



Joint contract area work programme

2024 – 2025



Programme of activity

For each objective, we have detailed below the activities we plan to deliver, and set out whether it's a business as usual (helps manage the joint contract) or an improvement (temporary work to deliver change) based activity. Also included is how we'll look to measure success for the activities in each objective.

Objective 1: Improve the efficiency and effectiveness of the service enabling a better customer experience.		
Activity	Description	Improvement or BAU
Customer enquiries and complaints	Management of customer enquiries and complaints by: <ul style="list-style-type: none">• Responding to enquiries, complaints and Freedom of Information (FOI) responses within the required timescales.• Monitoring complaints to identify repeat issues that we can explore further with Amey for more coordinated action.• Undertaking regular meetings with customer service teams to identify issues and undertake joint remedial action.	BAU
Complaints process improvements	Implementation of the recommendations from the Complaints Process Review.	Improvement
Support Amey Improvement Plan	Suggest to Amey areas for inclusion and support delivery of this where required.	Improvement

Contract management and performance monitoring	<p>The joint contract will be managed, and performance monitored by:</p> <ul style="list-style-type: none"> • Holding and documenting contract meetings, identifying and carrying out remedial action where required. • Maintaining and updating the operations team annual work schedule. • Undertaking business as usual contract monitoring including contamination checks, street cleaning inspections, and site visits to resolve repeat service issues. • Using the Whitespace system / analytics to identify & replicate best practice across the JWS and Amey depot teams. • Reviewing Amey performance reports and providing assessments against Key Performance Indicators and Local Performance Indicators (including Litter and Detritus Surveys). • The production of quarterly performance reports for the Joint Waste Contract Partnering Board (JWCPB) and Joint Waste Collection Services Committee (JWCSC). • Completing or contributing to statutory data returns on behalf of the four partner authorities (including Waste Data Flow reporting). 	BAU
IT system improvements	<p>This includes the following tasks:</p> <ul style="list-style-type: none"> • Specify requirements for, and approve the format of, improved performance reports being developed by Amey. • Achieving integration with the various CRMs used by the partner authorities. 	Improvement
Textile and WEEE collections contract renewals	Disposal arrangements for textiles and WEEE secured with contract expiring in July 2024.	Improvement
Data management	<p>This includes the following tasks:</p> <ul style="list-style-type: none"> • Maintaining waste collection and street cleaning data to ensure accuracy. • Alignment of folder structure across the four authority areas, to support oversight and reporting as well as increasing service resilience. • Utilise data (intelligence) to identify where improvements to the service can be made. 	BAU
GIS improvements	Develop the team's use of GIS and see where else this can be utilised.	Improvement
<p>Measures of success:</p> <ul style="list-style-type: none"> • Customer enquiries and FOI requests dealt with within authority service level agreements. • Complaints Process Review recommendations agreed with Customer Service teams and Amey, and implemented. • Successful contribution to Amey improvement plan projects enabling these to be delivered. 		

- Contract performance indicators met or exceeded.
- Authority reporting forms integrated with the operational IT system.
- Automated processes for performance reporting and invoice generation.
- Increase in customers accessing services online.
- Disposal arrangements for textiles and WEEE secured.
- Accurate data available to inform contract improvement and service efficiency work.
- GIS training delivered and improvements plan produced.

Objective 2: Deliver operational improvements that enable reductions in waste and increase the quantity and quality of recycling, or improve the street scene

Activity	Description	Improvement or BAU
Review of collection services at existing developments	<p>Utilise crew and customer feedback to identify locations where improvements in service provision or participation can be made.</p> <p>Work with housing associations and managing agents on improving bin store design and capacity to encourage better use of services and reduce contamination of recycling.</p>	BAU
Set up of collection services at new developments	<p>Help set up collection services at new developments by:</p> <ul style="list-style-type: none"> • Providing guidance on requirements for waste storage and collection. • Commenting on planning applications and working with developers to ensure waste facilities at new build sites are fit for purpose. • Liaising with developers/agents to commence collections as new sites are occupied. 	BAU
Improve WEEE collections	Monitoring and evaluation of the Material Focus project to improve and expand collections of WEEE and small batteries, which began delivery in March 2024.	Improvement
Bring Bank Review	Implementation of the recommendations from the Bring Bank Review which was delivered in 2023-24 to increase the capture of textiles and income received.	Improvement
Litter bin and dog poo bin improvements	Continuation of the project to replace old litter and dog poo bins managed by Amey including the identification and receipt of funding to do this.	Improvement

Litter bin sampling and composition analysis	A review of recycling/litter bins to determine composition and document what's happening post collection.	Improvement
Contamination reduction trial	As part of the project to help reverse the previously declining recycling rate in Woking, introduce specific actions targeted to reduce contamination in the trial area of Woking, monitor effectiveness and recommend what actions could be rolled out to other areas of the joint contract area.	Improvement
Chewing gum grant	Apply for grant funding from Keep Britain Tidy (KBT) to tackle chewing gum litter and staining in high streets and public places, and if successful introduce the necessary interventions.	Improvement
Food recycling rollouts	Rollout of food waste recycling services to households in the joint contract area that don't currently have one by the 31 March 2026 legislative deadline.	Improvement
Benefit from countywide service improvement initiatives.	Summarising where the joint contract benefits from the other SEP funded improvement initiatives.	

Measures of success:

- Direct engagement with residents and other stakeholders on site improvements.
- Participation in all available services at new developments from first occupation.
- Materials Focus WEEE improvement project evaluated and next steps established.
- Implementation of the recommendations from the Bring Bank Review completed.
- Remaining old litter and dog poo bins replaced.
- Recycling and litter bin composition and post collection analysis written up in a report and shared.
- Contamination reduction trial delivered in Woking with learnings from the work established and shared.
- Receipt of funding from KBT and implementation of the relevant interventions to tackle chewing gum littering and staining.
- Food recycling services delivered to more households in the joint contract area.
- Delivery of the countywide service improvement initiatives.

Objective 3: Ensure residents are informed about their collection service

Activity	Description	Improvement or BAU
Service delivery communications	<p>Ongoing review and creation of communications materials to support the running of the service, ensuring the most appropriate format is used for each type of communication. e.g., bin hangers and notices about contamination, garden waste subscriptions, parking.</p> <p>Creation of content and toolkits about the above for partners to share on their own channels.</p>	BAU
Service change communications	Communications to update residents about any changes in service delivery, e.g., due to driver shortages, strike action, adverse weather, vehicle breakdowns.	BAU
Digital channel management	<p>Maximise the use of digital channels to communicate with residents wherever possible.</p> <p>Management and updates of the JWS website including:</p> <ul style="list-style-type: none"> • undertaking accessibility reviews. • review of site to identify and make improvements to structure and content. <p>Management of customer queries and complaints received via Twitter.</p>	BAU
Media management	Respond to media enquiries from local and trade media, drafting responses and liaising with partners as appropriate.	BAU
Garden waste communications	Promotion of the garden waste service to increase sign ups should initial analysis suggest that targets haven't been met.	Improvement
<p>Measures of success:</p> <ul style="list-style-type: none"> • Digital channel metrics (e.g., website visits, Twitter queries resolved). • Positive media coverage. • Analysis of garden waste subscriptions to determine if targets have been met. • Garden waste comms engagement and customer numbers. 		

Objective 4: Inspire and encourage residents to prevent, reduce, reuse and recycle		
Activity	Description	Improvement or BAU

Countywide campaign amplification	Amplification of SEP Own Your Impact campaign to upweight messages in the joint contract area using media channels targeted by postcode and the JWS twitter account.	BAU
Community engagement events	React to community engagement events where opportunities arise and resource is available	BAU
Gain maximum benefit from countywide engagement initiatives	Summarising where the joint contract benefits from SEP funded engagement initiatives	

Measures of success:

- Localised results from SEP evaluations.
- Localised results from SEP digital channels and search tool.
- Reach and engagement metrics for JWS Twitter.
- Localised evaluation of Rethink Waste scheme, including assessment of changes to residual waste tonnage, and resident sign up and engagement with the scheme.
- Direct engagement at events.

Objective 5: Manage the joint waste contract to ensure it is compliant, resilient, operating safely, and performing effectively.

Activity	Description	Improvement or BAU
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Operational Health and Safety monitoring	<p>Ensure the joint contract operates safely by:</p> <ul style="list-style-type: none"> • Planning and completing a programme of regular crew checks using Amey 'Checked Safe' software including reporting a summary of this on a monthly basis. • Reviewing close calls, actioning as required and updating Amey accordingly. • Attending contract and authority Health and Safety meetings communicating key feedback from this where relevant. Whilst supplying contract Health and Safety information and data to all four authorities. • Support revision of route round risk assessment and review of safe system of works. • Undertaking depot audits and agreeing any remedial action where required. 	BAU
Business Continuity Plan	<p>Ensure we are equipped to respond to unplanned events by:</p> <ul style="list-style-type: none"> • Review and test contract business continuity plan arrangements. • Manage the response to events which impact service resilience and/or have the potential to result in service disruption. • Regular review of impact of on services – plans updated accordingly. • Updates to partners on service delivery issues and input into SEP planning meetings. 	BAU
Segregation of waste upholstered domestic seating (WUDs) containing persistent organic pollutants (POPs) in bulky waste collections from households	<p>Develop and implement a plan to segregate WUDs containing POPs by the December 2024 as to comply with RPS 266.</p>	Improvement
<p>Measures of success:</p> <ul style="list-style-type: none"> • Compliance with relevant legislation and H&S best practice. • Contingency plans in place. • Rapid response to any crises or issues that arise during the year. • Plans for the segregation of WUDs containing POPs in bulky waste collections from households developed and introduced by December 2024. 		

Objective 6: Work with partner authorities to ensure the work programme is delivered with appropriate governance and oversight

Activity	Description	Improvement or BAU
Joint contract governance	Continue to manage the JWCPB and JWCSC by planning the agendas and preparing for and attending these meetings. Briefings for partner authority officers and members will also be provided where required.	BAU
Programme management	Programme management includes the following tasks: <ul style="list-style-type: none"> • Develop and agree work programme proposals. • Manage the work programme by administering a process to plan and design projects and other work that the joint contract has agreed to. • Monitor and progress report on this programme of work quarterly to the Waste Partnering Board and Joint Waste Collection Services Committee. 	BAU
Networking	Build good relationships, gain insight and intelligence from authorities and the wider industry by: <ul style="list-style-type: none"> • Contributing to SEP working groups and sharing/obtaining best practice (WORG, SEP Officers) • Attending meetings and monitor updates from groups such as ADEPT, South East Waste Partnership Managers, NAWDO and LARAC. 	BAU
Financial management	Tasks to manage financial processes robustly include: <ul style="list-style-type: none"> • Timely processing of invoices. Performance deductions included in monthly variable invoices. • Annual core sums reviewed in line with contract requirements. • Quarterly budget reports produced in conjunction with SHBC finance team • Timely provision of end of year accruals. 	BAU

- Measures of success:**
- Decision making and reporting requirements of the Inter Authority Agreement (IAA) met.
 - Annual work programme and budgets approved.
 - Good relationships built with industry and authority colleagues.
 - Insights and intelligence gained from experts.
 - Timely and accurate reports available for partners to review.
 - Payments are made in a timely manner.

Objective 7: Enhance our ways of working to deliver organisational efficiencies.

Activity	Description	Improvement or BAU
Savings opportunities	Identify and develop a range of potential savings opportunities, service efficiencies and budget reductions for consideration by the Board and Committee.	Improvement
Grant funding bids	Proactively identify opportunities to bid for funding that the joint contract will benefit from	BAU
Measures of success: <ul style="list-style-type: none"> • Savings and/or income generation proposals shared with Board for development and approval. • Bidding opportunities identified and applications made. 		

Objective 8: Strategic review of the future delivery model for the joint contract including supporting carbon reduction plans		
Activity	Description	Improvement or BAU
IAA review and expansion opportunities	Review existing IAA to determine what needs to be updated as part of the re-procurement of the joint contract and look to see if any other WCAs are interested in joining.	Improvement
Data preparation for the re-procurement	Review and ensure data is ready and available to support the re-procurement exercise.	Improvement
Strategic options appraisal	Review of different options that could be explored for delivering services in the future and agree preferred option.	Improvement
Procurement strategy / transition plan	Development and agreement of the procurement strategy / transition plan of the preferred option.	Improvement
Service specification & tender preparation	Agree specification for services and prepare tender documentation in the event that the preferred approach is to procure a new contract.	Improvement
Collection and Packaging Reforms	Understanding of the required changes to be developed to allow implementation plans to be produced so they can be introduced into the service by the stated deadlines.	Improvement

(CPR) - service changes		
Support the joint contract authorities carbon reduction plans	Considering the different scenarios from the fleet decarbonisation work further, alongside fleet expiration dates, and the planned re-procurement above, resulting in a plan that supports joint contract authorities with short-term replacements and longer term ambitions of moving towards net zero emissions.	Improvement
<p>Measures of success:</p> <ul style="list-style-type: none"> • IAA reviewed and recommended changes agreed. • Data reviewed and in place ahead of the re-procurement. • Options for future service delivery identified, researched, appraised, and the preferred option agreed. • Procurement strategy or transition plan developed and agreed by partners. • Tender documentation established. • CPR reforms fully understood, changes established and outline plan for delivery of these developed. • Next phase of fleet decarbonisation work established, progressed and shaped into a strategy. 		

Budget allocation

Within the approved budget for 2024-25 there are allocations made to the following items on the work programme.

Item	Amount
Service delivery communications	£20,000
Service change communications	£10,000*
Digital channel management	£4,000
Countywide campaign amplification	£40,000
Business continuity	£2,500
Governance	£4,677
Contract re-procurement	£284,696
Total	£365,873

*The £10,000 for service changes communications which is effectively a contingency available in the event that there are unexpected service issues that we need to inform residents about.