

Annex 2: Team descriptions



Performance and Business Intelligence Team Description

This team will be responsible for managing waste data and strategic contract performance information. They will analyse and interpret county-wide and organisation-specific data, identify trends, risks and issues and make evidence-based recommendations for change.

Responsibilities will include:

Data management

- Manage the development and maintenance of the Surrey-wide waste data system.
- Ensure that all stakeholders have access to accurate and consistent data.
- Ensure complete data is gathered from all relevant sources across Surrey (e.g. kerbside collections, bring banks, reprocessors and disposal outlets).
- Provide support and training for colleagues and partners who require access to the data system.
- Prepare Waste Data Flow returns on behalf of the joint collection contract authority partners.
- Maintain up to date information about the joint contract authorities, for example property numbers and numbers of subscribers to services to ensure that contract costs are apportioned correctly between partners.
- Carry out periodic reviews and validation of non-domestic average weights.
- Calculate the waste financial transfer mechanisms between Surrey County Council and all 11 waste collection authorities in Surrey.

Performance reporting

- Manage and analyse strategic contract performance information working alongside the Operations team.
- Monitor and report on progress towards delivering joint strategy targets.
- Provide regular and accurate performance reports to other teams in the organisation, and to partners.

Analysis and insight

- Analyse and interpret county-wide and JWS-specific data in order to identify trends.
- Manage projects focussed around data gathering and analysis (e.g. waste composition analysis).
- Provide regular reports as required (e.g. end destinations, market prices).
- Provide colleagues and partners with evidence-based forecasts.
- Highlight risks and issues.
- Test solutions, present results and put forward recommendations to support the resolution of issues and support decision making.

- Help to evaluate the success of behaviour change campaigns and other initiatives.
- Supply the organisation with consistent performance information in order to develop sound business cases and evaluate the impact of activities.

Relationship management

- Work with all partners to ensure that waste data is collected accurately via the Surrey-wide data system.
- Maintain positive working relationships with colleagues at all Surrey authorities.
- Provide support and advice for teams within the organisation.
- Respond to requests for performance information from within or outside the organisation.

Strategy and Business Management Team Description

This team will be responsible for the development of key organisational and partnership strategies. They will work closely with other Joint Waste Solutions (JWS) teams to help shape how our organisation should be set up to achieve our joint strategy, vision, mission and priorities. They will also work in close collaboration with all 12 councils in Surrey to develop the waste strategy and policy framework for the county. The team will consider how Surrey's authorities respond to new policy developments and initiatives and seek strategic opportunities to develop the organisation.

The team will work closely with all colleagues to ensure that new processes and procedures are fit for purpose and help to ensure the smooth running of the organisation. A significant part of this will be how the organisation's programme of work is managed and how to ensure effective decision making. The team will also be responsible for the people side of the business, developing the organisation's culture and managing the relationship with the Human Resources team at Surrey Heath Borough Council, our host authority.

Responsibilities will include:

Strategy

- Lead on developing and updating Surrey's joint waste strategy.
- Lead on developing the organisation's corporate strategy, people strategy and business development.
- Work with partners to produce business cases for making improvements that fit with the aims of the joint waste strategy.
- Help support the development of strategies for maximising the value of waste materials, including new waste infrastructure.

Programme management

- Help to translate strategies into a prioritised programme of work.
- Work with partners to develop and agree the countywide programme of work.
- Maintain an overview of all projects across the organisation.
- Gain the necessary approvals for new projects and new expenditure.
- Oversee the budget for countywide partnership initiatives.
- Monitor the progress of all partners against the performance measures of the joint waste strategy and provide support where necessary to reduce the risk of underperformance.
- Produce progress reports for colleagues and partners.
- Escalate risks and issues as they arise.
- Prepare annual reports highlighting major achievements.
- Provide project managers across the organisation with appropriate guidance, support and direction.

Governance

- Develop and manage the organisation's governance and decision making processes.

- Take the lead in forward planning and agenda setting to ensure that key decisions are made at the right time.
- Support the development of new ways of working and any associated procedures and legal agreements.
- Provide administrative support for key decision making forums (e.g. maintaining forward plans, meeting scheduling, preparation of papers and recording decisions).

Policy, research and advice

- Keep up to date on developments in the waste industry, including new legislation, new technologies and funding opportunities.
- Research best practice and develop proposals for how it may be implemented in Surrey.
- Provide advice to stakeholders, including updating new members and officers, and providing briefing notes and advisory reports.
- Advise Surrey's authorities on how to respond to new policy developments and initiatives.
- Respond to relevant consultation requests on behalf of partners in order to help influence national policy and legislation.
- Work with stakeholders to identify and develop key policy areas.
- Proactively encourage partners to share information, learn from each other and amend delivery of service to reflect best practice.

Organisation

- Help to manage the organisation through change.
- Ensure that the organisation is set up to be flexible, adaptable and responsive.
- Ensure that ways of working and processes and procedures are fit for purpose and as future-proof as possible.
- Help to develop business cases for expanding the organisation and increasing income, through the provision of new services and expansion of our customer base.
- Build and maintain positive working relationships with officers and members of all Surrey authorities.

People

- Work with all staff to embed the values of the organisation.
- Develop people-focussed strategies for areas such as staff learning and development, and pay and reward.
- Maintain a good working relationship with the host authority's Human Resources team.

Corporate support functions

- Help to ensure the smooth running of the organisation, and that appropriate systems and procedures are in place.
- Ensure that staff have access to appropriate office facilities and equipment.
- Maintain links with support services such as IT and Legal.
- Coordinate responses to enquiries and requests for information from outside the organisation that require input from multiple teams.

- Help to organise meetings and events.

The amount of resource that the team dedicates to the above activities will flex over time as the organisation develops and priorities change.

Communications and Engagement Team Description

This team is responsible for the development and delivery of communications and engagement activity with residents, staff, stakeholders and the media, both countywide and locally in the Joint Waste Solutions (JWS) contract area. They will collaborate and work closely with other teams to help achieve our joint strategy as well as our vision, mission and priorities. Specific responsibilities include:

Countywide behaviour change campaigns

- Create the annual evidence based campaigns calendar.
- Develop communications and engagement plans for each campaign using audience insight, previous evaluations and partner input.
- Develop creative concepts, artwork, films and other assets needed.
- Create campaign copy, tailored and adapted for use across different channels.
- Plan, negotiate and book advertising space in offline channels.
- Set up and manage digital advertising and promoted social media posts.
- Arrange printing and distribution of campaign materials.

Local service communications – countywide

- Develop targeted interventions aligned with campaigns.
- Develop annual service guides for all 11 district and boroughs.
- Develop materials to support the projects team working in low performing areas and for other projects as needed.
- Develop all business as usual materials for joint contract area, eg notification bin hangers, parking notices.

Local service communications – joint contract area

- Manage delivery of targeted interventions in joint contract area.
- Develop and deliver communications about round changes/reorganisation.
- Local amplification of countywide behaviour change campaigns including liaison with local council communications teams.
- Develop and deliver local campaigns to support key issues or priorities, eg contamination.
- Provide oversight and input on customer communications, including letters, forms and contact centre briefings.

Digital channels

- Manage and develop the JWS and Surrey Environment Partnership websites, including ongoing updates, additions and improvements.
- Manage and update the recycling search tool.
- Manage the social media channels.
- Respond to customer queries received through social media and the website, including development of answers for common queries.

Media management – national, local, trade

- Handle reactive media enquiries from journalists, including drafting statements and comments.
- Liaise with partner and contractor communications teams where appropriate.
- Proactive media activity including drafting news releases, negotiating feature coverage and interviews.

Internal communications

- Develop internal communications channels.
- Create content to be shared through internal channels.

Stakeholder and partner communications

- Research, draft and create quarterly newsletter.
- Draft and issue committee updates between meetings.
- Develop and deliver plan for communicating and engaging with environment industry and local and central government stakeholders.

Brand development and management

- Develop brand assets and guidelines.
- Ensure brand guidelines are followed.
- Create artwork for all branded items including vehicle livery, bins and uniforms.

Issues/ crisis management

- Develop and deliver communications to support management of issues/crises.
- Provide advice to ensure our reputation is protected wherever possible.
- Develop and deliver communications to support adverse weather and other impacts to service delivery.

Engagement programmes

- Manage engagement activity with schools.
- Manage resident engagement initiatives.
- Administer the cloth nappies scheme.
- Work in collaboration with the Amey customer engagement team.

Business development

- Support the Strategy and Business Management team where appropriate on activities such as bid writing, lead generation and service development.
- Develop and deliver communications and engagement activity designed to build the brand and profile including award entries.

Business management

- Support the Strategy and Business Management team on areas such as development of the vision, mission, values and culture.

Projects Team Description

This team is a flexible resource that will work with teams across Joint Waste Solutions and with other Surrey authorities to deliver service and performance improvements in line with our joint strategy and organisational vision, mission and priorities. The team will use appropriate techniques and methodologies to manage projects from start to finish.

Responsibilities will include:

Scoping and planning

- Help to identify areas where efficiencies and improvements can be made.
- Research best practice.
- Ensure there is a sound evidence base for any proposed activities.
- Develop business cases and outline project plans and seek the relevant approvals for these.
- Develop detailed project plans, including delivery timetables and budget estimates.
- Agree specific aims, objectives and outcomes with relevant stakeholders.

Project delivery

- Maintain an overview of projects being managed by the team.
- Ensure that team resources are deployed to priority areas across the business.
- Manage individual projects from start to finish.
- Monitor and report on delivery progress against key criteria such as time, cost and quality.
- Manage project team members and external suppliers/contractors as appropriate.
- Identify and manage risks.
- Manage issues as they arise, and escalate as appropriate.
- Manage project and team budgets.

Stakeholder management

- Ensure projects teams have appropriate representation from relevant areas of the business.
- Identify all relevant stakeholders and communicate with them as appropriate.

Project completion and handover

- Ensure that completed projects are closed down properly with any relevant information stored so that colleagues can access it in the future.
- Ensure that there are processes in place to measure project benefits beyond the end of the delivery phase.
- Ensure that any new products, policies and procedures are handed over to the relevant parts of the business.

Evaluation

- Devise methodologies for measuring how well projects have achieved their desired benefits.
- Ensure that any information required to evaluate the success of projects is gathered and recorded appropriately.

- Ensure that achievements are clearly communicated to key stakeholders.

The specific projects that the team will have responsibility for delivering will change over time as the organisation develops and priorities change. Initially a major area of work will be to deliver a suite of improvements to low performing areas across the county.

Operations Team Description

This team is responsible for managing the performance of the Joint Waste Collection and Street Cleaning Contract, ensuring compliance with the contract standards and delivery of continuous improvement. They will also collaborate and work closely with other teams to help achieve our joint strategy as well as our vision, mission and priorities. Specific responsibilities include, but are not limited to:

Contract management

- Identify, develop and lead best practice in contract management
- Ensure compliance with contract standards and required outcomes, including:
 - ICT, financial and reporting systems
 - data security
 - health and safety
 - customer satisfaction
 - continuous improvement
 - value for money
- Develop and implement an effective Health and Safety monitoring protocol, taking into account HSE recommendations and industry “best practice”.
- Keep up to date with changes in legislation relevant to the service
- Promote the implementation of aligned working practices within the team

Performance Management

- Analyse and manage contract performance
- Work with the service provider to resolve any performance issues in a timely manner
- Work with the Finance and Performance team to provide performance reports to the Contract Partnering Board and Joint Committee
- Manage strategic and operational risks by identifying mitigations and controls
- Ensure the Service Provider’s Service Continuity Plan is fit for purpose and reviewed annually to ensure it responds to change in risks.
- Review KPI performance levels and deductions reported by the Service Provider.

Relationship management

- Maintain an effective and positive relationship with the Contract Partnering Board, Joint Committee and other partner Authority representatives to ensure that service priorities are effectively implemented.
- Share fly-tipping and littering data with the Authority Partner’s Environmental Enforcement teams to assist in the preparation of reports, statistical returns and enforcement activities.
- Work with the contract authority partners to recommend waste management policies and annual fees and charges e.g. for garden waste subscription that transition towards alignment across the joint contract

Customer service

- Investigate and respond to complaints from residents and Members
- Review customer requests for services in accordance with agreed policies e.g. assisted collection reviews, applications for additional temporary refuse capacity

- Work with planners and developers to ensure new developments have adequate waste storage provision that promotes recycling and composting
- Work with the Service Provider towards achievement of ongoing improvements in customer satisfaction

Continuous improvement

- Oversee the development and implementation of the annual Service Improvement Plan
- Lead on innovation and improvement for the service
- Proactively identify future innovation and change requirements and initiate proposals for the development of services for consideration by the Contract Partnership Board

Budget management

- Work with the Finance and Performance team to prepare an annual contract management budget for submission to the Contract Partnering Board
- Monitor spend against profiled budget, providing an explanation of any variance and instigating corrective action
- Notify the contract authority partners of any annual Capital spend requirements in line with budget setting cycles.
- Work with the Finance and Performance team to review the Contract monthly variable invoices and approve for payment.

Communications

- Work with the Communication and Engagement team to develop operational communications
- Assist in the promotion and publicity of the organisation's marketing campaigns.