



JWS strategy and work programme

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Joint Waste Solutions (JWS) has been set up as the contract management office (CMO) for the joint waste collection contract, and to deliver county-wide partnership functions on behalf of Surrey County Council (SCC).

In May 2017 staff from three partner authorities transferred into Surrey Heath Borough Council, which is acting as the administering authority. Staff from the Waste Development Group at SCC transferred into JWS via a secondment in October 2017, and it is anticipated that these staff will permanently transfer (TUPE) into JWS in late summer this year, alongside the Surrey Waste Partnership (SWP) staff.

Whilst the focus of JWS so far has been on mobilising the joint contract, it is necessary to start thinking about the future, and how we want to develop JWS as an organisation. This paper sets out progress with developing a strategy for JWS and how this feeds into the programme of work for the coming year.

Developing a strategy and values for the organisation

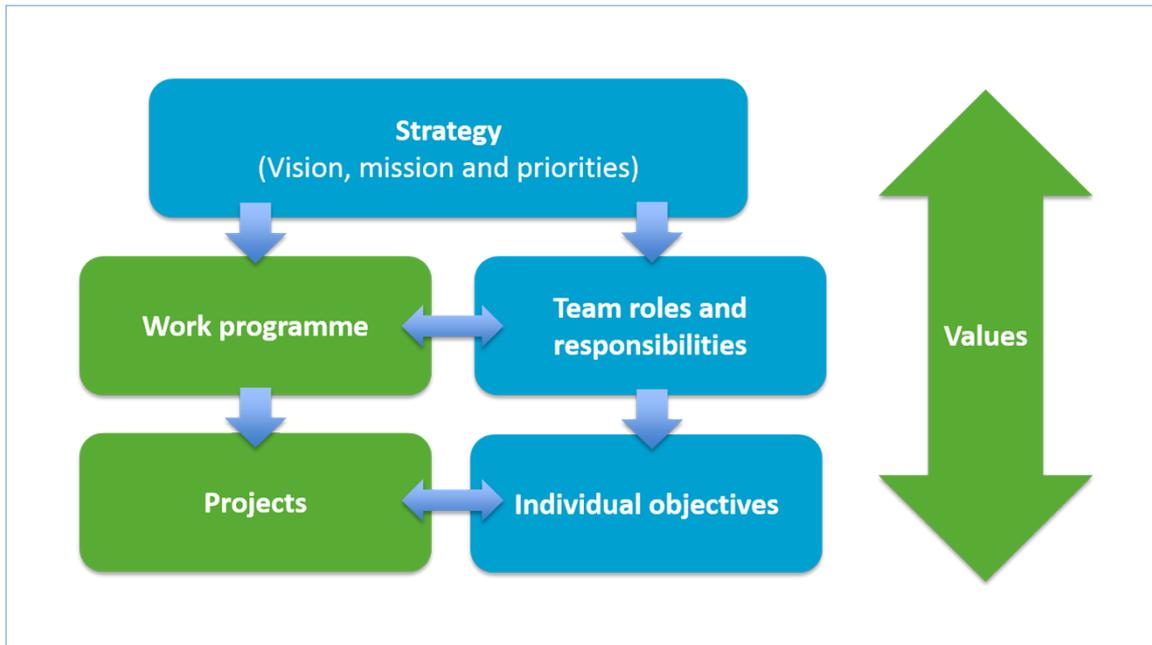
JWS held an all staff workshop in January 2018 where everyone was asked to help develop proposals for the strategy and desired culture of the organisation. Following this draft vision, mission, priorities and values were drawn up. These were presented at a Contract Partnering Board workshop in April and were updated according to the feedback received. The revised proposals were then presented back to another all staff meeting in May, where they were positively received.

The proposed strategy comprises a number of elements:

1. **Vision:** an aspirational statement of what the organisation will look like in the future
2. **Mission:** an explanation of the organisation's reason for existence, in order to communicate purpose and direction
3. **Priorities:** key objectives for the organisation, which should be reviewed on a regular basis

The **values** of the organisation sit alongside the strategy and describe what the organisation believes in and how it will behave.

The relationship between all these elements and how they will feed into the JWS programme of work, and staff roles and responsibilities, is set out in the figure below.



Proposed strategy

The proposed wording for the strategy is set out below.

Vision

Be a trusted authority in environmental management, helping to secure a sustainable future by using innovative, cost-effective solutions, shaped by market intelligence and customer insight.

Mission

Work collaboratively to reduce waste, increase recycling, deliver efficiencies and provide excellent service to our customers, while continuing to develop our environmental management expertise.

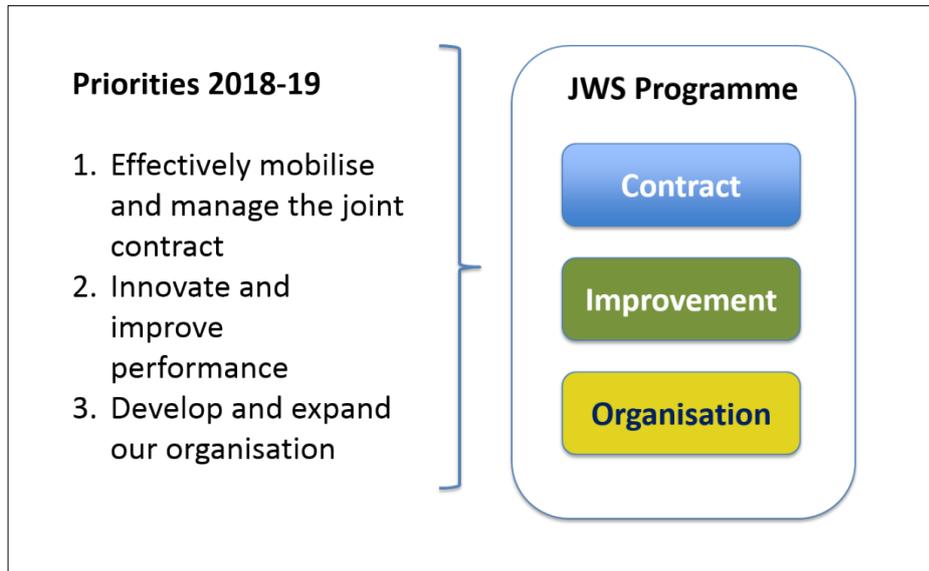
Values

- Be flexible and embrace change
- Work with and respect others
- Be responsive to customer needs
- Aim for excellence in all we do
- Be brave and innovative
- Celebrate and value our successes

Priorities for 2018-19

1. Effectively mobilise and manage the joint contract
2. Innovate and improve performance
3. Develop and expand our organisation

Priorities for JWS will be reviewed and updated on an annual basis. These inform the programme of work, which is divided into three sub-programmes that directly map to the priorities (see figure below).



These three areas are described in more detail below.

Work programme

Contract programme: The aim of this element of the programme is to effectively mobilise and manage the joint contract and this is the area of work is where most energy has been directed so far. The upcoming areas of focus include:

- Mobilising the Mole Valley element of the Amey waste collection contract in August 2018.
- Aligning contract management processes, including performance monitoring and reporting.
- Reviewing assisted collections, clinical waste collections and the provision of extra bins.
- Creating and updating health and safety procedures and business continuity plans.
- Improving customer management processes.

Improvement programme: The aim of this element of the programme is to innovate and improve performance, both within Joint Waste Solutions and across the county. Areas of work include:

- Managing engagement activities such as the subsidised compost bin scheme and Wastebuster schools programme.
- Support for Surrey Waste Partnership campaigns such as those focussed on food waste recycling, textiles recycling and fly tipping prevention.
- Maintaining and developing the Recycle for Surrey website, search tool and app.
- Producing consistent communications materials across the four waste collection authorities (e.g. service guides, collection calendars and bin stickers).

Organisation programme: This programme is aimed at developing and expanding JWS as an organisation. The current focus of work is around:

- Developing our strategy and work programme (as outlined in this paper).

- Governance – updating the Inter Authority Agreement to formally incorporate the SCC staff, and to update the Service Level Agreement. Work is also underway on joining up the governance of JWS and the Surrey Waste Partnership.
- Reorganisation of staff and roles to ensure the organisation is fit for purpose post mobilisation. The new staff structure should be live by April 2019.
- Aligning and improving our processes for data capture and performance reporting, both within JWS and county-wide.
- Aligning and improving our financial management process, both within JWS and county-wide.

Developing the programme

So far the focus has been on mobilising and stabilising the collection contract which means that the JWS programme, and the associated monitoring, reporting and decision making processes, are still being developed. Work will also be needed to integrate the joint JWS and Amey contract improvement plan into the programme of work. Therefore it is intended that further updates will be brought to the Partnering Board and Committee as these processes develop, and as key decisions are required.

Recommendation

It is recommended that the Joint Committee approves the vision, mission, values and priorities for Joint Waste Solutions.