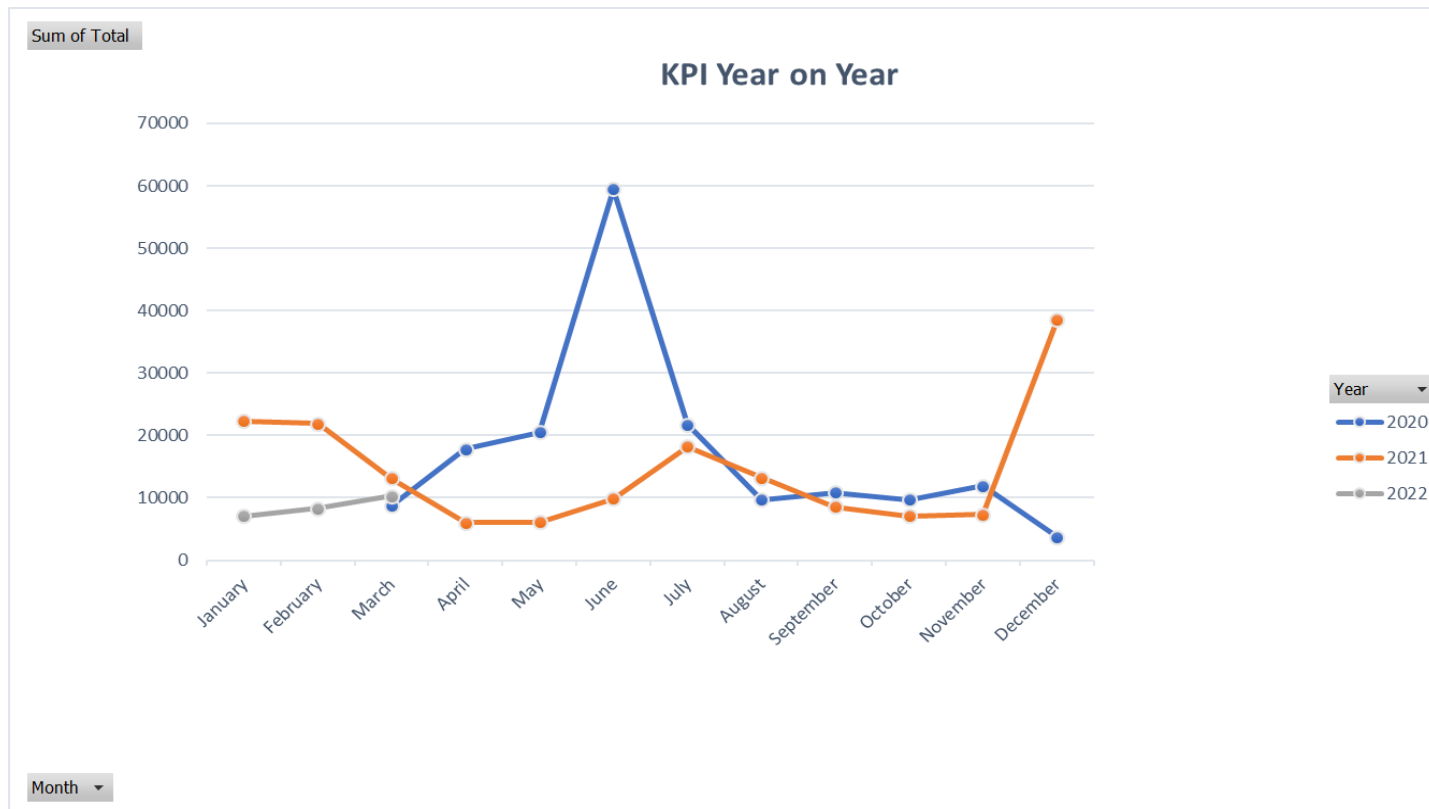
Close calls raised on the JWS Contract are recorded by the Depot Management Teams then analysed by the Compliance Team. Anything pertinent is then raised to the relevant section of JWS via action allocation in EcoOnline. This process is due review in the 2022-2023 year as improvements could be gained by granting JWS access to the EcoOnline system (WIP).



Close call reporting across the contract has declined over the course of the 2021-2022 year. However, this is primarily a result of the new Senior Management Team taking a different view on close call reporting to the previous account leadership. There is now a big focus on quality close call reporting as opposed to quantity.

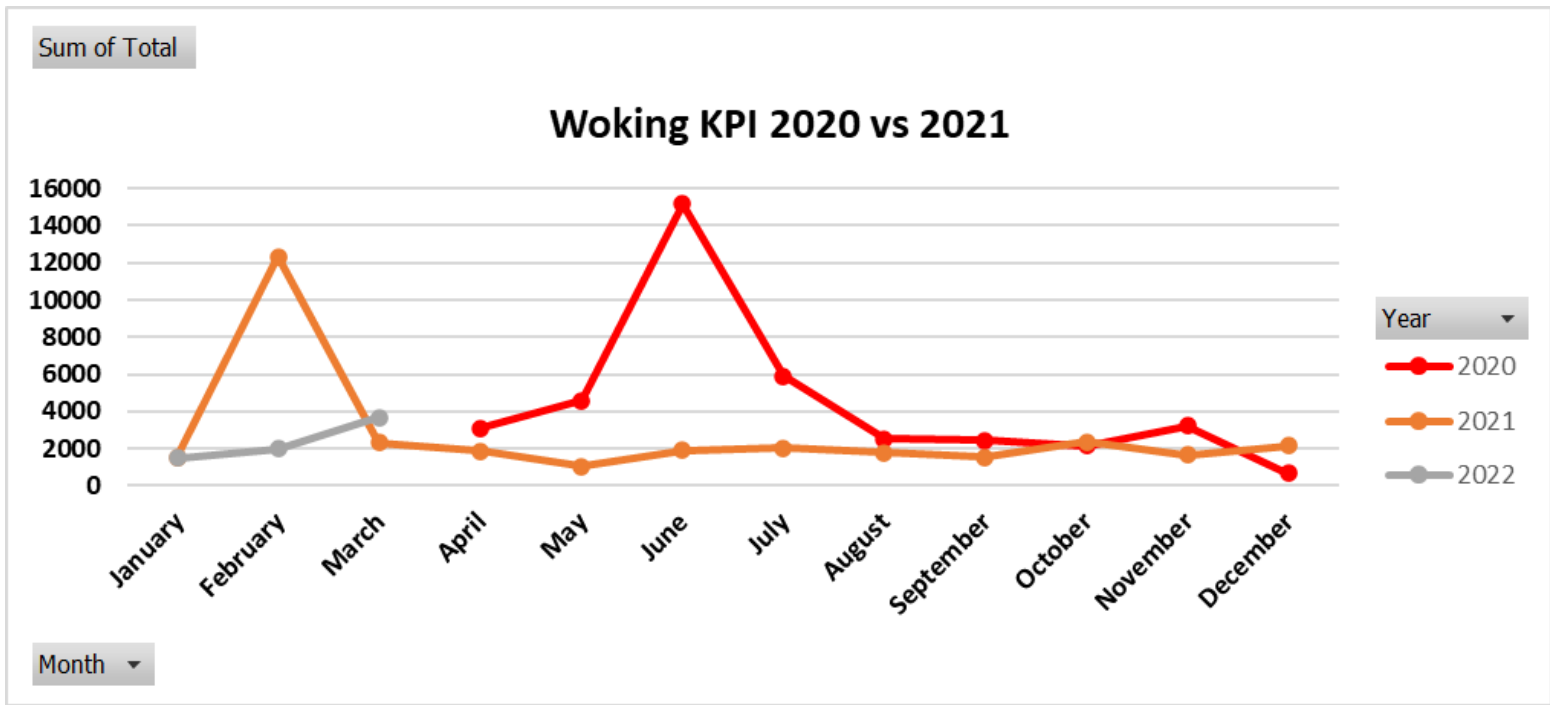
The new directive is to encourage frontline operatives to provide as much detail as possible around a close call to enable the management team’s greater ability to get resolutions via internal channels across Amey or via engagement with JWS.

KPI Performance

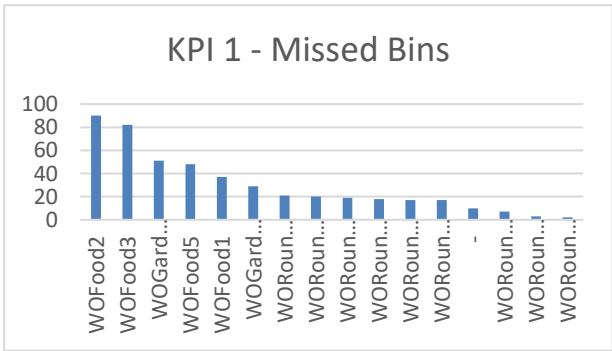


The above graph shows the KPI performance across the four contract areas for the years 2020, 2021 and 2022 to date. In terms of our performance in 2021, the orange line shows an improved performance on 2020, with the spike in July being related to the National HGV Driver Shortage. During this period, we were heavily reliant on our managerial teams to keep the garden waste service going which meant that our teams were not affording the required time to performance management in the KPI area. In addition, other areas of the service suffered as we were significantly low on drivers, carrying up to 17 vacancies at any one time. Once it was agreed with the client that we would reduce the garden waste service across the four contract areas, the KPIs were controlled and the quality of service across all remaining core waste services improved.

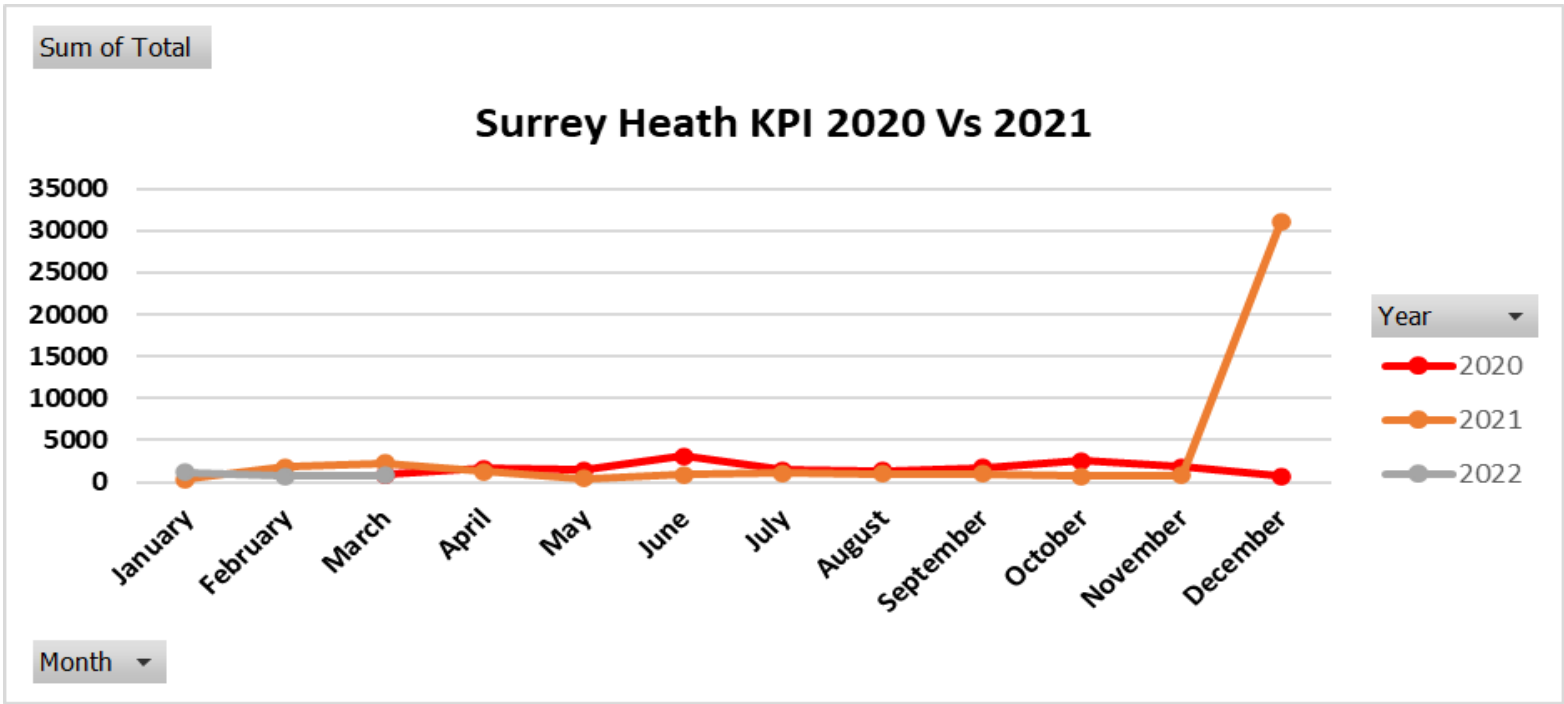
Our performance in 2022 has remained positive and shows an improved performance on previous year. In February 2022 we rolled out WhiteSpace across the contract and we are positive that the greater visibility from the operating system, as well as the ability to reallocate roads between crews will assist us to further improve the service the residents of Surrey receive.



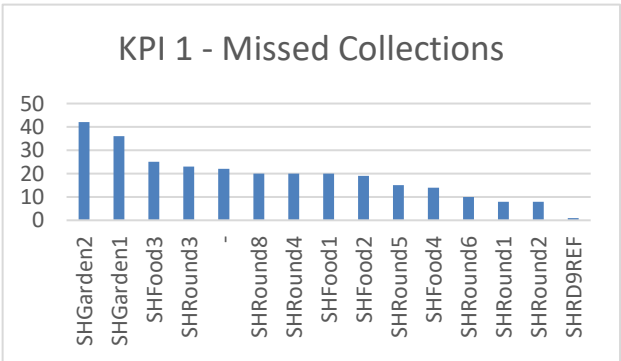
The graph to the left shows the performance in the Woking Depot. You will see that the depot has delivered a service that was much improved year on year. This was mainly due to the new managerial team that have worked tirelessly to engage with the frontline crews and drive positive cultural behaviours which lead to improved services to residents. The spike in the performance in Feb and Mar 2022 are due to an increase in missed assisted collections which we believe were incorrectly tagged on the in-cab devices after the rollout of WhiteSpace.



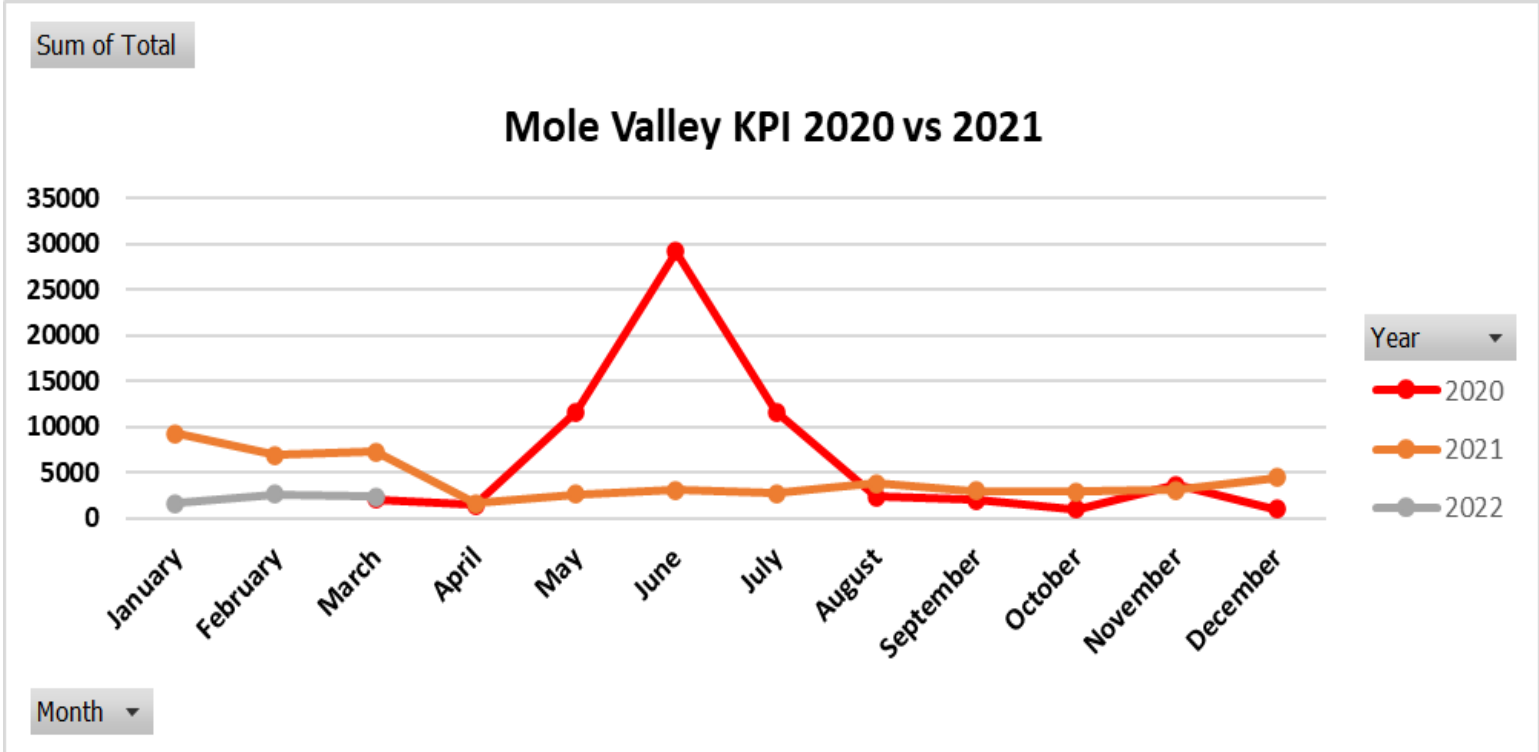
Missed bin management through WhiteSpace by targeting specific crews on specific days and comparing like for like rounds and their reporting of non-presented bins



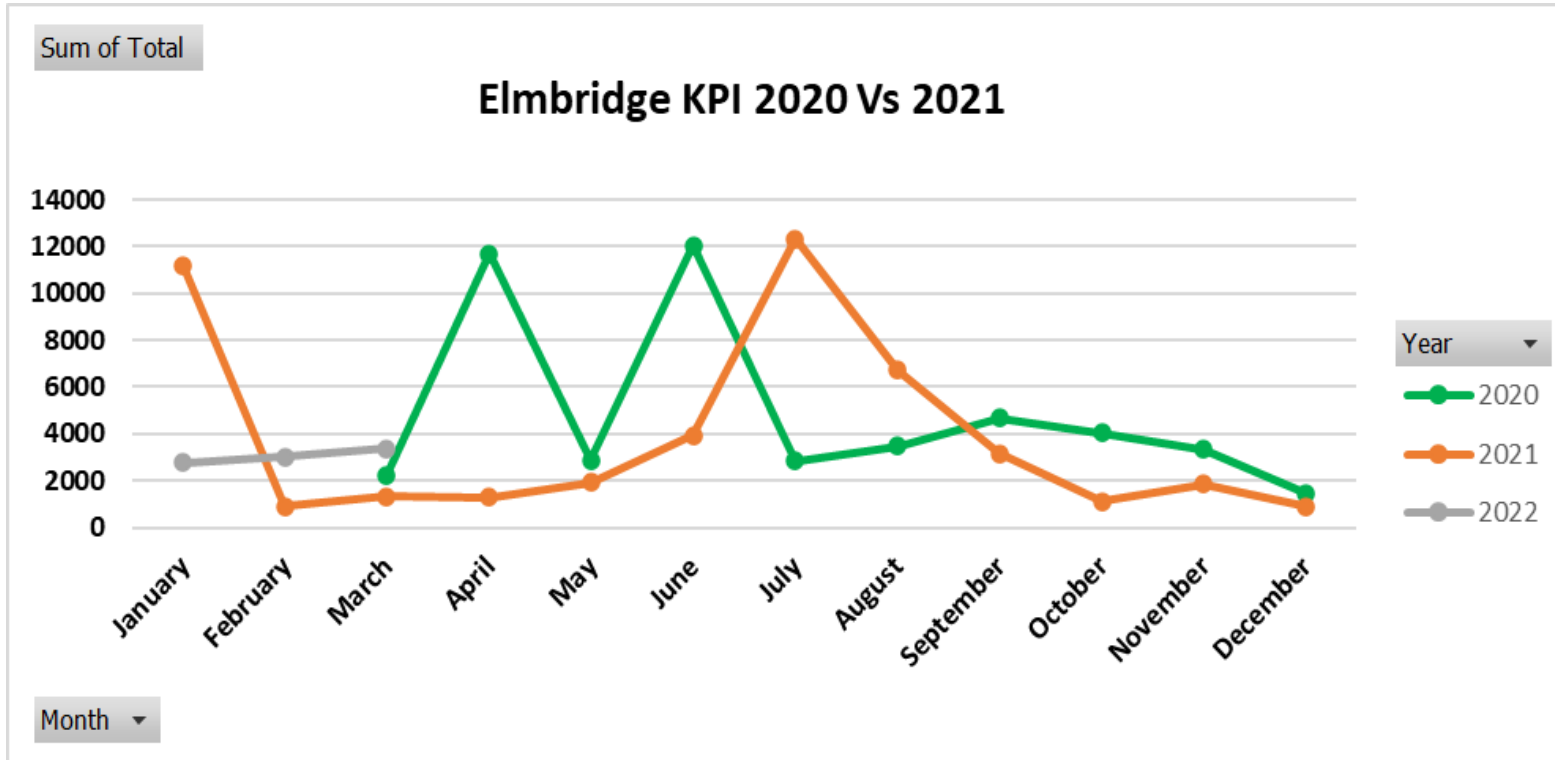
Surrey Heath have continued to deliver a strong KPI performance throughout the year. Their performance in 2020 was significantly lower than other contract areas, despite this – they have continued to deliver a better performance year on year. The spike in December 2021 was a penalty for LADs and we have reviewed resource aligned to street cleansing within the period to ensure the standards are better in 2022.



Missed bin management through Whitespace by targeting specific crews on specific days and comparing like for like rounds and their reporting of non-presented bins



Mole Valley's KPI performance has remained stable throughout the period with a slight increase towards the end of the year in 2021. This was due to the high staff turnover and long-term HGV drivers being replaced with staff that needed to learn the routes. The performance in early 2022 has been positive and trending below the performance at the beginning of 2021. We are continuing to use WhiteSpace to drive the KPI performance and hope that this will further improve the quality of service our residents are receiving. Mole Valley achieved the standard for all four LADs and there were nil deductions.



The table to the left shows the KPI performance in Elmbridge for 2020 vs 2021. The beginning of the year was significantly improved with the deductions staying much lower than the previous year. From June the depot began to be affected by the National HGV driver shortage and we saw the most employees leave from this depot, suspected to be related to the higher salary offerings with the depot bordering London Boroughs. The depot tried to sustain garden waste collections until the end of August with support from the managerial team, but this was detrimental to the overall performance. When the reduction in garden waste was introduced, the depot regained control of the KPI performance.

Local Performance Indicators

The below Local Performance Indicators have recently been agreed as the reportable data, due to the Whitespace implementation date, this data is for the last 3 months:

Local Performance Indicators	Target	Elmbridge	Woking	Surrey Heath	Mole Valley
Provision of required representatives to attend meetings as set out in Schedule 9 Contract Management	100%	100%	100%	100%	100%
Provision of Clinical Waste collection service 10 working days following receipt of notifications	100%	100%	100%	100%	100%
To ensure that the full complement of vehicles are available on a daily basis	100%	92%	91%	92%	93%
Fly tips	Removal within 1 working day	100%	N/A	100%	48%
Graffiti and Fly-posting (non-offensive)	Removal within 3 working days	100%	N/A	100%	23%
Graffiti and Fly-posting (offensive)	Removal within 4 working hours	100%	N/A	75%	6%
No of instances of reported graffiti		15	N/A	12	107
Number of instances of reported fly tips		130	N/A	433	545
Upon receipt of an instruction from the Authorised Officer, we will deliver Containers to Households within 5 Working Days	5 Working Days	100%	61%	100%	77%
Local Performance Indicators Garden Waste	Target	Elmbridge	Woking	Surrey Heath	Mole Valley
Total number of subscribers	N/A	23,845	16,274	14,116	15,280
Number of new subscribers and cancellations to demonstrate the take up of the service	N/A				
Number of cancellations	N/A		2	5	
Number of bins per subscriber	N/A	1.18	0.30	0.30	1.20

- Mole Valley received in total 545 requests via propmain, of which 262 pass (3-month period).
- Mole Valley received in total 107 of both offensive and non-offensive (3-month period).
- Mole Valley – Received during the same period 3,816 Bin Requests.
- Surrey Heath – Received during the same period 4,444 Bin Requests.
- Woking – Received in the same period 5,680 Bin Requests.
- Elmbridge – Within the same period received 5,355 Bin Delivery Requests

Depots

Depot Compliance

Not all depots are compliant due to the following issues: Bulking Facility at Surrey Heath and drainage at Mole Valley.

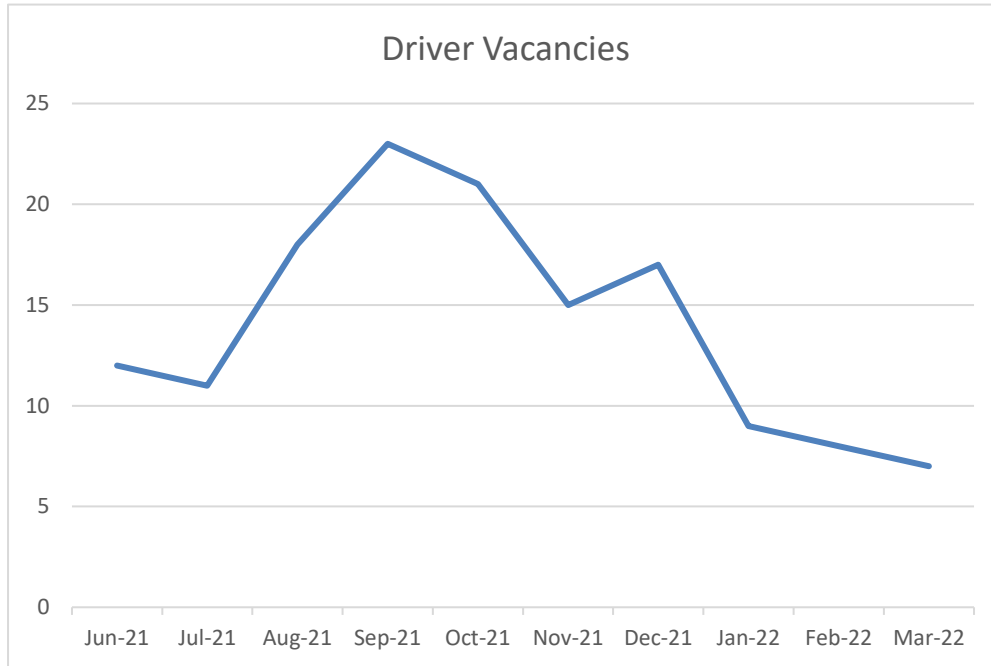
Bulking Facility at Surrey Heath: Discussions on the proposed site plans have taken place between JWS, SHBC architectural team and Amey. We are now waiting on the Authority's decision whether they wish to continue with this project. The site remains under the responsibility of the Authority and Amey have been given access to the monthly inspection reports. The site remains non-compliant as the current Bulking Facility was always intended to be a temporary structure

Ongoing inadequate drainage facilities at Mole Valley – Amey have spent in excess of £100k to date on outsourcing washing facilities which was not foreseen in the tender. The work has been agreed with the Authority and we are currently awaiting the discharge consent back from Thames Water. Once received we will be able to instruct CJ Uden's to complete the work (obviously after liaising with MVDC and the Depot Team).

In terms of vehicle compliance:

- The contract passed BSI during the year, next BSI will focus on Transport and will take place in July 2022.
- MOT pass rates were at 100%. There were no PG9, enforcement visits or driver stops.
- There were 68 RTAs within the period which is 20% less year on year.

Workforce Matters



The National HGV Driver shortage was our biggest challenge in the past year. The contract suffered high numbers of driver vacancies which we were unable to fill as we had in the past. The availability of staff from the agencies became non-existent and we saw our own full-time employees leave to undertake roles offering a higher salary.

In September 2021 we announced initiatives to both retain our current staff and attract new employees.

These initiatives seemed to encourage our full-time employees to stay but the real movement in new candidates was seen in December 2021 when the pay increase/market supplement was implemented. The contract has had to work hard to induct and secure full-time employees, many would attend for induction and not complete the full three days or would complete the induction and then not attend for work the following week.

In the months of Jan-Mar the contract had 77 candidates put forward for induction as HGV drivers and only 21 of these have remained with the business after varying amounts of time.

In addition to the driver shortage, the contract was also affected by a change in the senior management team with restructuring required to cover off properties and facilities management, fleet management and health and safety. We also welcomed a new Account Director in September 2021.

Whilst the above did not impact the service delivery to residents, there were new ways of working required from the Site Management teams which they embraced whilst continuing to work through a challenging time operationally. The contract has also recruited a new graduate to support the health and safety compliance team.

The HGV Driver Shortage has produced some positive changes, the contract has successfully enrolled candidates on to intense HGV training courses for the first time, with two candidates having successfully completed the course. We are continuing to advertise the training opportunity and have a further 8 candidates making their way through the process. The progress has been slow due to the waiting times for different stages of the training.

Training Phase	Candidates							
	Elmbridge	Elmbridge	Elmbridge	Woking	Woking	Woking	Elmbridge	Mole Valley
Candidate Number	1	2	3	4	5	6	7	8
Driver Medical								
Application of Provisional Licence			awaiting license being returned				new candidate	
Theory Test (Module 1)	07/12/2021	19/01/2022	TBC	10/12/2021	07/12/2021	19/01/2022	19/05/2022	16/05/2022
Theory Test (Module 1) - retake	12/01/2022	04/02/2022		21/12/2021	14/04/2022	11/02/2022		
Theory Test (Module 1) - Retake		17/03/2022		n/a	11/05/2022	TBC		
Initial CPC training (module 2)	January	March	June	January	June	June	June	June
20 hours of in-vehicle driving + Practical exam	14/03/2022	13/06/2022	July	04/04/2022	June	July	July	July
Practical Retest	19/04/2022	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Initial CPC training (module 4)	TBC	July	August	10/05/2022	August	August	August	August
Application for a digital tachograph card	June	July	August	Sent	August	August	August	August
Amey Driving Assessment	June	August	September	June	September	September	September	September
Shared Driving Experience	July	August	September	June	September	September	September	September
Ready to drive 26t Dust Cart	August	September	October	July	October	October	October	October

Community and Social Involvement

The contract has delivered the following social value improvements within 2021/22:

- Continued the relationship with Mole Valley Refugee Support Group to provide employment opportunities to refugees living within Mole Valley. In addition, contact has been established with the three other boroughs to offer support to refugees seeking employment.
- Formed a relationship with iDOT in Mole Valley to assist with various litter picking events.
- Amey supported the Dorking foodbank at Christmas by supplying hampers which were produced by a social value enterprise and contained only sustainable products in sustainable packaging
- Duke of Edinburgh award for a member of the streets team in Surrey Heath, supported by the Depot Manager, who won the Amey Manager of the year for her efforts
- Employment of new drivers from Government funded bootcamps

Further work in the community was hampered by both the reappearance of Covid and the HGV Driver Shortage, moving in to 2022/23 our aim is to increase our visibility in the communities we work with in

Improvement Strategy – Surrey Waste 2021



Zero Code	Route Optimisation	Contract Improvements	Environmental	Community Engagement
<ul style="list-style-type: none"> • Campaign to raise awareness around aggression towards crew members. • Establish a relationship with Surrey Police to proactively manage aggression towards staff. • Power BI dashboard for close calls. 	<ul style="list-style-type: none"> • Deliver strategic service review outputs. • Improve turnaround times at tipping locations. • Improvement to street cleansing schedules. 	<ul style="list-style-type: none"> • Commercial waste strategy implemented. • Collection of WEEE and Textiles from communal properties. • Expand food waste collections to all properties. • Reduction in contaminated waste. • Reduction in KPI deductions. • Implementation of smart neighbourhood and community engagement forum. • Improvement in household recycling rates. • Improvements to container orders and reduction in gap to forecast on spend. 	<ul style="list-style-type: none"> • Explore opportunities for low/zero emission vehicles. • Trial alternative greener fuels. • Look to provide electric charging points at all depots. • Look at opportunities to re-use bulky waste items. • Review suppliers and their contributions to lowering carbon emissions. • Provide carbon data trends on Power BI. • Review maintenance plans for vehicles. • Continue focus on green driver behaviour. 	<ul style="list-style-type: none"> • Junior Citizens programme. • Improve relationships with local rehabilitation charities. • Improve relationships with ex-military charities. • Deliver STEM activities in Surrey Schools. • Continuing to work with I-DOT in Mole Valley supporting local litter picks and the Wildlife Aid. • Build relationship with Surrey Police, Dorking Refugee Support and Build Force.
IT Improvements	Customer Journey			
<ul style="list-style-type: none"> • Implement WhiteSpace • Update to IT Business Continuity Plans 	<ul style="list-style-type: none"> • Reduction of overall complaints by 1% • No more than 1% of complaint to escalate to stage 2. • Power BI Dashboard for complaints. • Reduction in contact centre waiting times. 			

Improvement Plan 2022/23

In 2022 we have taken a fresh look at what is important to the community when considering the service, we provide and how we can more effectively meet these needs.

Garden Waste Service

In 2021/22 the Garden waste service was impacted by the National Driver Shortage and our priority for 2022/23 is to restore a full service from collections to billing and then to introduce increased levels of automation from the portal, as the year progresses. We would also like to explore options for the service, inline with the Authorities requirements, which we believe would enhance the service for all.

- Overdue subscriptions renewals collected, or bins removed
- Billing for future subscriptions issued and monitored for payment or bin removal
- Opening the website for new customers and additional bin subscriptions in 2022
- Focus on driving customers to online payment and explore option for rolling direct debit subscription service
- Bin Deliveries and collections to be monitored using Whitespace, ensuring a timely process within the prescribed SLA- Cross border working
- Automatic identification of Garden Waste Subscription, number of bins and renewal date Whitespace
- Option for tax disc style renewals sticker
- Explore option for renew once a year, over a 3-month period and adding an additional bin at renewal or every 6 months thereafter – Elmbridge move in 2022

Whitespace Development Plan 2022/23

Whitespace was implemented into the service in March 2022 and over the next year we plan to continue the development of the system to enhance user experience be that from a customer or client point of view. We are also looking forward to the integration of both Mole Valley and Elmbridge into the system as this will provide effective, visible service levels achieved by our crews.

- Concept of core hours and days for Whitespace- accurate SLA's
- Chargeable and non-chargeable requests on one form
- Next collection to be added to collection tab
- Worksheets identified by form type and not only WS ID
- Ability to add photo to worksheets to support complement or complaint
- Automatic Garden Subscription end dates created by the system

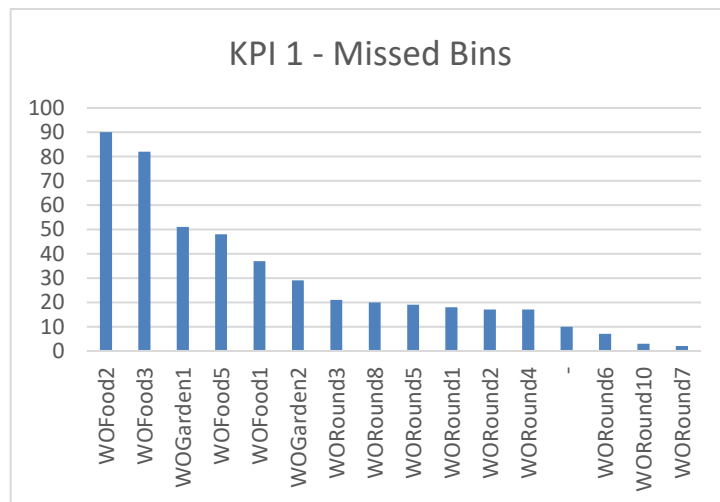
- Ability to sign up for second bin based on time left on current subscription
- Automatic identification of Garden Waste Subscription, number of bins and renewal date all in one place
- Missed bin report to show which crew missed the bin for improved management of the service delivery
- In bedding bin movements into Whitespace
- Mole Valley Streets plan – reverse engineering the scheduling from environmental system

KPI Improvement - to aid customer satisfaction

This year, we will continue our focus on achieving the service KPI's as per below, the management of crews using Whitespace analytics targets has already started and they are reacting well to the weekly performance feedback:

- Missed Bins
- Missed Assisted
- Repeat Missed
- Repeat Missed Assisted

Our objective is to reduce repeat missed and repeat missed assisted by 50% by October 2022 and to drive for Zero by December 2022. In term of missed and missed assisted, we gain want to drive this number down by 50% by December. We will achieve this by providing open and honest feedback to our crews on their individual performances and by ensuring we are listening to our team's feedback, to ensure we are proving them with the tools to complete their roles successfully.



Whitespace graph demonstrating not only missed bin levels but also the level missed by each crew. This can be monitored daily, weekly, monthly to access trends. This report will be compared to the level of non-presented bins our crews are recording, to ensure we are targeting those crews who require more training in their role.

Container Control

Within the JWS contract we supply in excess of 15 different container, depending on the property requirements. In 2021 we struggled for supply for both bins and sacks due to suppliers not being able to fulfil our orders. We have since set up pre-orders for the impending 6 months period, based on historic usage. In some depots this means holding an excess of some bin types however the successful collaboration of the 4 teams means we have been able to utilise the containers across the contract.

This year we want to achieve more control of containers be that in the community or held in stock. To achieve this, we want to undertake a joint container audit. This will provide confirmation of what containers are in the community. This combined with early developer engagement to pre-empt supply needs will better inform our container ordering

The reuse of bins within the community is an important element for the contract's sustainability and the largest waste stream of the reuse of bins is the Garden Service. From a customer's point of view, there could be resistance to paying the same as their neighbour however not receiving a brand-new bin. We believe the options to avoid conflict would be to supply used bins for all second and third Garden Waste bins and to explore the ability to provide customers the option of a used bin at a reduced cost.

All containers have a life span, be that the bottoms wearing through on the heavy Garden waste, the handles breaking on the food bins or the anchor points failing on the larger 1100 bins. As part of our future planning, we want to understand the implication of these failures and therefore the replacement cycle and timeframe. To that end we will monitor different bins from ordering to being issued to the community and then through to requiring maintenance or replacement. These results will be shared with JWS to inform future purchasing requirement and preferences to ensure best value.

Sustainability

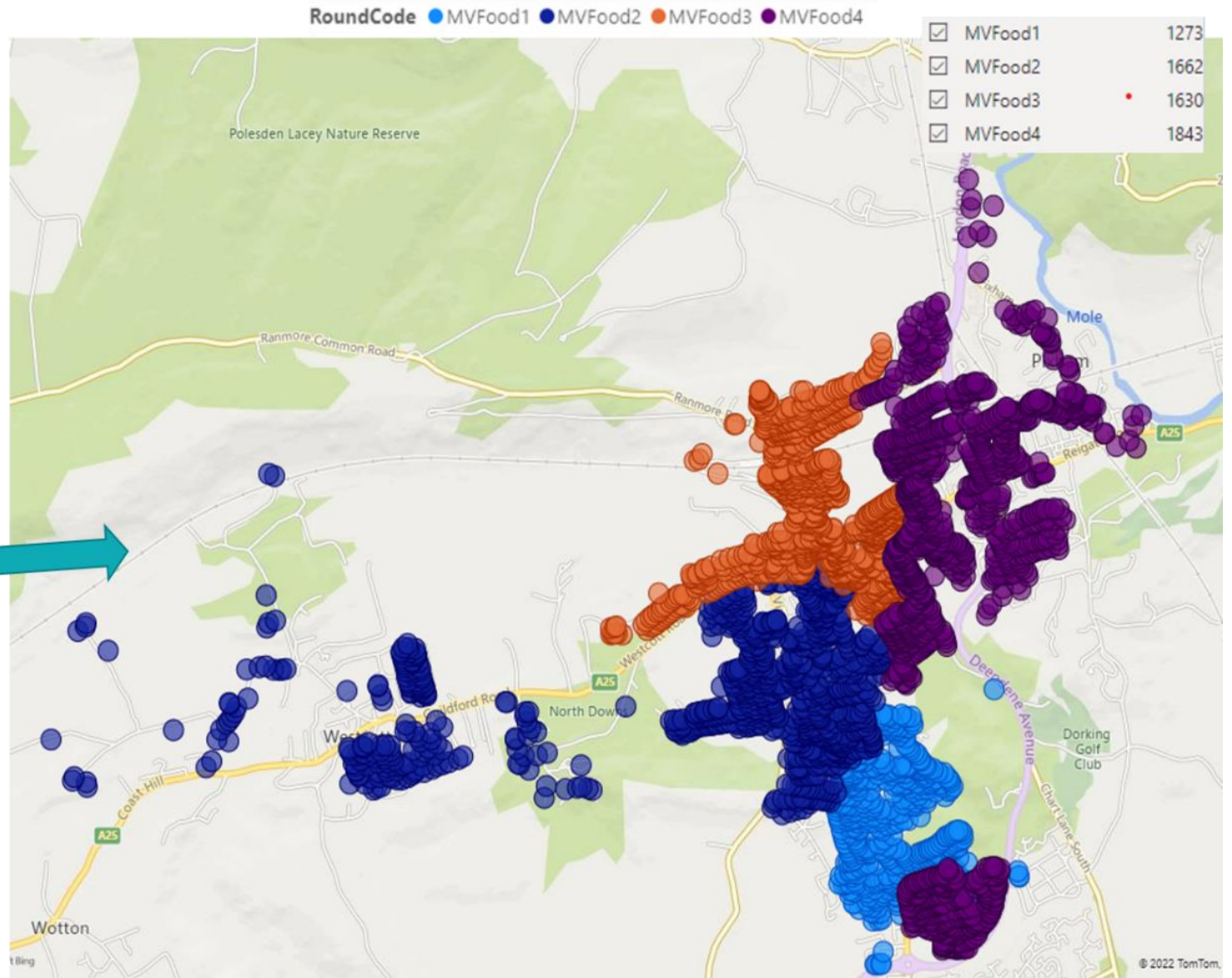
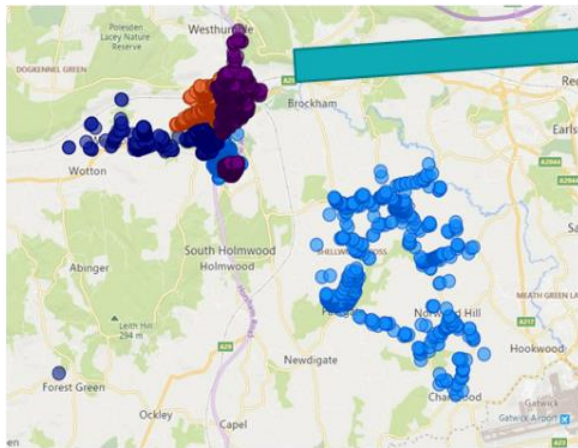
The concept of sustainability covers a vast array of topics, anything from how and who we employ to how we drive our vehicles and everything in between including community engagement.

This year we want to reignite our community involvement and proved valuable to the community through our work within the local school, focusing on non-contamination of recycling, by making this relevant to the community we operate within.

We aim to reduce our fuel consumption by reassessing our round routes using a combination of Whitespace, power BI and an Optimisation program. Our aim is to reduce cross over and ensure routes have been designed with fuel consumption as a focus. This will include elements such as distance from tip/depot and even the crews favour lunch spots.

EXAMPLE

Power Bi extract- shows four Food rounds on one day in Mole Valley. Demonstrates cross over and potential long-distance travel which could be reduced by changing collection team or collection day to ensure optimisation.



In 2022 we will also be considering potential alternative fuels, in a proposal to Woking we have suggested the implementation of a dual fuel tank to enable not only contingency for the borough and the ability to trial HVO in our large vehicles in a bid to reduce our impact on the environment.

As a business we are always looking at our supply chain and where we can use more sustainable supply lines or social value organisations such as the Royal British Legion Industries. Following a visit there in May, we are now looking at our requirements for signage, newsletter and promotion material and how we could reallocate this to the RBLI.

Every year Amey provide every team member the opportunity to take a paid day off in order to give back to the community in any way they choose. This could be as a group or as an individual. It could be as simple as supporting a school trip, a large activity such as painting a community hall or working in a charity shop. The choice is theirs and this year we plan to promote this opportunity to all to maximise the value Amey can bring to the local community.

Our bulky collections generate an opportunity for reuse, such as tables and chairs, sofas and storage cabinets. Currently there is no waterproof area where such items could be stored while they await collection by local charities however this could be a consideration when redeveloping Surrey Heath in the future. Our aim in the next 12 months is to engage with local charities who could collect direct from customers on our behalf therefore making good use of this reusable resource and helping the less fortunate in our communities.

We will continue of monitoring and training to ensure Green Driver behaviours such as avoiding harsh braking and acceleration, reduction in idling vehicles and miles per gallon, in a bid to further reduce of overall fuel consumption

When purchasing new equipment, we will investigate not only a like for like comparison but also a greener option. For instance, we are currently reviewing the options for new sweepers and how achievable obtaining an electric version would be. One major consideration is the electrical infrastructure at the individual depots to support the charging of such vehicles.

Maintaining vehicles is an everyday occurrence and to ensure we are minimising our impact on the environment both in wastage, production of new parts and fuel. We now look to local suppliers for the refurbishment of parts where viable and when sourcing new parts, we will investigate local suppliers holding stock, or an alternative UK made part before reaching out to a European supplier.

Amey is supporting our younger team members development by offering Duke of Edinburgh Awards which is proven to increase their confidence, communication skills and their ability to work effectively in a team. We will continue to offer free HGV Training both as an intensive course as well as through the 2 -year Apprenticeships however it's not just drivers we want to develop, we are currently supporting an Apprentice within our workshops as a mechanical qualification.

Zero Code

At the heart of everything we do is our team, and their wellbeing has a direct effect on how well they are able to do their role. Their wellbeing is of the utmost importance and ensuring our entire team is aware of our Employee Assistance helpline. This is a service where they can access support on many topics from financial, mental health and even legal guidance. This coupled with the free doctor appointments available through Vitality will be promoted to ensure we gain maximum value for our team.

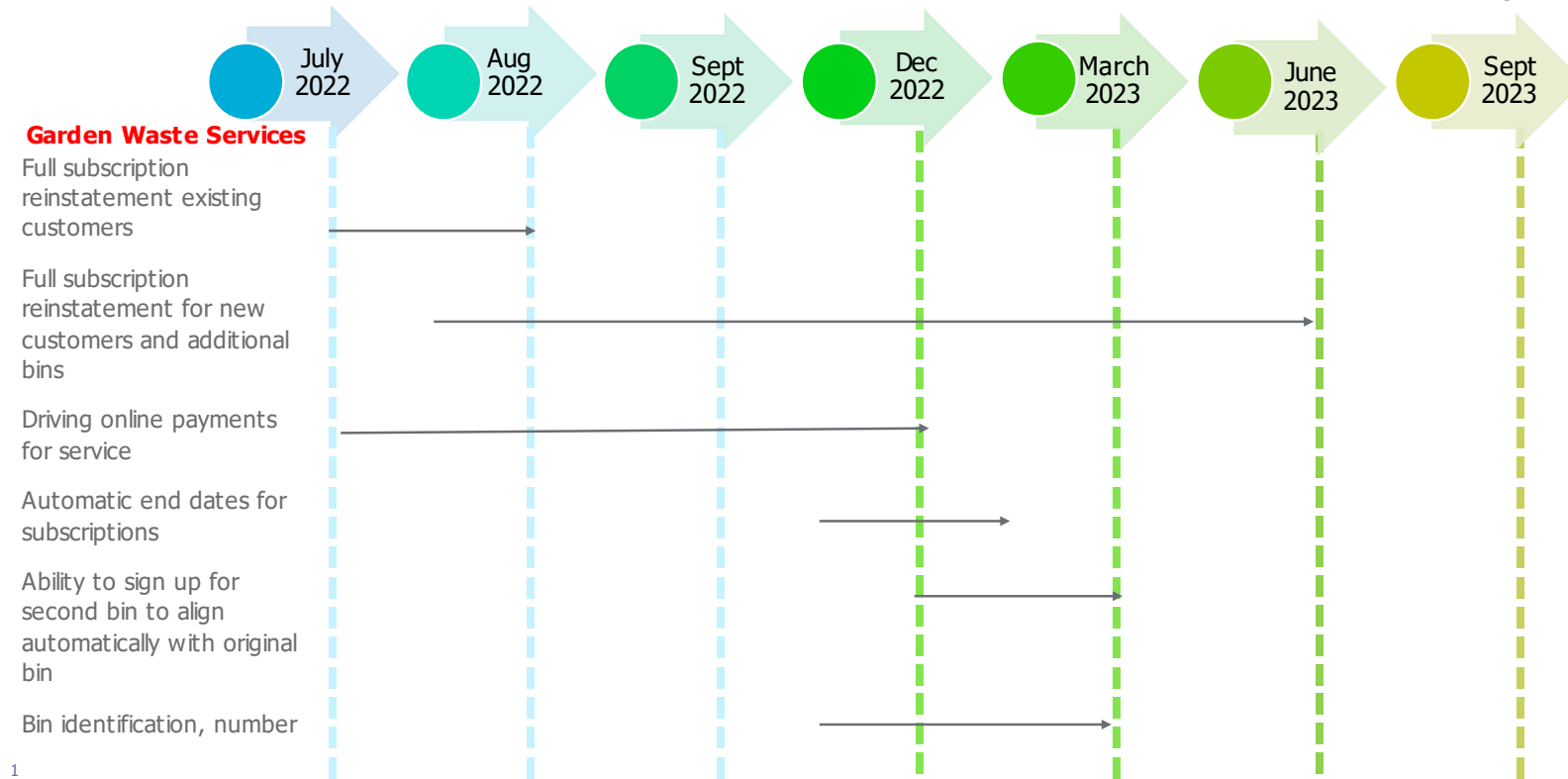
Ensuring our team goes home in the same condition they arrived in is the number one priority. We will improve our communication with the teams by sharing with them the number of days since the last lost time injury, we will celebrate good behaviours and milestones of causing Zero Harm.

One thing that adds stress to the crews is their route and ensuring they can complete it in the safest way is essential. We will review all route round risk assessments, and this will be at the forefront when assessing any round changes.

We will be focusing our communication on the far-reaching effects of an accident; we will be making it personnel to drive home how easy it is for anyone to have an accident and for that accident to be serious and even fatal in our continued efforts to reduce both accidents and near miss events.

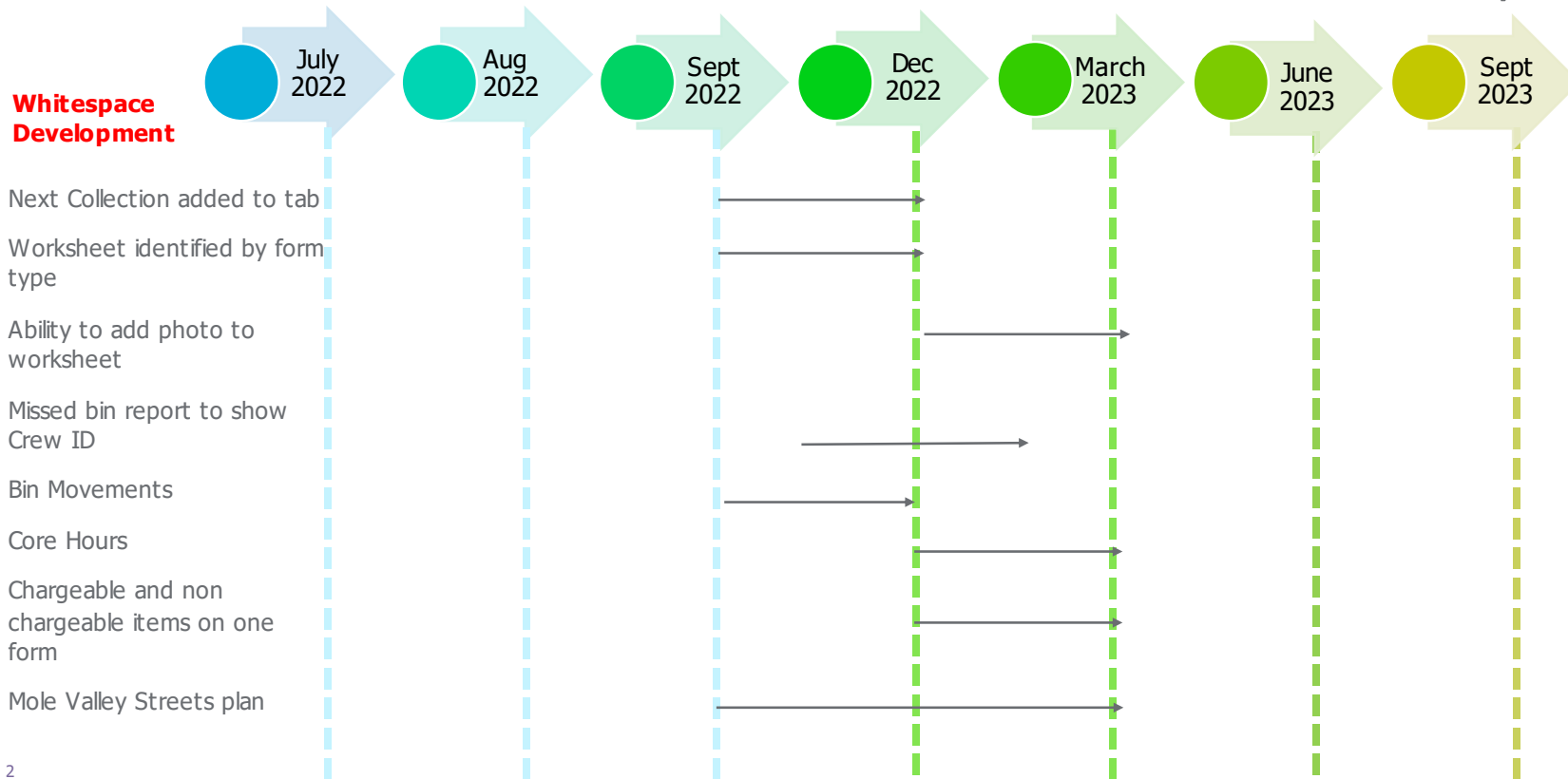
Our incident reporting has developed this year to ensure we are reporting relevant information and that all incidents are fully investigated including re-enacting the event, use of CCTV and witness interviews. We have worked with JWS to develop the reporting which has enabled real results from the actions raised such as waste collections which now avoid steps, highlighting when waste is not placed in the right containers to residents and raising awareness of dangerous interactions between drivers and crews. This work will continue to be enhanced in the next 12 months through our joint monthly health and safety calls.

Improvement Plan 2022/23

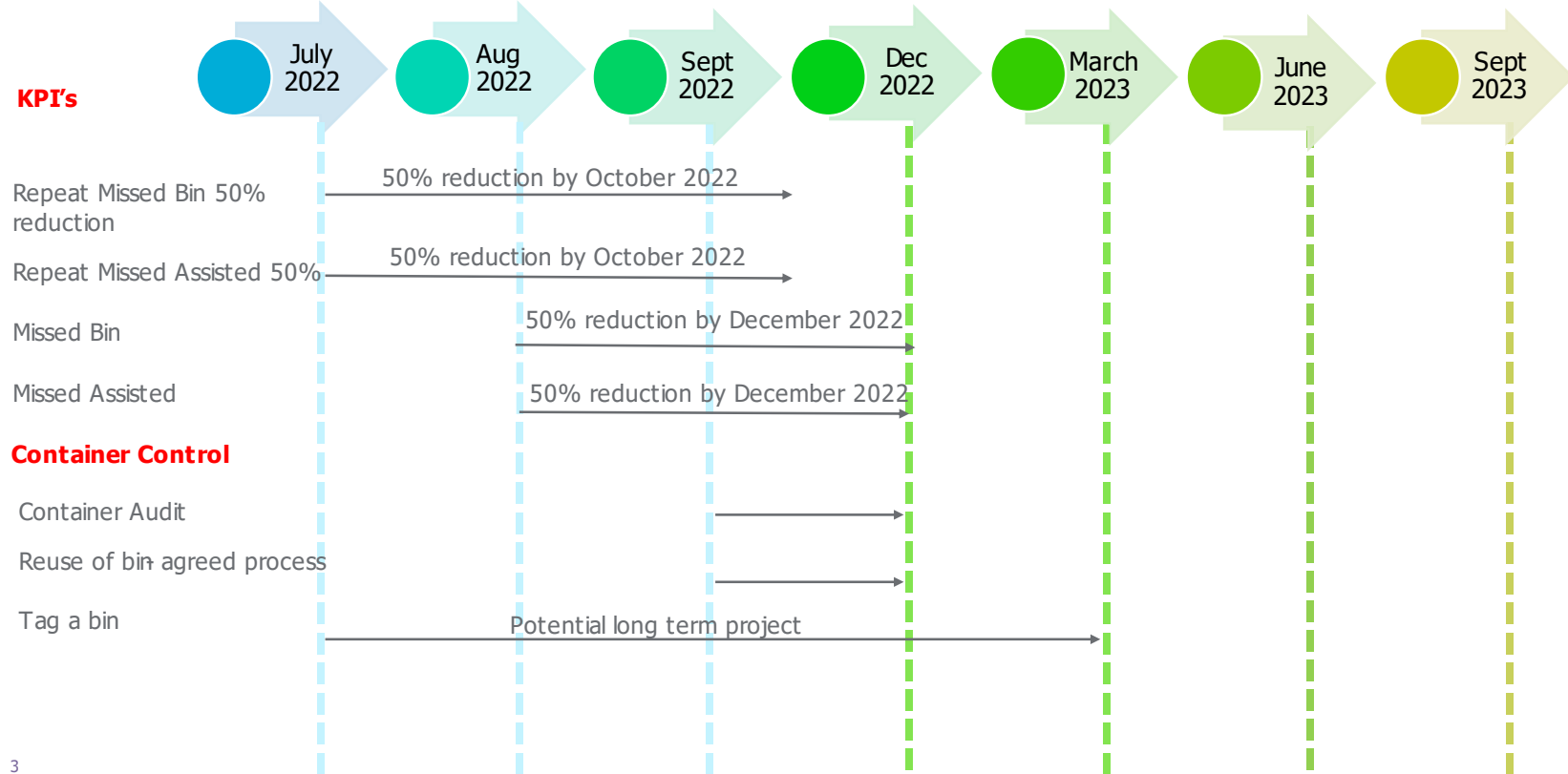


1

Improvement Plan 2022/23

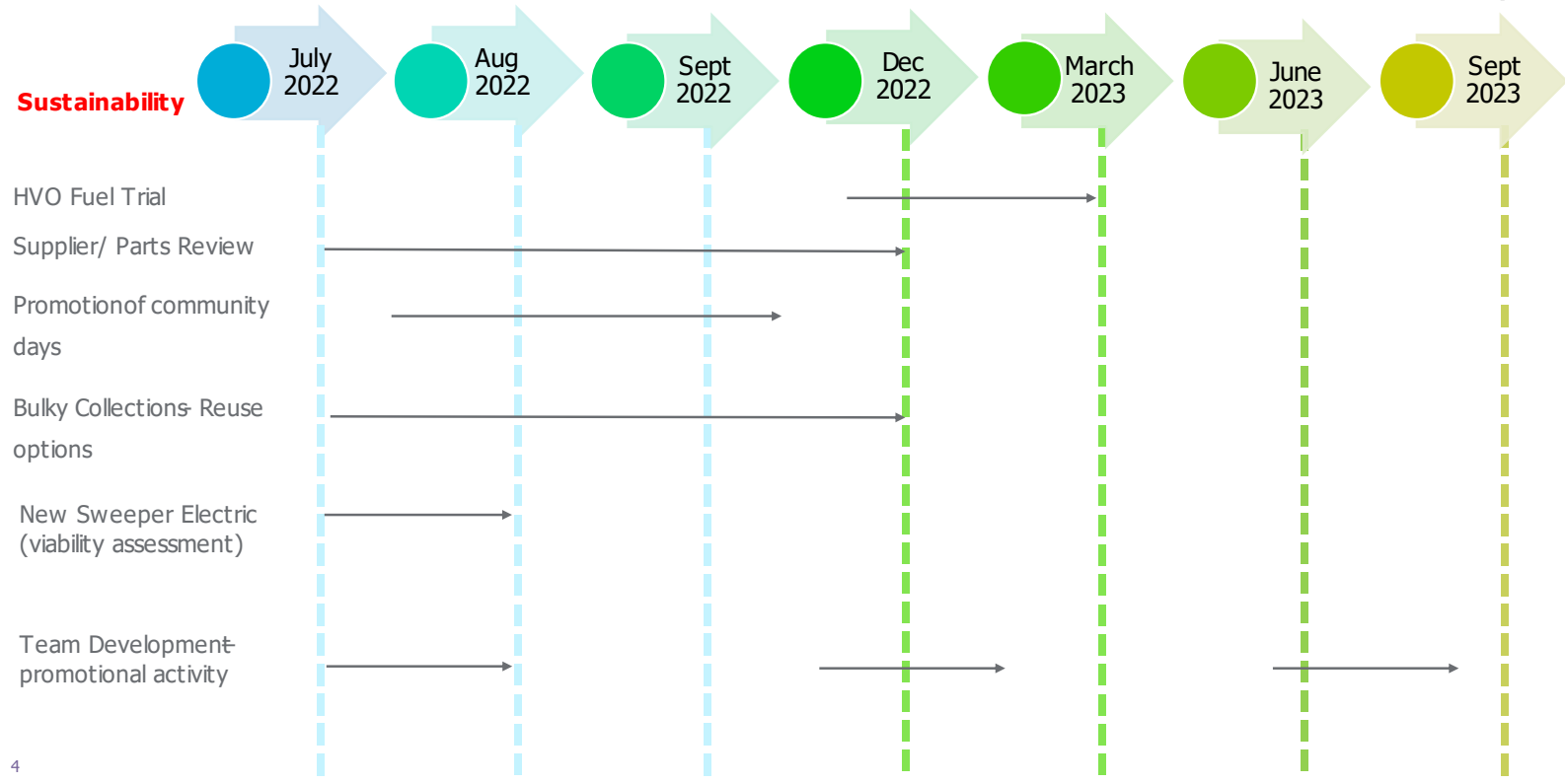


Improvement Plan 2022/23



3

Improvement Plan 2022/23



4

Improvement Plan 2022/23

