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1. Background and purpose

The Joint Waste Solutions (JWS) team is developing a Strategic Plan for 2021-24 to outline the team's vision, focus areas and objectives for the next three years. Appended to this will be the detailed work programmes for the joint contract area and for the countywide work that the team undertakes on behalf of the Surrey Environment Partnership.

The three focus areas are:

- Secure foundations – developing JWS as an organisation.
- Deliver high quality services in the joint contract area – ensuring services are operating safely and effectively, service improvements are made, and residents are informed, enabled and encouraged to reduce waste and recycle more.
- Deliver countywide priorities – delivering activities which support the three priority areas, provide the required data and insights, manage the partnership and define the future waste strategy for Surrey.

The purpose of this paper is to detail the proposed objectives and activities for the joint contract focus area, for feedback and approval from the Joint Waste Collection Services Committee (JWCSC).

The joint contract partners will also benefit from the programme of activities being undertaken countywide. Once the SEP programme is finalised, the countywide objectives and activities will be appended to the final strategic plan, along with the objectives and activities that will enable JWS to develop as an organisation.

2. Objectives

Following feedback from the Waste Partnering Board (WPB) the proposed joint contract area objectives are as follows:

- Improve the customer experience.
- Improve service efficiency and cost effectiveness.
- Deliver operational improvements that enable reductions in waste and increase recycling.
- Ensure residents are informed about their collection service.
- Inspire and encourage residents to reduce, reuse and recycle quality material.
- Ensure the contract is operating safely and contingency plans are in place.
- Support the joint contract authorities' carbon reduction plans.

3. Programme of activity

In developing a series of activities to be undertaken in 2021-22, we have started with a review of the work planned for the current year.

With the impacts of the COVID-19 pandemic, some aspects of our planned operational improvement work were put on hold and then reviewed and adapted as lockdown and tier restrictions have influenced our ability to undertake this.

Aspects of this year's programme will therefore be taken forward into 2021-22. In addition to this, further areas for service improvement have been identified.

The activities proposed for 2021-22 are set out in Appendix 1. This includes a description of each activity and the measures of success.

4. Next steps

Following feedback and approval from the JWCSC the objectives and programme of activities will be finalised and included in the JWS Strategic Plan.

Detailed metrics for the measures of success will then be developed and progress on the programme will be reported at each quarterly meeting of the committee.

5. Recommendations

The JWCSC is asked to:

- Provide feedback on the proposed objectives and programme of activity for 2021-22.
- Approve the objectives and activities, subject to any changes requested in the feedback.