



Joint Waste Solutions Operations Programme 2020-21

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Background:

At the CPB and JWCC meetings in February 2020, an outline programme of work for the Operations team was presented. The presentation split the work priorities into three key areas:

- Ourselves
- Our Services
- Our Community

Following feedback given at the February meetings, this has been further developed into a series of project areas as outlined below, with a summary table provided in Appendix 1. Although the content of the work programme has been set, due to COVID-19 the Operations Team have been concentrating on service continuity and the delivery timescales will be reviewed in Quarter 1.

1. Ourselves:

To streamline processes across the East and West teams, a joint schedule of 'business as usual' activities has been developed. This primarily allows for a joined-up approach to effectively tackle contract wide issues and projects. It also enables the Operations team to be more resilient, improve efficiency and allows for clearer forward planning of future demands on the team.

The Operations Team relies heavily on data to enable effective contract management and service improvements and this is one of the key areas to develop this year. The data is wide ranging and comes from both Authority and Amey sources. The process of reviewing and validating these data sets is currently underway (e.g. Schedule 2 properties receiving a collection) including ensuring an ongoing process for maintaining the information is in place. In some circumstances further information is already being collated to enable a review of service provision (e.g. sack deliveries in Mole Valley).

2. Our services:

This area of work centres largely around working alongside Amey to ensure delivery of their ICT and service improvement plans. While these projects are owned by Amey there are a number of key areas which require input from the Operations and wider JWS team. The new operational contract governance arrangements which have been put in place are used to monitor progress against the project plans and general performance at all levels.

Due to the situation with COVID-19, restrictions such as social distancing have meant some aspects of joint working have needed to be adapted or delayed. Although critical functions, such as health and safety checks remain (subject to social distancing etc) other activities have had to be postponed to later in the year i.e. crew engagement around contamination of recycling.

3. Our Community:

This work strand focuses on resident engagement through service delivery messages and wider SEP campaigns. Due to the impact of COVID-19 the overarching SEP campaign has been delayed slightly, due to critical messaging to residents, but it will be launched in the near future. Much of the information within the current campaign is aligned strongly with the messages intended to be shared under the 'Own your Impact' campaign.

As an aside, this current unprecedented situation has seen the community recognise the outstanding work of frontline staff. This positive feedback has been highlighted to all streets and waste collection personnel which has been warmly received.

Summary:

The Operations work programme for 2020/21 focusses on actual outcomes which will make a difference to the contract, teams, individuals, residents and will improve the overall efficiency and effectiveness of JWS.

Certainly some of the activities are challenging, especially in the current climate of COVID-19. However there is collective determination to succeed and with the Operational Programme in place this can be realised.

Appendix 1: 2020/21 Operational Programme:

1. Ourselves		
Target activities	Tasks	Outcomes
<p>1.1 Data analysis:</p> <p>Better use and analysis of data to support projects and improve the contract including:</p> <ul style="list-style-type: none"> • Low performing areas • Contamination • Targeted contract monitoring 	<p>Data accuracy and consistency review</p> <p>GIS project (including litterbin review)</p> <p>Review of assisted collections and additional bins</p> <p>Targeted campaigns (contamination, exception reporting)</p>	<p>Consistent, accurate and agreed data to measure contract performance, provide a robust reference point and understand material/tonnage trends</p> <p>Comprehensive mapping system to provide annual contract data, contract monitoring and support improvement activities</p> <p>Reduce costs and refuse throughout the joint contract area</p> <p>Reduction of contamination, identify and provide support to residents</p>
<p>1.2 Operations Team</p> <p>Cohesive approach between East and West Ops Teams</p> <p>Review and prioritise BAU activities</p> <p>Co-ordinate with other programmes of work (SEP)</p>	<p>Operations work schedule review</p> <p>Work assignment tracker</p> <p>Review work with other JWS/SEP work</p>	<p>Greater resilience, efficiency and effectiveness for operations.</p> <p>Ensure teams and individuals have a clear understanding of projects/work and goals for 2020/21</p> <p>Better understanding and support for other teams and more effective results</p>

2. Our Services

Target activities	Tasks	Outcomes
2.1 Amey improvement plan		
IT workstream	Monitor Amey ICT improvement plan	Implement ICT systems and measures to improve the contract
Service delivery improvements	Monitor Amey contract improvement plan and route optimisation	Ensure Amey deliver their contract improvements and deliver route optimisation effectively
Opportunities to expand services	WEEE/Textile/Food expansion to properties	Higher recycling rate, improved services for residents, higher customer satisfaction, reduced costs
2.2 Joint working		
Renewed governance – JWS/Amey	Implementation of new meeting and reporting processes	Clearer understanding of responsibilities, greater accountability, full contract delivery
	Garden waste system and payments review	Finalisation of the Amey garden waste costs and repayment to authorities
Crew training and engagement	Crew engagement programme (contamination)	Reduction of waste to landfill, higher recycling rate, greater crew confidence, clearer understanding by residents
Joint Monitoring	Health & Safety monitoring	Safer operations and less accidents/ less exposure to HSE interventions
	Close call monitoring	Safer operations and resolution of crews/resident's concerns
Business continuity, emergency planning and climate change	Business continuity and crisis management planning. Providing analysis and options for climate change actions	Robust plans to keep services running in extreme circumstances
		Reduction in CO2 levels due to higher recycling rates, less fuel used, cleaner technology
Working with SCC (Disposal points and material acceptability)	Review of disposal points and recyclable material acceptability	Additional number of materials that could be recycled. Less contamination. Faster turnaround at the disposal points for waste crews.

3. Our Community

Target activities	Tasks	Outcomes
3.1 Service delivery		
JWS website: Daily updates	Provide daily completion updates to communications	Residents are informed via the JWS website of any service impacts which will reduce calls to contact centres. Management tool to address contract issues
Social media: Proactive messages	Supply communications with upcoming messages i.e. Bank Holiday working, Christmas collections etc	Residents are clear with the services that are provided and when. Increase of recycling tonnage, reduction in refuse and decrease of contamination
Service issues: Adverse weather	Update communications with service impacts i.e. due to snow, flooding etc	Residents are informed of any disruption to their collections via the JWS website and expected resolution timescales
3.2 SEP – Influencing residents’ behaviour		
Amplify the global JWS communications messages across the joint contract areas	Supporting delivery of the communications messages and activities	Greater recycling rates, higher resident satisfaction, clearer understanding of provided services to residents (i.e. what can be accepted for recycling)
	Supporting evaluation of the campaigns to determine if they can be applied to other areas i.e. targeted interventions for food and garden waste	Higher capture rate of recyclable material, more residents using services i.e. garden waste which will increase income levels.
	Community engagement events	Increasing resident’s awareness of waste and recycling across the four contract areas. Higher customer satisfaction and transparency of services.
	Flytipping strategy – Education, Efficiency and Enforcement	Reducing flytipping across all four areas which will decrease costs and increase resident’s wellbeing.