

Date - 26 April 2019  
Report of the - Lead Director, Dr Anthony Leonard  
Subject - Client Side Mobilisation Update

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**Recommendation:** It be **RESOLVED:** That the progress with regard to mobilisation activities through to Service Commencement Date be maintained and noted.

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## **Introduction**

1. The Waste, Recycling, Street and Beach Cleaning and Associated Services Contract will commence in Hastings, Rother and Wealden on 29 June 2019. This service will be provided by Biffa Municipal Limited. It should be noted that Hastings Street Cleansing and Bulky Waste Services will be provided directly by Hastings Borough Council and therefore sit outside of the remit of the Joint Waste and Recycling Committee (JWRC). Details are therefore not included in this report.
2. The Authorities are currently working with Biffa to mobilise the new Contract. Effective transfer and mobilisation is critical for both the local authorities and the contractor to avoid disruption to residents and reputational damage.

## **Transfer and Mobilisation Planning and Risks**

3. The mobilisation period is five months and has already commenced. The project is being co-ordinated by the Joint Waste Office (JWO) and each council is engaged with the mobilisation plan and updated by Biffa.
4. Meetings occur every two weeks in which progress against the project plan is reviewed and the risks to the mobilisation considered.
5. Separately, and in addition to the Project Review Meetings, ICT workshops and a weekly conference call are being used to support the mobilisation of the ICT workstream. The ICT is an intrinsic part of the Contract which will be used to support and monitor its operation. These meetings involve officers at each Authority and the ICT leads in each council.
6. The project Risk Register monitors the risks to the project from a client perspective. This currently identifies the following risks that are considered significant:
  - i) Service data: an accurate record of the specific service received by each individual household is needed to populate the new waste management ICT system. Doubts have been expressed as to the accuracy of the data in the current Whitespace System utilised by Kier. In practice this means the data does not always match what actually happens “on the ground” day-to-day. The risk is a potential delay to any round changes. Biffa cannot mitigate this risk until they have access to Kier staff and can start

working with the crews to understand any issues with the data. Kier has approved access to their staff from April onwards.

- ii) Depots: use of the various depot sites for current daily operations requires careful landlord management to ensure that the sites are safely and efficiently vacated and reoccupied on the 28/29 June 2019. If the leases to the depots (or alternate agreement pending full completion of the leases) are not in place prior to the start of the Contract then significant service disruption may be likely. Property/Estates officers at Hastings and Wealden are actively working to mitigate this risk.
- iii) Customer Contact (arising from public communications): the level of service change from 29 June 2019 is considered small, with customers only needing to understand that they can co-mingle glass with other recyclate and what to do with their glass box. Customers need to be advised not to use their glass box from 29 June 2019. This risk is mitigated by the Communications Plan which is presented as another report to this Committee.
- iv) Customer Contact (arising from operational issues): there are various other factors that will determine the level of customer contact that will be received at each council. Matters such as development of the ICT and in-cab technology, crew training, local crew knowledge and the reliability of the data makes it difficult to forecast the level of contact that should be expected by each council. To mitigate this risk the Project Manager is in regular communication with Waste officers at each council so their Communications and Customer Services colleagues can assess the likely impact and prepare accordingly. However, at the transfer date from Kier to Biffa, there is limited change. The greater impact is likely to be when round changes take place in the autumn.

### **Contractor Mobilisation Update**

- 7. Biffa shall be attending the JWRC meeting to present their mobilisation plan together with an update on progress to date.

### **Client Mobilisation Update**

- 8. Work is on-going in the JWO to prepare for the new Contract. Job roles and responsibilities will remain largely the same but many processes and procedures need to be aligned and agreed with Biffa and the councils. This work is being developed in parallel with consideration of East Sussex County Council's (ESCC) initial proposals for waste data management across the county area.
- 9. Work completion, together with the subsequent invoicing, payment and cost recovery processes are being reviewed and refreshed in line with the requirements of the new Contract. Preparation is underway and this work is being carefully managed to identify key risks and minimise the likelihood of payment problems at the start of the Contract.
- 10. Both Supervising officers (local client teams) and the Authorised officer (the central client role) hold Contract responsibilities. The work processes and points of integration between the central and local client functions will remain on a similar basis and can be refined and further clarified in due course.

11. The use of technology to support the new Contract requires implementation within the Biffa depots, offices and vehicles and within the three partner councils. Service dependency on effective ICT has led the Project Manager to prioritise management of this workstream to ensure that the new Waste Management ICT System meets the Partnerships' contractual and financial audit requirements as well as customer service expectations.
12. The Contract is currently with Biffa for review and a verbal update will be provided during the meeting.
13. Arrangements to handle the disposal of dry mixed recycling are being procured by ESCC as the Waste Disposal Authority. Officers will provide a verbal update on the procurement during the meeting.

Dr Anthony Leonard  
Lead Director

**Risk Assessment Statement**

Failure to adequately plan and manage mobilisation activities and ensure progress is maintained incurs risk to a successful contract start in each council area.