

Joint contract area work programme 2022 – 2023



Objectives

Our focus for 2022-23 will be a continuation and evolution of the previous annual work programme (2021-22) given that delivery was paused on some of that due to the disruption to services as a result of driver shortages. Therefore, emphasis will continue to be applied on ensuring services in the joint contract area are operating safely and effectively and that service improvements are made. We will also ensure that residents are informed about their collection services, encouraged to make full use of them and both enabled and inspired to prevent, reduce, reuse and recycle more. In light of issues that have arisen as a result of, or been compounded by, the coronavirus pandemic additional activity reflecting the need to ensure resilience of the contract to future disruption has been included.

Work will also include planning alignment with emerging national policy on new collection arrangements including how we'll work towards ambitions to have net-zero emissions vehicle fleets in the future.

The objectives are:

1. Improve the efficiency and effectiveness of the service enabling a better customer experience.
2. Deliver operational improvements that enable reductions in waste and increase the quantity and quality of recycling.
3. Ensure residents are informed about their collection service.
4. Inspire and encourage residents to prevent, reduce, reuse and recycle.
5. Manage the joint waste contract to ensure it is resilient, operating safely, and performing effectively.
6. Support the joint contract authorities' carbon reduction plans.
7. Work with partner authorities to ensure the work programme is delivered with appropriate governance and oversight.
8. Enhance our ways of working to deliver organisational efficiencies.

Programme of activity

For each objective we have detailed below the activities we plan to deliver for 2022-23. These will be reviewed on an ongoing basis and updated as appropriate. Also included is how we'll measure success for each objective.

Objective 1: Improve the efficiency and effectiveness of the service enabling a better customer experience.

Activity	Description
Customer enquiries and complaints	<p>Management of customer enquiries and complaints by:</p> <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. • Commencing an end-to-end review of the complaints processes identifying pressure points and suggested stream-lined ways of working.
Amey Improvement Plan	<p>Support the delivery of workstreams within Amey's improvement plan including the implementation of the Whitespace system and working with Amey on route optimisation in Surrey Heath, Woking and Elmbridge to achieve long term efficiencies including communicating changes to residents as required.</p> <p>Identify, document and suggest additional areas to Amey for inclusion in current and future plans.</p>
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. • Reviewing the gap analysis of the contract specification against current service delivery providing updates where necessary. • Maintaining and updating the operations team annual work schedule. • Ensuring all work processes are defined and documented in a contract manual and identifying opportunities for process improvement. • 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 Waste Partnering Board and Joint Waste Collection Services Committee.

	<ul style="list-style-type: none"> • Completing or contributing to statutory data returns on behalf of the four partner authorities (including Waste Data Flow reporting).
Contract IT system improvements	<p>Deliver improvements to the contract IT systems used by:</p> <ul style="list-style-type: none"> • Identifying, planning and delivering improvements to the Whitespace system. • Specifying requirements for performance reporting and delivering these. • Achieving integration with the various Customer Relationship Systems (CRMs) used by the partner authorities.
Future service delivery	<p>Develop an implementation plan for service changes that are required as result of emerging legislation and policy to support the national Resources and Waste strategy. This will include:</p> <ul style="list-style-type: none"> • Summarising the direction of travel with the Resources and Waste strategy to partners once government make this known. • Modelling different collection scenarios for the joint contract area (linking in with the work being carried out on SEP 2025 mentioned below) • Preparing a business case with the preferred option of partners that will form the basis of our TEEP exemption assessment (as kerbside sort is likely to be the least preferred option) • Approving the preferred option with partners and Amey, including agreeing an implementation plan and procurement strategy to bring the changes in if required by obligations in emerging legislation.
Data management	<p>Continue to work to progress the quality of data to improve intelligence and decision making. This will include:</p> <ul style="list-style-type: none"> • Maintaining waste collection and street cleaning data to ensure accuracy. • Integration of data from Whitespace with GIS (e.g., street priority zones and litter bins) • Alignment of folder structure across the four authority areas, to support oversight and reporting as well as increasing service resilience. • Developing a performance dashboard and use of automated exception reports. • Utilise data (intelligence) to identify where improvements to the service can be made.
<p>Measures of success:</p> <ul style="list-style-type: none"> • Customer enquiries and FOI requests dealt with within authority service level agreements. • Review of complaints process completed, suggested fixes completed, and processes aligned across all four areas. • Amey improvement plan projects delivered. • Contract performance indicators met or exceeded. • Single operational IT system in use across all four contract areas. • Automated performance reporting. • Increase in customers accessing services online. • Programme of service delivery changes approved and operational. • Accurate data available to inform contract improvement and service efficiency work. 	

Objective 2: Deliver operational improvements that enable reductions in waste and increase the quantity and quality of recycling

Activity	Description
Dry mixed recycling (DMR) contamination reduction	<p>A programme of projects and activities will continue to be delivered to tackle and reduce contamination of DMR:</p> <ul style="list-style-type: none">• Work with Amey to improve processes for identifying and reducing contamination, recording and monitoring lockouts and communicating with residents.• Continue to carry out crew training for each round and provide ongoing engagement and feedback to crews on contamination performance.• Introduce the use of a crew training video as part of Amey's new staff inductions.• Work with Amey to improve the removal of contamination from collected waste at Doman Road.
Recycling of street cleaning waste	<p>Work with Amey and Surrey County Council to identify if further process changes could allow more waste from street cleaning activities to be recycled.</p> <p>Deliver training to Amey operatives to support the increase of waste from street cleaning activities that is recycled.</p>
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>
Set up of collection services at new developments	<p>Help setup 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 work 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.
Waste reduction	<p>Seek to target where waste can be reduced by developing a strategy and action plan for waste reduction in the joint contract area.</p>

<p>Benefit from countywide service improvement initiatives.</p>	<p>The joint contract area will benefit from the delivery of the following key countywide service improvement initiatives:</p> <ul style="list-style-type: none"> • Introduce food recycling at flats where there is currently no collection, including providing bins, liners and communication materials to engage residents in the new service. • Continuing the rollout of measures to reduce the contamination of communal recycling bins at blocks of flats with significant issues. This will include reviewing bin capacity, introducing reduced aperture lids and locks or providing one-off replacements of broken locks, updating signage and providing communication materials to encourage residents to recycle the right items. • Development of ‘SEP 2025: A partnership approach to waste prevention and recycling’, which will look as a minimum to align with the Government’s ambitions such as a 55% recycling rate by 2025 and 65% by 2035 and strive to go beyond this and begin to respond to decarbonisation by planning changes to our vehicle fleets and infrastructure to reduce emissions in the shorter term and move towards net-zero emissions in the longer term. • Setting up of the Infrastructure and Transport Delivery Plan, which will: <ul style="list-style-type: none"> ○ Review and document the existing infrastructure, it’s capacity and usage. ○ Consider future infrastructure requirements for managing waste in accordance with the national Resources and Waste Strategy and develop a delivery plan. ○ Develop a plan to decarbonise the collection and disposal transport fleet and establish the supporting infrastructure requirements. • Management of the SEP waste data system, including contract management and managing the supply of weighbridge data. <p>Also provide operational input to, and participate in trialling of, interventions to help inform the development of other key Surrey Environment Partnership (SEP) projects.</p>
<p>Measures of success:</p> <ul style="list-style-type: none"> • Reduction in the number of rejected loads of DMR and in the level of contamination reported by Materials Recovery Facilities. • Increase in the proportion of street sweepings that are recycled. • Direct engagement with residents and other stakeholders. • Participation in all available services at new developments from first occupation. • Waste reduction strategy and action plan setup. • Increase in quality of recycling material collected. • Increase in the proportion of material collected for recycling • Delivery of the countywide service improvement initiatives 	

Objective 3: Ensure residents are informed about their collection service	
Activity	Description
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>Communications to update residents about any changes in service delivery, e.g., due to driver shortages, adverse weather, vehicle breakdowns.</p>
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>
Media management	Respond to media enquiries from local and trade media, drafting responses and liaising with partners as appropriate.
Round change communications	Develop and distribute clear communications about any changes to rounds.
Provide content for partner channels	Develop communications materials and toolkits for joint contract partner communications teams to share via each council's own channels.
<p>Measures of success:</p> <ul style="list-style-type: none"> • Feedback from authority resident satisfaction panels (where available). • Digital channel metrics (e.g., website visits, Twitter queries resolved). • Positive media coverage. • Low levels of queries about round changes. 	

Objective 4: Inspire and encourage residents to prevent, reduce, reuse and recycle	
Activity	Description
Own Your Impact campaign amplification	Amplification of SEP Own Your Impact campaign to upweight messages in the joint contract area using media channels targeted by postcode. Priority areas for the campaign will be food waste recycling, waste reduction and reducing contamination of DMR. Other messaging including waste prevention, reduction, reuse and recycling of other materials will also be covered through ongoing campaign communications.
Contamination communications	Promotion of Surrey Recycles search tool, app and waste sorting game to educate residents in the joint contract area about how to dispose of and recycle items and reduce contamination. Creation of specific materials to help with crew and resident education about contamination.
Social media	Communicate proactive messages encouraging residents to reduce, reuse and recycle via JWS Twitter.
Community events	Presence or involvement in key community events.
Gain maximum benefit from countywide engagement initiatives	Continue to manage the SEP-funded Rethink Waste incentive scheme currently being trialled in Elmbridge until it completes in October 2022. The trial will then be evaluated to establish whether it should be rolled out more widely including in other joint contract areas. Creation and distribution of recycling guides and collection calendars for 2023, tailored as appropriate to each joint contract area. Identify opportunities for participation in further SEP engagement initiatives whenever possible, e.g., where appropriate data is available.
Measures of success: <ul style="list-style-type: none"> • Localised results from SEP evaluations. • Localised results from SEP digital channels and search tool. • Reach and engagement metrics for JWS Twitter. • Evaluation of Rethink Waste scheme, including assessment of changes to residual waste tonnage in Elmbridge, and resident sign up and engagement with the scheme. • Evaluation of recycling guides. • Direct engagement at events. 	

Objective 5: Manage the joint waste contract to ensure it is resilient, operating safely, and performing effectively.	
Activity	Description
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. • Implementing the updated Health and Safety protocol • Undertaking depot audits and agreeing any remedial action where required.
Business Continuity	<p>Specific tasks for this activity include:</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 pandemic and associated changes in guidance on services - plans updated accordingly. • Updates to partners on service delivery issues and input into SEP planning meetings.
<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. 	

Objective 6: Support the joint contract authorities' carbon reduction plans	
Activity	Description
Reporting emissions from waste collection activities	Work with Amey to ensure data is supplied for joint contract authority reporting requirements. This data will then be used to identify areas where emissions could be reduced.
Working towards a net-zero emissions vehicle fleet	Align with the SEP Infrastructure and Delivery plan project (above) and carry out a review of depot infrastructure and future fleet requirements.

	Work with Amey to pilot alternative, low carbon fuel options and ensure alternative fuel vehicles are considered as part of the mid-contract refresh of the street cleaning fleet.
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Measures of success:

- Data supplied in agreed formats / timescales.
- Establishing a pathway to work towards a net-zero emissions vehicle fleet.

Objective 7: Work with partner authorities to ensure the work programme is delivered with appropriate governance and oversight.

Activity	Description
Joint contract governance	Continue to manage the Waste Partnering Board and Joint Waste Collection Services Committee by planning the agendas and preparing for and attending these meetings. Briefings for partner authority officers and members will also be provided where required.
Programme management	<p>Develop and agree work programme proposals.</p> <p>Manage the work programme for 22-23 by administering a process to plan and design projects and other work that the joint contract has agreed to.</p> <p>Monitor and progress report on this programme of work quarterly to the Waste Partnering Board and Joint Waste Collection Services Committee.</p>
Networking	<p>Build good relationships, gain insight and intelligence from authorities and the wider industry by:</p> <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.
Financial management	<p>Tasks to manage financial processes robustly include:</p> <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.

Measures of success:

- Decision making and reporting requirements of the 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 8: Enhance our ways of working to deliver organisational efficiencies.

Activity	Description
Review ways of working	<p>Identify and develop a range of potential savings opportunities, service efficiencies and budget reductions for consideration by the Board and Committee.</p> <p>Review office working in light of the current situation to determine an appropriate future working model which will drive organisational efficiencies.</p>
<p>Measures of success:</p> <ul style="list-style-type: none"> • Development and approval of a savings plan for 2023-24 and delivery of actions set out in the plan. • Future working model agreed and implemented. 	

