

AGENDA ITEM NO. 2(2)

CABINET

HEAD OF COMMUNITY AND ENVIRONMENT

18 OCTOBER 2016

REPORT NO. COMM1621

KEY DECISION? NO

VEOLIA ANNUAL SERVICE DELIVERY PLAN 2016

SUMMARY AND RECOMMENDATIONS:

This attached report is the annual Service Delivery Plan from Team Rushmoor for 2016.

The Cabinet is recommended to note the Veolia annual Service Delivery Plan.

1. INTRODUCTION

- 1.1 Veolia, operating locally as Team Rushmoor have been providing waste collection, street cleansing, grounds maintenance and toilet cleaning services to the Council since 2002. The contract is now in the final year and is due to expire at the end of July 2017.
- 1.2 Each year, the local Veolia manager presents a progress report to the Cabinet that picks out some of the highlights of the previous year and plans for the year ahead.
- 1.3 Rob Noble, the local Veolia manager, will attend Cabinet to present the report and answer any questions.

2. HIGHLIGHTS OF THE LAST YEAR

- 2.1 The last year has seen good overall performance from Veolia:
 - Missed bin reports well within target levels (20-25 per 100,000 collections)
 - Litter collection very good (circa 97% pass rate)
 - Very high quality grounds maintenance service in particular with the annual bedding displays, which attract numerous compliments from the public every year

- 2.2 The most significant event for the local operation was the departure of the long-term Veolia manager John Stockings who retired in February this year after 14 years working in partnership with the Council.
- 2.3 Prior to John's retirement, Veolia recruited a new Environment Manager, Aaron Straker and a new Contracts Manager, Rob Noble. Since joining the Team Rushmoor, both Rob and Aaron have shown real commitment to improving the service and have already introduced some new ways of working that are starting to have an impact.

4. THE YEAR AHEAD

- 4.1 The upcoming year will be the last year of the current contract, however Veolia are still focussed on service improvement including:
- Developing a multi-skilled workforce and
 - Working with schools

5. RECOMMENDATION

- 5.1 The Cabinet is recommended to note the Veolia Annual Service Delivery Plan.

BACKGROUND DOCUMENTS:

Rushmoor Borough Council and Veolia – Working Together, Annual Progress Report 2016

CONTACT DETAILS:

Report Author – James Duggin (Contracts Manager)
James.duggin@rushmoor.gov.uk
01252 398167

Head of Service – Peter Amies (Head of Community and Environmental Services)
Peter.amies@rushmoor.gov.uk
01252 398750

Rushmoor Borough Council and Veolia – Working together

Annual Progress report 2016



Index

Present

Page 1 - Statements

Page 2 – Service background in numbers

Pages 3 - 9 - Contract performance (Jan – Sept 2016)

Page 10 – Your Veolia team

Pages 11 - 12 – Investing in our staff

Pages 13 - 15 – Forging links and forming bonds

Page 16 – Recent testimonies

Future

Page 17 - Future initiatives for 2016/2017

Pages 18 – 19 - Training plans for 2016/2017

Page 20 – Where we see ourselves going forward

Statement on behalf of Veolia

“The past 12 months have seen some major changes within the team at Veolia Rushmoor, mainly due to the retirement of John Stockings and Paul Cunnington in February 2016.

Their departures have presented Veolia with a unique opportunity to move the Rushmoor/Veolia partnership forward in a new, more energetic and initiative way.

From a personal point of view, I was delighted to be appointed to the Contract Managers role in January 2016 and would like to thank Rushmoor Borough Council (RBC), James Duggin, his team and all the support services at RBC for helping to make the new teams transition period a smooth one.

Going forward, I believe that our teams strong work ethic, enthusiasm and willingness to listen and learn can only serve to deliver the best possible service to RBC and the residents of Rushmoor in the future and we look forward to being part of your team in the coming months.”

Robert Noble – Veolia Rushmoor Contract Manager

Statement on behalf of Rushmoor Borough Council

“The last year has seen major change for the Council's contract with Veolia with the planned retirement of the local manager, John Stockings, who had worked with Rushmoor since the contract started in 2002. Under John's stewardship, the contract has performed well and our residents have experienced a stable and reliable service.

Prior to John's departure, Veolia recruited Rob Noble and Aaron Straker, both of whom have brought extensive experience from running services for large London Authorities.

I have been very pleased with the improvements that have been made over the last several months, with increased self-monitoring to maintain standards and subtle changes to working practices such as a greater focus on capturing street litter for recycling and I feel confident that service standards will continue to be high through to the end of the contract in July 2017.”

Martin Tennant - Portfolio Holder for Environment and Service Delivery

Service background in numbers

Waste

- The Veolia Rushmoor Waste collection service collects and disposes of approx. 30,000 tonnes of rubbish and recycling during it's 3 million waste and recycling collections per year.

The Garden Waste collection service also has over 7,500 customers in total.

Streets

- The Veolia Rushmoor Street Cleansing service covers around 320Km of highway and collects around 2,000 tonnes of litter & detritus. It also has 27 Parks and 41 Play areas to look after.

Grounds Maintenance

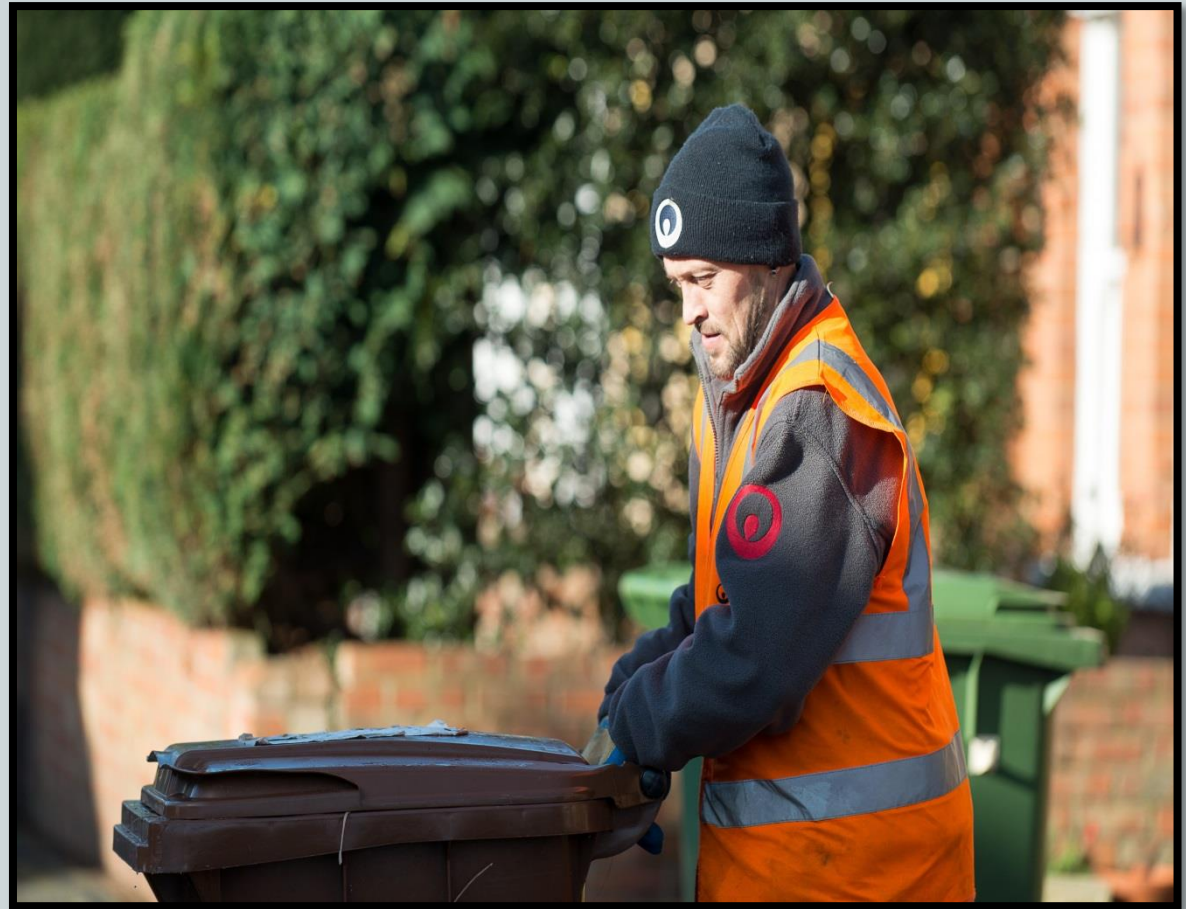
- The Veolia Rushmoor Grounds maintenance service covers over 150Ha of parks and open spaces and is responsible for 1800sqm of annual bedding displays, as well as numerous planting tubs and hanging baskets too.

Contract performance (Jan 2016 – present)

Missed bin rate (Jan – Sept)

The Missed bin rate for the Veolia Rushmoor Collection service currently stands at 20 missed bins per 100,000.

This means that 2016 is on course to show a decrease of approx. 7% on 2015.



Contract performance (Jan 2016 – present)

Recycling rate (Jan – Sept)

The Recycling rate for the Veolia Rushmoor Collection service currently stands at approx. 26%

This has remained at roughly the same level as 2015 but we hope that this will increase with the introduction of more Recycling on the Street Cleansing side of the contract, particularly in the Aldershot and Farnborough town centres.



Contract performance (Jan 2016 – present)

Health and Safety in the workplace – Accidents at work/Lost Time Injuries (LTI)

So far, in 2016, we have recorded a total of 8 x accidents at work, which is a decrease on the 12 x accidents at work compared to this time last year.

(None of the accidents in 2016 have lead to a Lost Time Incident (LTI), compared to the 2 x LTI's in 2015)



Contract performance (Jan 2016 – present)

Health and Safety in the workplace - Safe and unsafe acts

So far, in 2016, we have recorded a total of 412 Worksafe Observation monitoring sheets, which is an increase of 9% compared to this time last year.

The amount of unsafe acts noted during the Worksafe Observation (18) are down by over 45% on this time last year.

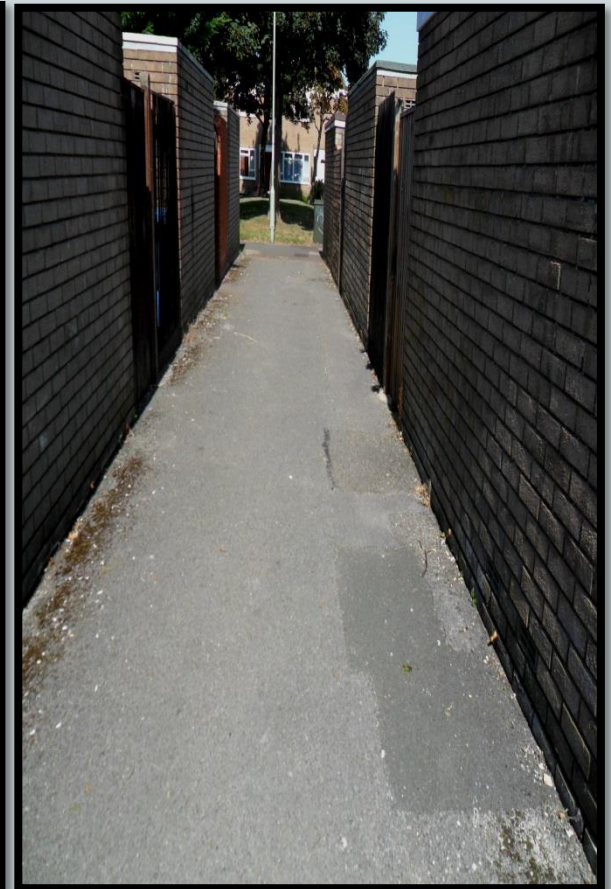


Contract performance (Jan 2016 – present)

Improved levels of staff performance in 2016

A more pro-active, hands-on approach to how we complete our daily work has seen an improved on-street performance across the contract.

Extra staffing (at no extra cost to RBC) has helped to tackle Weeds and improve standards, particularly on the Cleansing side of the contract.



Contract performance (Jan 2016 – present)

Added value across the contract in 2016

Investment in staff training has helped us to up-skill our staff to work across all aspects of the contract, which in turn has helped give the staff a platform to progress with the company.

Investment in newer vehicles has also helped us to deliver a more reliable service.



Contract performance (Jan 2016 – present)

Social achievements in 2016

Team Veolia Rushmoor took part in the Annual Victoria Day Parade in Aldershot, as well as joining forces with Talavera School to plant Summer Bedding as part of a Key stage 1 + 2 based national curriculum lesson.

Other notable events this year include the Donkey Derby, sponsorship of the annual Rushmoor in Bloom competition and various Spring Clean events throughout Rushmoor.



Your Veolia team

Aaron Straker

Aaron worked for both Veolia Westminster and Camden for 6 years before taking the Environmental manager role with Rushmoor.

Previous roles include working as an Business Analysis at Westminster (working with ECHO and integration systems) and a Collections Manager for Camden.

Aaron is from Aldershot and lives locally.

Andrew Bloomfield

Andrew has been a Manager on the Grounds Maintenance side of the Rushmoor contract for 14 years and is well known in the industry as having a vast knowledge of his profession and the Rushmoor contract as a whole.

Previous roles include working as a Contract Manager at Stroud, East Sussex, Havant and Lewes.

Andrew has also worked for Portsmouth City Council.

Robert Noble

Robert worked for Veolia Westminster for 13 years before taking the Rushmoor Contract Managers role.

Previous roles include Collections and Streets Manager within London's Soho and the West End.

Robert also held the post of Special Events Manager for Westminster council for 7 years, which meant planning, implementing and managing London's biggest events, such as the London Olympics and Royal events.

Investing in our staff

Staff initiatives

In June 2016, Team Veolia Rushmoor introduced an Employee of the Quarter and Team of the Quarter initiative to encourage staff to go the extra mile in terms of service towards the contract as a whole.

Staff Forums

In the past few months, Team Veolia Rushmoor have formed a number of Staff Forum groups so the staff can have more of a say in how we as a group work. The groups include a Health and Safety and a working practise group.



Investing in our staff

Cross contract training

Since the start of February 2016, Team Veolia Rushmoor have worked toward cross training staff on all aspects of the contract.

To date, we have 3 x members of staff that are able to move across the Grounds, Collections and Street Cleansing to a very high standard and are fully trained in the use in a wide variety of skills.



Forging links and forming bonds

Skilled-Up

Since February 2016, Team Veolia Rushmoor have joined forces with the RBC Skilled-up team on a variety of projects and have attended a number of Skilled-up sessions as guest speakers.

Veolia's attendance has allowed members of the Skill-up group to gain access to the jobs available within the Waste industry.



Forging links and forming bonds

Customer Service Unit

Over the past 4 months, members of the Team Veolia Rushmoor staff have been spending time working alongside members of the Rushmoor CSU and vice versa.

This has helped both groups get a better understanding of what each team does and has helped to solve long-standing problems through better communication.



Forging links and forming bonds

Community Patrol Officers

Team Veolia Rushmoor have been working alongside the local Rushmoor CPO's to find better ways of reporting Fly-tips and certain aspects of anti-social behaviour.

The CPO's have also joined Team Veolia Rushmoor staff in some Traffic Management training and represented RBC in a Team Veolia Management meeting.



Recent testimonies

“Just a quick note to thank the street sweeper/cleaner driver who came out to Croft Road this morning. He arrived very promptly and worked patiently, needing to make a dozen passes up and down the road to clear an Oil spill. Great service - thank you!” – 5th September 2016

“Have been admiring the large planters filled with summer bedding plants particularly around the area of Princes Hall and on Windsor Way. They really are fabulous. Beds in Manor Park are also very attractive. Please pass on my thanks to the parks dept.” – 14th July 2016

“Please convey our appreciation to the HGV road sweeper (and the rest of the team) who carried out their excellent work in keeping our streets clean” – 2nd September 2016

“I just wanted to say how good the garden waste crew are and what a nice bunch of lads they are!” – 12th July 2016

“Rushmoor Council is blooming fabulous, roundabouts look epic” – 25th July 2016

“Just wanted to say how brilliant the boys are who empty my Green, Blue and Brown bins. Please pass this on to the guys as they do a wonderful job” – 5th August

“Please can I pass on my thanks to our refuse collectors - my little boy likes to wave and say hello every week and they never fail to acknowledge him and give him a friendly wave. Great job (we live on the shrubbery in Southwood)” – 2nd September 2016

Initiatives for 2016/2017

Team Veolia Rushmoor are looking for ways to take the current contract forward and are hoping to become a key part of Rushmoor Borough Councils future in a number of ways by adopting a more flexible approach to the way we work.

By focusing on up skilling our staff, we will be able to support Rushmoor Borough Council by backing up priority services such as Education and Environment.

One example of this is where Team Veolia Rushmoor currently offer all local Rushmoor Schools the chance to take part in some hands-on Nature and Recycling lessons. The lessons are covered under the National Curriculum and are aimed at Key stage 1 and 2 levels.

These lessons range from School visits and Summer Bedding planting to borough wide completions to find local Recycling Champions.

Training plans for 2016/2017

Our staff are our biggest asset and we are keen to listen to what training our staff want to help up-skill them to meet their future goals and that of RBC.

We also feel that a multi-skilled work force can offer a more rounded, professional service and see progression as a key to future contracts.

Examples of ongoing staff training since January 2016 include:

20 x 12D trained staff

This gives the staff the correct Health + Safety training needed to perform in a safe manner when working around major A roads. This training was also attended by members of the RBC Community Patrol Officers team.

3 x Cross-Contract trained staff

This offers flexibility across the contact and opens new career paths to staff.

It also help with integration across the services and fosters the feeling of team spirit within the group.

2 x LGV trained Driver

This will offer the staff nominated more work-based opportunities and a chance to increase there future earnings. An increase in pay will also help with staff retention in a very competitive market.

Training plans for 2016/2017 (Cont.)

3 x WAMITAB trained staff

This national qualification in Waste Management will give the nominated staff the skills to become future Supervisors and Managers within the Waste and Treatment industry.

2 x LANTRA trained staff

This national qualification in Land-based and Environmental training will give the nominated staff the skills to become “Train the Trainer” Teachers in a multitude of Ground Maintenance skills, which will mean that they in turn can train other staff.

This will result in the core staff having a broader skill set, which will mean a more flexible pool of staff.

1 x Management Trainee

This training offers 1 x member of the Team Veolia Rushmoor staff, a former apprentice on the contract, the opportunity to take on projects such as event planning and the Leafing programme.

After that, more class room based training, such as the Veolia FastTrack programme is organised to help supply the tools needed to move into a Management role.

Where we see ourselves going forward

Veolia has enjoyed a good, solid relationship with RBC in the past and the new Management team aim to build on that fine work by focusing on our future goals and bringing an air of enthusiasm and energy to the contract going forward.

Our goals will only be achieved by listening to what our client wants and by adapting to change as needed.

We also feel that developing a strong working relationship on both a local and personal level will help us to fulfil our aim of becoming a bigger part of Team Rushmoor in the future and we hope to be able to offer a wider range of services and support to RBC over the coming months and years.

We see our people as our biggest asset and we hope that by investing in them, we will be able to show that whilst we are a big company, we have retained the feel of a local service.