



Joint contract area work programme

2023 – 2024

DRAFT



Objectives

In building the work programme for 2023-24, we have evaluated the work undertaken in the current year, reviewed performance data, budgets, and resourcing to develop a range of business as usual (BAU) and improvement project activities. Focus will continue to be applied on ensuring services in the joint contract area operate safely and effectively, and that improvements are made to deliver a better customer experience. This work programme also aligns with the priorities within [Surrey Environment Partnership \(SEP\) 2025: a partnership approach to waste prevention and recycling](#), and supports the completion of the associated delivery plans that have been developed for each of the joint contract authorities.

The objectives for 2023-24 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. Work with partner authorities to ensure the work programme is delivered with appropriate governance and oversight.
7. 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 2023-24. These will be reviewed on an ongoing basis and updated as appropriate. Also included is how we'll measure success for each objective. Activities that are also included directly in one or more of the authority SEP 2025 delivery plans are in **bold**.

Objective 1: Improve the efficiency and effectiveness of the service enabling a better customer experience.		
Activity	Description	Improvement or BAU
Customer enquiries and complaints	Management of customer enquiries and complaints by: <ul style="list-style-type: none">• Responding to enquiries, complaints and Freedom of Information 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.	BAU
Complaints process improvements	Implementation of the recommendations from the Complaints Process Review.	Improvement
Support Amey Improvement Plan 2023-24	Suggest areas for inclusion and support delivery of this where required.	Improvement

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. • Maintaining and updating the operations team annual work schedule. • 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. • Completing or contributing to statutory data returns on behalf of the four partner authorities (including Waste Data Flow reporting). <p>Reporting emissions from waste collection activities:</p> <ul style="list-style-type: none"> • Work with Amey to ensure data is supplied for joint contract authority reporting requirements. This feeds into the future service delivery work outlined below. 	BAU
IT system improvements	<p>Specify requirements for, and approve the format of, improved performance reports being developed by Amey.</p> <p>Achieving integration with the various CRMs used by the partner authorities.</p>	Improvement
Litter bin and dog poo bin improvements	Comprehensive review of the litter and dog poo bins managed by Amey to identify where changes might be required and improve reporting of problems e.g. overflowing bins.	Improvement
WEEE and textile collections - contract renewals	Renew/re-procure contracts that are due to expire in July 2023.	BAU

Future service delivery	<p>Preparatory work for procuring the next contract (from June 2027)</p> <p>Develop an implementation plan for service changes that are required as result of emerging legislation and policy to support the collection and packaging reforms (CPR).</p> <p>Working towards a net-zero emissions vehicle fleet</p> <ul style="list-style-type: none"> Align with the SEP Infrastructure and Transport Delivery plan project 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. 	Improvement
Data management	<p>Maintaining waste collection and street cleaning data to ensure accuracy.</p> <p>Alignment of folder structure across the four authority areas, to support oversight and reporting as well as increasing service resilience.</p> <p>Utilise data (intelligence) to identify where improvements to the service can be made</p>	BAU
	Develop the team's use of GIS and see where else this can be utilised.	Improvement
<p>Measures of success:</p> <ul style="list-style-type: none"> Customer enquiries and FOI requests dealt with within authority service level agreements. Complaints process recommendations agreed with Customer Service teams and Amey, and implemented. Successful contribution to Amey improvement plan projects enabling these to be delivered. Contract performance indicators met or exceeded. Authority reporting forms integrated with the operational IT system. Automated processes for performance reporting and invoice generation. Increase in customers accessing services online. Identify funding routes for litter bin replacements, procure and install new containers where required. Streamlined reporting processes for overflowing litter bins introduced. Disposal arrangements for textiles and WEEE secured. Procurement strategy developed and agreed by partners. Implementation plans developed to support service changes arising from CPR. Pathway developed for working towards a net-zero emissions vehicle fleet. Accurate data available to inform contract improvement and service efficiency work. <p>GIS training delivered and improvements plan produced.</p>		

Objective 2: Deliver operational improvements that enable reductions in waste and increase the quantity and quality of recycling		
Activity	Description	Improvement or BAU
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> <p>Document and publish a set of guidance on the roles and responsibilities of managing agents in supporting their residents to appropriately dispose of their household waste</p>	Improvement
Set up of collection services at new developments	<p>Help set up 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 working 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. 	BAU
Improve WEEE collections	Support the bid to materials focus to acquire funding to grow WEEE collections and improve communal bin stores in the joint contract area	Improvement
Bring bank review	Complete a review of bring banks in the joint contract area to determine options for future provision	Improvement

Benefit from countywide service improvement initiatives.	<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. At the same time, carry out any necessary improvements at these sites to reduce the contamination of communal recycling bins. This includes 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. • Applying 'no food waste' stickers to new and replacement residual waste bins. • Trials of cleaning communal food bins at varying intervals to assess whether improving bin cleanliness encourages greater use of food waste recycling service. • Support joint contract partners with the execution and monitoring of activities in the 2023-24 SEP 2025 delivery plans and the development of delivery and/or improvement plans for 2024-25. • 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 SEP projects.</p>	Improvement
Measures of success: <ul style="list-style-type: none"> • Direct engagement with residents and other stakeholders on site improvements. • Participation in all available services at new developments from first occupation. • Funding bid for improvements to WEEE collections submitted and, subject to funding, trial interventions undertaken. • Bring bank summary and recommendations for each of the contract areas completed. • Delivery of the countywide service improvement initiatives 		

Objective 3: Ensure residents are informed about their collection service		
Activity	Description	Improvement or BAU
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>Creation of content and toolkits about the above for partners to share on their own channels.</p>	BAU

Service change communications	Communications to update residents about any changes in service delivery, e.g., due to driver shortages, strike action, adverse weather, vehicle breakdowns.	BAU
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>	BAU
Media management	Respond to media enquiries from local and trade media, drafting responses and liaising with partners as appropriate.	BAU
Garden waste communications	Promotion of the garden waste service to increase sign ups.	Improvement
Measures of success: <ul style="list-style-type: none"> • Digital channel metrics (e.g., website visits, Twitter queries resolved). • Positive media coverage. • Garden waste comms engagement and customer numbers. 		

Objective 4: Inspire and encourage residents to prevent, reduce, reuse and recycle		
Activity	Description	Improvement or BAU
Countywide campaign amplification	Amplification of SEP Own Your Impact campaign to upweight messages in the joint contract area using media channels targeted by postcode and the JWS twitter account.	Improvement
Textile communications	Creation of a specific campaign to address the low capture rate of textiles.	Improvement

Gain maximum benefit from countywide engagement initiatives	<p>Areas where the joint contract authorities will benefit from the SEP 2023-24 work programme include:</p> <ul style="list-style-type: none"> • Creation and distribution of recycling guides and collection calendars for 2024, tailored as appropriate to each joint contract area. • Further roll out of interventions to increase food waste recycling where participation is lowest. • Countywide rollout of the Rethink Waste scheme to incentivise residents to prevent and reduce their waste. • Identifying opportunities for participation in further SEP engagement initiatives whenever possible, e.g., where appropriate data is available. 	Improvement
Community engagement events	React to community engagement events where opportunities arise and resource is available	BAU
<p>Measures of success:</p> <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. • Localised evaluation of Rethink Waste scheme, including assessment of changes to residual waste tonnage, and resident sign up and engagement with the scheme. <p>Direct engagement at events.</p>		

Objective 5: Manage the joint waste contract to ensure it is resilient, operating safely, and performing effectively.		
Activity	Description	Improvement or BAU
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. • Support revision of route round risk assessment and review of safe system of works. • Undertaking depot audits and agreeing any remedial action where required. 	BAU

Business Continuity	<p>Ensure we are equipped to respond to unplanned events by:</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 on services – plans updated accordingly. • Updates to partners on service delivery issues and input into SEP planning meetings. 	BAU
	Implement actions from the industrial action lessons learnt report.	Improvement
<p>Measures of success:</p> <ul style="list-style-type: none"> • Compliance with relevant legislation and H&S best practice. • Contingency plans in place. <p>Rapid response to any crises or issues that arise during the year.</p>		

Objective 6: Work with partner authorities to ensure the work programme is delivered with appropriate governance and oversight.		
Activity	Description	Improvement or BAU
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.	BAU
Programme management	<p>Develop and agree work programme proposals.</p> <p>Manage the work programme for 23-24 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>	BAU
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. 	BAU

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. 	BAU
<p>Measures of success:</p> <ul style="list-style-type: none"> • 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. <p>Payments are made in a timely manner.</p>		

Objective 7: Enhance our ways of working to deliver organisational efficiencies.		
Activity	Description	Improvement or BAU
Savings opportunities	<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 accommodation and implement necessary changes.</p>	Improvement
<p>Measures of success:</p> <ul style="list-style-type: none"> • Savings and/or income generation proposals shared with Board for development and approval. <p>Future office working arrangements implemented.</p>		

Budget allocation

Within the approved budget for 2023-24 there are allocations made to the following items on the work programme.

Item	Amount
Service delivery communications	£25,000
Service change communications	£10,000*
Digital channel management	£2,500
Countywide campaign amplification	£40,000
Textile communications	£10,000
Addressed mail distribution of service guides	£38,000**
Business continuity	£2,500
Governance	£3,240
Contract legal costs	£50,000***
Total	£181,240

*The £10,000 for service changes communications which is effectively a contingency available in the event that there are unexpected service issues that we need to inform residents about.

**This budget will not be spent if calendars will not be included in the annual service guide funded by SEP going forward.

***The contract partnering board will be consulted on any proposals to drawn down from this budget.