



## Joint Contract Work Programme 2023-24 Progress Update 28 September 2023

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### Introduction

A report has been produced in **Annex 1** to keep members of the Joint Waste Contract Services Committee (JWCSC) updated on progress with the delivery of the joint contract work programme 2023-24. This report period covers 1 April to 31 August 2023. A summary of the key outputs, outcomes and achievements has been provided in the section below.

The format of this report compared to previous years has been changed to give the JWCSC updates on progress in a more visual and concise way. The main change is that a RAG status has been supplied for each activity to show whether it is being, or is on course to be, successfully delivered (as defined by the measure of success for each activity). With this in mind, the RAG ratings can be defined as follows:

- **Green status** - current progress indicates that the activity is being, or is on course to be, successfully delivered.
- **Amber status** - current progress indicates that there are issues that exist at this stage, which are impacting successful delivery, but appear to be resolvable.
- **Red status** - current progress indicates that successful delivery of the activity is no longer possible meaning that the scope of the work may need to be reassessed.

An earlier version of this report was presented to principal officers of the Joint Waste Contract Partnering Board (JWCPB) at their briefing meeting on 7 September 2023.

### Key outputs, outcomes and achievements for this period

- Q1 litter and detritus survey's have been completed in Elmbridge, Mole Valley and Surrey Heath and targets have been met.
- Full integration of the reporting forms for waste and street cleaning with Whitespace has been achieved in Elmbridge.
- Dual recycling bins have been installed in Elmbridge and Surrey Heath.
- The textile and WEEE collection contracts have been extended for a year.
- The assisted collection review has been completed in Elmbridge, Surrey Heath, and Woking. It is underway in Mole Valley and due to be completed by the end of September 2023. Records will then be updated in the JWS and Amey systems.
- We have been successful in our funding bid to Materials Focus to grow and expand WEEE and battery collections in the joint contract area. Detailed planning is underway for implementation later in 2023-24.
- Food waste recycling services were rolled out to an estimated 1,703 flats in Mole Valley during August with post monitoring now underway to understand take up.
- The countywide Own Your Impact campaign and Rethink Waste scheme have successfully launched and are being promoted to residents in the joint contract area.

### Recommendations

It is recommended that members note this progress update and the key outputs, outcomes and achievements delivered during the period.

### Annex 1: Joint contract work programme 2023-24 progress update 1 April to 31 August 2023

<b>Objective 1:</b> Improve the efficiency and effectiveness of the service enabling a better customer experience and support the joint contract authorities' carbon reduction plans.			
<b>Activity</b>	<b>Measure of success</b>	<b>RAG</b>	<b>Commentary to support RAG status</b>
Customer enquiries and complaints	Customer enquiries and FOI requests dealt with within authority service level agreements.	Green	Customer enquiries and FOI requests are being dealt with within authority service level agreements.
Complaints process improvements	Complaints process recommendations agreed with Customer Service teams and Amey and implemented.	Yellow	The focus of the complaints process review continues to be on the integration of the customer relationship management (CRM) systems with Whitespace (Amey IT system). An update on this can be found in the IT system improvements section below.
Support Amey Improvement Plan 2023-24	Successful contribution to Amey improvement plan projects enabling these to be delivered.	Green	Amey presented their improvement plan at the June 2023 cycle of meetings. Regular meetings are held on the IT system improvements. Other projects will be supported on request.
Contract management and performance monitoring	Contract performance indicators met or exceeded.	Green	<ul style="list-style-type: none"> <li>Q1 (Apr – Jun) litter and detritus surveys have been completed in Elmbridge, Mole Valley and Surrey Heath and targets have been met. Results have been shared with Amey.</li> <li>KPI data is reviewed monthly so that relevant deductions can be applied to the monthly variable invoice.</li> <li>Quarterly performance reports have been produced and statutory data returns have been completed on behalf of the four partner authorities.</li> <li>Contract meetings have been and continue to be held.</li> </ul>
IT system improvements	<ul style="list-style-type: none"> <li>Authority reporting forms integrated with the operational IT system.</li> <li>Automated processes for performance reporting and invoice generation.</li> <li>Increase in customers accessing services online.</li> </ul>	Yellow	<ul style="list-style-type: none"> <li>Full integration of the reporting forms for waste and street cleaning with Whitespace has been achieved in Elmbridge.</li> <li>In Mole Valley, work is ongoing to integrate the forms and JWS will continue to provide support.</li> <li>Amey continues to work on creating a dashboard capable of invoice generation, KPI reporting and provide an overview of the garden waste accounts administration. This is yet to be demonstrated to JWS.</li> </ul>

Litter bin and dog poo bin improvements	<ul style="list-style-type: none"> <li>Identify funding routes for litter bin replacements, procure and install new containers where required.</li> <li>Streamlined reporting processes for overflowing litter bins introduced.</li> </ul>		The current focus is on delivery in Elmbridge and Surrey Heath. In Elmbridge, the installation of 11 dual recycling bins was completed by 1 June 2023. A further batch of dual recycling bins and solar bins have been ordered. The bins are expected to be in place by the end of October. Two dual recycling bins have been rolled out in Surrey Heath. A funding application is being progressed with Surrey Heath Borough Council (SHBC) for the delivery of further bins. The next step is for a report to go to the Executive on 19 September 2023.
Textile and WEEE collections contract renewals	Disposal arrangements for textiles and WEEE secured.		Contracts have been reviewed and extended. Updates will be required in July 2024. The project to undertake this will be added to the work programme later in the year.
Contract re-procurement	Procurement strategy developed and agreed by partners.		Project due to commence from Q3 2023-24.
Collection and Packaging Reforms (CPR)	Implementation plans developed to support service changes arising from CPR.		The Government have confirmed that the implementation of extended producer responsibility for packaging has been delayed until October 2025 owing to current cost pressures facing packaging producers, and that the consistency in recycling measures (which we still don't have clarity on) won't be introduced until after this. Therefore, it won't be possible to produce an implementation plan during 2023-24 as we are unlikely to have the detail of the changes that are required.
Surrey Environment Partnership (SEP) - Fleet Decarbonisation Plan	Pathway developed for working towards a net-zero emissions vehicle fleet.		Cenex have been appointed to baseline current services in Surrey and model future options. Cenex have now gathered the necessary data for the baseline and have provided a technologies and best practice report. Both of these outputs are to be used for modelling different scenarios.
Data management	Accurate data available to inform contract improvement and service efficiency work.		The assisted collection review has been completed in Elmbridge, Surrey Heath, and Woking. It is underway in Mole Valley and final responses from residents are due by 22 September 2023. Records will then be updated in the JWS and Amey systems.
GIS improvements	GIS training delivered and improvements plan produced.		Working with SHBC IT a range of projects and improvements have been identified. This will be reviewed in September 2023 to agree which areas to prioritise according to the benefits they will deliver.

<b>Objective 2: Deliver operational improvements that enable reductions in waste and increase the quantity and quality of recycling.</b>			
<b>Activity</b>	<b>Measure of success</b>	<b>RAG</b>	<b>Commentary to support RAG status</b>
Review of collection services at existing developments	Direct engagement with residents and other stakeholders on site improvements.		JWS are continuously working directly with Amey, residents, managing agents and other stakeholders to implement improvements to existing services where enquiries are reported as a BAU responsibility.
Set up of collection services at new developments	Participation in all available services at new developments from first occupation.		JWS provide waste related planning consultations for all full planning applications. All available services are detailed through the consultations and adapted to each development on a case-by-case basis.
Improve WEEE collections	Funding bid for improvements to WEEE collections submitted and, subject to funding award, trial interventions undertaken.		A bid to Materials Focus to acquire funding to grow and expand WEEE and battery collections in the joint contract area has been successful. Detailed planning is underway for implementation later in 2023-24.
Bring bank review	Bring bank summary and recommendations for each of the contract areas completed.		Baseline information on bring banks has now been largely established. Options for future provision are to be developed by the end of September 2023.
Benefit from countywide service improvement initiatives.	<ul style="list-style-type: none"> <li>Food waste collections rolled out to flats in Elmbridge and Mole Valley.</li> <li>Communal food bin trial cleans delivered to participating joint contract authorities (not Surrey Heath).</li> <li>Support joint contract authorities with the execution and monitoring of activities in the 2023-24 SEP 2025 delivery plans.</li> </ul>		<ul style="list-style-type: none"> <li>The food waste collection roll-out to 1,703 flats in Mole Valley was completed in mid-August with post monitoring now underway there to establish participation in the service. Planning for the roll out to 1,922 flats in Elmbridge is almost finalised with implementation to start later in 2023, as to not overlap with the Mole Valley roll out.</li> <li>A trial of food bin cleaning at flats to test different approaches and methods has commenced. A first clean took place during mid-May 2023. Initial results from this indicated that a combination of the bin cleaning alongside communications encouraging use, results in higher participation of the food waste recycling service compared to just giving communications to the residents. A second clean took place from 22 – 24 August 2023 with monitoring now underway. A third clean will then take place in October 2023 with monitoring thereafter. The findings from the different cleans undertaken will help to determine the optimum arrangement for maximising benefits.</li> </ul>

			<ul style="list-style-type: none"> <li>Implementation of the SEP 2025 delivery plans is underway with Q1 updates on progress given to the SEP Funding Board. In summary, the board are pleased with how the actions are progressing, however noted there are still a few authorities getting to grips with this new process, and that plans will be scrutinised further at the Q2 meeting at the end of October 2023.</li> </ul>
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<b>Objective 3:</b> Ensure residents are informed about their collection service.			
<b>Activity</b>	<b>Measure of success</b>	<b>RAG</b>	<b>Commentary to support RAG status</b>
Service delivery communications	Materials produced as needed for crews to use in service delivery.		Production and delivery of temporary bin stickers and 'no coffee cup' stickers.
Service change communications	Communications undertaken to update residents about any changes or reviews in service delivery.		<ul style="list-style-type: none"> <li>Development and delivery of letters to review assisted collection provision.</li> <li>Communications about the Easter and May bank holidays shared with residents and partner comms teams.</li> <li>Crisis and issues communications plan developed and shared with partner comms managers and directors for feedback.</li> <li>Member briefing and reactive statement drafted for Mole Valley about the Unite ballot.</li> <li>Member briefing, public statement, Q&amp;A and social media content prepared in anticipation of industrial action in Mole Valley.</li> </ul>
Digital channel management	Digital channels successfully used to communicate messages to residents and handle queries received via X (previously known as Twitter).		<p>JWS website</p> <ul style="list-style-type: none"> <li>Daily service updates published when needed.</li> <li>Banners and news articles published about SEP campaigns and the Recycling in Surrey report.</li> <li>Information added about the Rethink Waste scheme.</li> <li>183,732 page views of the JWS website from 1 April to 27 August 2023.</li> </ul> <p>JWS X (Twitter)</p> <ul style="list-style-type: none"> <li>88 queries dealt with from 1 April to 27 August 2023.</li> </ul>
Media management	Media queries responded to promptly resulting in positive or balanced coverage.		A query was received from Surrey Live about bank holiday collections in May 2023. This was responded to, and the correct information was included in the subsequent article.

Garden waste communications	Increased sign-ups to the garden waste service.		Data on current subscriptions and capacity on rounds is being collated with a view to promoting the service on a targeted basis in March 2024.
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<b>Objective 4:</b> Inspire and encourage residents to prevent, reduce, reuse, and recycle.			
<b>Activity</b>	<b>Measure of success</b>	<b>RAG</b>	<b>Commentary to support RAG status</b>
Countywide campaign amplification	Reach and engagement with campaign activity targeted to joint contract postcodes.  Campaign evaluation through interviews with residents is also carried out annually in March and will be reported at countywide level in the end of year report. Breakdown by D&B is not possible due to the sample size which is limited by budget.		The campaign phase focusing on dry mixed recycling ran from 5 June to 30 July 2023. Results of the activity in the joint contract area included: <ul style="list-style-type: none"> <li>• More than 226,000 views of the campaign video.</li> <li>• Over 650,000 Facebook impressions and 4,570 engagements (likes, shares, comments, clicks).</li> <li>• Almost 22,000 visits to the campaign web page as a result of campaign adverts on websites visited by residents.</li> </ul>
Textile communications	TBC once campaign plan is developed.		Scheduled for March 2024 to follow on from the WEEE communications.
Gain maximum benefit from countywide engagement initiatives	Joint contract authority inclusion in SEP initiatives.  Outcomes of specific projects, e.g., number of food waste interventions delivered and increased tonnages; sign-ups to Rethink Waste.		<ul style="list-style-type: none"> <li>• The 2024 service guides and calendars for all four authorities are currently in development for distribution in November 2023.</li> <li>• Further food waste interventions designed to increase recycling are to be delivered in Elmbridge and Mole Valley by the end of October 2023.</li> <li>• The Rethink Waste scheme is available and being promoted to residents in all four authorities.</li> </ul>

<b>Objective 5:</b> Manage the joint waste contract to ensure it is resilient, operating safely, and performing effectively.			
<b>Activity</b>	<b>Measure of success</b>	<b>RAG</b>	<b>Commentary to support RAG status</b>
Operational Health and Safety monitoring	Compliance with relevant legislation and H&S best practice.		Close calls raised by Amey are responded to in agreed timescales. Depot audits for 23-24 are scheduled for the autumn of 2023. Updates have been provided by Amey on actions required following the last cycle of audits.
Business Continuity Plan (BCP)	Contingency plans in place.		Amey's review of their BCP has been delayed, although meetings to progress this have taken place. A final version was due to be submitted by 8 September but at the time of writing has not been received. A test exercise will be

			scheduled but this can only be done once the plan has been submitted.
Industrial action lessons learnt report	Implement actions from the industrial action lessons learnt report.		Actions from the report have been allocated and are completed or in progress. An updated contingency plan has been produced and the draft taken to the JWCPB for sign off in September.

<b>Objective 6: Manage the joint waste contract to ensure it is resilient, operating safely, and performing effectively.</b>			
<b>Activity</b>	<b>Measure of success</b>	<b>RAG</b>	<b>Commentary to support RAG status</b>
Joint contract governance	Decision making and reporting requirements of the IAA met.		Q1 JWCPB and JWCSC meetings held on 8 and 29 June 2023.
Programme management	2023-24 work programme monitored, and progress reported back to JWCPB and JWCSC. 2024-25 work programme designed, and budgets approved.		Presentation delivered at the JWCPB and JWCSC meetings in June 2023 on the 23-24 work programme and key highlights so far with delivery.
Networking	Good relationships built with industry and authority colleagues.		We have attended meetings with and monitor updates from Department for Food and Rural Affairs (Defra), Association of Directors of Environment, Economy, Planning & Transport (ADEPT), Local Authority Recycling Advisory Committee (LARAC) and National Association of Waste Disposal Officers (NAWDO) updating officers accordingly.
Financial management	<ul style="list-style-type: none"> <li>Timely and accurate reports available for partners to review.</li> <li>Payments are made in a timely manner</li> </ul>		<ul style="list-style-type: none"> <li>Budget outturn report reviewed in June 2023 JWCPB and JWCSC meetings.</li> <li>Q1 variable invoices in final stages of review and approval.</li> <li>Meeting to be scheduled to finalise contract uplift for 23-24.</li> </ul>

<b>Objective 7: Enhance our ways of working to deliver organisational efficiencies.</b>			
<b>Activity</b>	<b>Measure of success</b>	<b>RAG</b>	<b>Commentary to support RAG status</b>
Savings opportunities	Savings and/or income generation proposals shared with Board for development and approval.		There has been limited progress on this so far, due to commercial discussions with Amey taking priority. The joint contract authorities have requested that we revisit fees and charges ahead of budget setting, to discuss proposals and consider impact on being able to align them.