

Organisational Development and Service Improvement

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At the last Committee meeting in March, Members were advised that the joint waste and street cleansing team for the partner authorities would be formed once work was completed on contract close and the second Inter Authority Agreement. It was also confirmed that this new team previously referred to as the Contract Management Office (CMO) would be named Joint Waste Solutions (JWS).

The purpose of this report is to outline the progress made in establishing JWS and the next steps in confirming the scope and priorities of the organisation.

Identity

Joint Waste Solutions now has a logo, which will be used on both internal and external communications and brand guidelines that govern how the logo can be used. During mobilisation, the logo will be used alongside the relevant district or borough logo to explain to residents that the service is now being delivered by JWS on its behalf.

The logo will be accompanied by information that explains to residents who JWS are to reduce any potential confusion.

Work is currently underway to create a JWS web presence, to create JWS email addresses for staff and to purchase JWS branded equipment in order to further establish this identity.

Staffing and team development

On 2 May, relevant officers were transferred from partner authorities to work for JWS. This team is now employed by Surrey Heath Borough Council on behalf of JWS. Existing team structures have been maintained and officers will continue to be based in the authority areas where they have come from during the contract mobilisation period.

A number of vacancies in the structure are currently being advertised on a secondment or fixed term basis and decisions on appointment are due to be made by the end of June.

The county council's partnership team are due to transfer to JWS in September and work on the third iteration of the Inter Authority Agreement is progressing to enable this to happen.

Whilst it is early days in developing a single team ethos and ethic, officers are positive and enthusiastic about working together to deliver effective and efficient

services to our residents. Team development is a key workstream for JWS and will continue throughout the year.

The corporate advisors who were invaluable during the procurement of the contract are continuing to support JWS as the organisation develops and the contract is mobilised. Additional communications support has been added to the list of advisors given the critical importance of how we engage with residents during mobilisation.

The latest organisation chart for JWS is attached as Annex 1.

Scope and service development

The Inter Authority Agreement sets out in broad terms the scope of work for JWS, which is to carry out all functions and activities related to waste collection and recycling and, with the exception of Woking, streets and highways, fly tipping, graffiti and litter. Within these parameters, Service Level Agreements are required that detail this activity and set out what each partner authority can expect from JWS in order to provide certainty for all parties.

Whilst the waste and street cleansing teams in the partner authorities are consistent in the fact that they deliver high performing services to residents, ways of working and priorities inevitably vary according to how authorities are structured and historical contract requirements. The creation of JWS and the mobilisation of a single high quality self-monitoring contract give us the opportunity to develop a new long term vision, priorities and improvement projects.

A three step process is being followed in order to deliver this important piece of work:

1. Identify baseline
 - Identify the scope of work currently carried out by each area team
 - Identify any related work that is currently carried out by officers outside of JWS
 - Confirm the total spend related to waste and street cleansing across the partnership area in 2016/17
2. Agree mandate
 - Agree the scope of work to be carried out by JWS
 - Agree the JWS budget for 2017/18
 - Develop Service Level Agreements between JWS and each partner authority
3. Develop strategy
 - Develop individual Action Plans for 2017/18
 - Develop shared long term vision and priorities
 - Develop shared Action Plan
 - Develop Medium Term Financial Plan

Next steps

A detailed programme of activity is currently being created that sets out the timeline for delivering each of these activities. Members will be kept up to date with progress and input from the Committee over the next three cycles of meetings will be critical in developing an innovative new strategy for the partnership area.