



Joint contract work programme 2023-24 progress update

Report Author: Nick Meadows

Introduction

A report has been produced in **Annex 1** to keep members of the Joint Waste Collection Services Committee (JWCSC) updated on progress with the delivery of the joint contract work programme 2023-24. This report period covers 1 September to 30 November 2023 and builds upon the last update given to the JWCSC when it met on 28 September 2023. A summary of the key outputs, outcomes and achievements for this latest period has been provided in the section below.

An earlier version of this report was presented to the Joint Waste Contract Partnering Board (JWCPB) at their briefing meeting on 16 November 2023.

Key outputs, outcomes and achievements for this period

- Q2 litter and detritus surveys have been completed in Elmbridge, Mole Valley and Surrey Heath, and targets have been met.
- Solar litter bins have been placed in Elmbridge and are now in use. Additional funding has been secured to replace old litter bins in Surrey Heath, which are now being planned for implementation next year.
- The Government have released details of their Simpler Recycling reforms with the picture becoming clearer on what additional materials the joint contract authorities will need to collect over the next few years.
- The assisted collection review has been completed in Mole Valley and Woking with nearly 2,000 properties being removed from the list that need these collections.
- A rollout of food waste recycling services to 1,923 flats in Elmbridge was delivered during November 2023 with post monitoring to establish take up now underway.
- Improvements to recycling bins for 329 flats in Elmbridge, were delivered in October 2023 to help increase the quality of recycling collected.
- Service guides and calendars for 2024 were sent to households in the joint contract area between 30 October and 6 November 2023.
- Food waste interventions designed to increase recycling were delivered to 5,294 households in Mole Valley during October 2023 and to 16,924 households in Elmbridge during November 2023 with post-monitoring now underway.
- The food waste reduction phase of the countywide Own Your Impact campaign ran from 4 September to 15 October 2023 with messaging amplified in the joint contract area with almost 900,000 views of online adverts by residents. The next phase of the campaign focusing on pre-festive messaging started from mid-November 2023.
- As of 27 November 2023, 4,239 residents in the joint contract area have signed up to the Rethink Waste scheme, who are committing to reduce the amount of waste they produce. The Rethink Waste schools donation scheme launched on 20 November 2023 with 7 primary schools in the joint contract area signed up.

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 September to 30 November 2023

RAG rating key

Colour	Criteria description
	The activity is being, or is on course to be, successfully delivered.
	There are issues that exist at this stage, which are impacting the successful delivery of the activity, but appear to be resolvable.
	The successful delivery of the activity is no longer possible meaning that the scope of the work may need to be reassessed.

Progress updates by objective and activity

Objective 1: Improve the efficiency and effectiveness of the service enabling a better customer experience and support the joint contract authorities' carbon reduction plans.			
Activity	Measure of success	RAG	Commentary to support RAG status
Customer enquiries and complaints	Customer enquiries and FOI requests dealt with within authority service level agreements.		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.		The focus of the suggested improvements to be delivered from the complaints process review continues to be on the integration of the customer relationship management (CRM) systems with the 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.		Amey gave an update on their improvement plan at the September 2023 cycle of meetings. Regular meetings have been held on the IT system improvements. A meeting has taken place to progress the mid-contract replacement of street cleaning vehicles, following the report Amey brought to the September 2023 JWCPB meeting. Other projects will be supported on request.
Contract management and performance monitoring	Contract performance indicators met or exceeded.		<ul style="list-style-type: none"> Q2 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. KPI data is being reviewed monthly so that relevant deductions can be applied to the monthly variable invoice.

			<ul style="list-style-type: none"> Quarterly performance reports have been produced and statutory data returns have been completed on behalf of the four partner authorities. Contract meetings have been held as expected.
IT system improvements	<ul style="list-style-type: none"> Authority reporting forms integrated with the operational IT system. Automated processes for performance reporting and invoice generation. Increase in customers accessing services online. 		<ul style="list-style-type: none"> As reported last period, full integration of the reporting forms for waste and street cleaning with Whitespace has been achieved in Elmbridge. In Mole Valley, work is ongoing to integrate their forms and JWS will continue to provide support. 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.
Litter bin and dog poo bin improvements	<ul style="list-style-type: none"> Identify funding routes for litter bin replacements, procure and install new containers where required. Streamlined reporting processes for overflowing litter bins introduced. 		<ul style="list-style-type: none"> Solar litter bins have been placed in Elmbridge and are now in use. Single litter and dual recycling bins are in the process of being placed. In Mole Valley, work is in progress to identify litter bins, design and print QR codes, and develop a bid for CIL funding to replace old bins. Additional funding has now been secured to replace old litter bins in Surrey Heath with a plan being developed for delivery next year.
Textile and WEEE collections contract renewals	Disposal arrangements for textiles and WEEE secured.		The project to update the textile and WEEE collection contracts that are due to expire in July 2024 will begin from January 2024.
Contract re-procurement	Procurement strategy developed and agreed by partners.		Initial discussions have started on what the budget for this work might be ahead of the project kicking off in Q4 2023-24.

<p>Collection and Packaging Reforms (CPR)</p>	<p>Understanding of the required changes to be developed to allow implementation plans to be produced so they can be introduced into the service by the stated deadlines.</p>		<p>The Government released details of their Simpler Recycling Reforms on 21 October 2023. In summary what this means for the joint contract authorities is by 31 March 2026 that they'll need to collect additional dry recyclables (such as aerosols and food and drinks cartons) and that separate food waste collections will need to be expanded to the remaining flats without a service (estimated at 4,000 currently), and by 31 March 2027 that they'll need to collect plastic films and flexible including bags for recycling. The Government have said that all dry recyclables including films can be collected in one recycling bin, pending consultation and regulations confirmation (expected in the spring of 2024). In terms of funding provision it appears that New Burdens Funding will allow for the reasonable costs of bringing in separate food waste collections to be claimed. It will include capital, resource and ongoing service costs. A further announcement will follow in due course from the Government (expected by the end of the 23-24 financial year).</p> <p>A presentation was given on the latest position above and the other CPR measures at the SEP Members Group on 15 November 2023. At this stage, there is still a great deal to understand especially with the other CPR reforms (extended producer responsibility and the deposit return scheme) and the new funding streams that are due to come in. Therefore, the remainder of 2023-24 will likely be spent on obtaining more clarity on these reforms to support the development of an implementation plan from 2024-25 onwards.</p>
<p>Surrey Environment Partnership (SEP) - Fleet Decarbonisation Plan</p>	<p>Pathway developed for working towards a net-zero emissions vehicle fleet.</p>		<p>The draft baseline on current services has been produced by Cenex. This has been reviewed with feedback sent to Cenex to make the necessary amends. The different scenarios to model and the assumptions have been agreed by a SEP working group with modelling and user testing now underway. The team with Cenex have organised a seminar to be held on 6 December 2023 to upskill staff at district & borough Councils (D&Bs).</p>

Data management	Accurate data available to inform contract improvement and service efficiency work.	Green	The assisted collection review has now been completed in Mole Valley and Woking. A total of 75 properties in Mole Valley and 535 properties initially in Woking will be removed off the list, as they don't require assisted collections. A further 1,300 properties in Woking, who did not respond to the two letters are to be removed in a phased approach.
GIS improvements	GIS training delivered and improvements plan produced.	Yellow	The scope is still being determined, but likely to split focus across litter bins, communal bin stores and training.

Objective 2: Deliver operational improvements that enable reductions in waste and increase the quantity and quality of recycling.			
Activity	Measure of success	RAG	Commentary to support RAG status
Review of collection services at existing developments	Direct engagement with residents and other stakeholders on site improvements.	Green	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.	Green	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.	Yellow	Detailed planning has continued on the WEEE interventions. The focus of this has been on installing segregated capacity to street cleaning vehicles and installation of advertising boards on blank refuse collection vehicles. Egress issues with the Amey vehicles have reduced the current number of vehicles which can have additional capacity fitted from 15 to 5. With this limited extra capacity, the scope of the general communications campaign will be altered to focus more on locations where Amey is able to provide reliable collections.
Bring bank review	Bring bank summary and recommendations for each of the contract areas completed.	Green	An initial survey of all known bring sites together with a baseline review has been completed. A report on the findings has been drafted and will now be shared with key stakeholders. The main takeaway so far is that we appear not to be maximising SCC recycling credits, so there might be an opportunity to claim more.

<p>Benefit from countywide service improvement initiatives.</p>	<ul style="list-style-type: none"> • DMR improvements and Food waste collections rolled out to flats in Elmbridge and Mole Valley. • Communal food bin trial cleans delivered to participating joint contract authorities (not Surrey Heath). • Support joint contract authorities with the execution and monitoring of activities in the 2023-24 SEP 2025 delivery plans. 		<ul style="list-style-type: none"> • The take up of the food waste collection roll-out to 1,703 flats in Mole Valley delivered in August 2023 has shown some really encouraging results from the weighing of communal bins, which suggests good participation in the service from the residents. Full analysis and a report write-up is underway. A further 183 properties are due to receive the service later in 2023-24, as part of a trial to use food waste housing units, to see if this is a viable solution where the current infrastructure isn't suitable for a collection. The roll out of food waste collection services to 1,923 flats in Elmbridge was completed in mid-November with post monitoring now underway. • Improvements to recycling bins, to update lids, locks and labelling for 329 flats in Elmbridge, were delivered in October to help increase the quality of recycling collected. Post monitoring of these improvements is now underway. • The trial of food bin cleaning at flats continues to be delivered to test different approaches and methods. The third and final round of cleaning took place at the end of October 2023. The findings from the different cleans undertaken will be established to help determine the optimum arrangement for maximising benefits from this type of intervention. • Implementation of the SEP 2025 delivery plans has continued in this period with Q2 (Jul – Sep) updates on progress given to the SEP Funding Board when they met on 30 October 2023. Plans for the joint contract authorities are mostly on track and where any issues exist at this stage they are actively being worked on with the relevant officers confident that they can be resolved.
---	---	--	--

Objective 3: Ensure residents are informed about their collection service.			
Activity	Measure of success	RAG	Commentary to support RAG status

Service delivery communications	Materials produced as needed for crews to use in service delivery.		Production and delivery of garden waste bin tags for Elmbridge and Mole Valley and communal food bins stickers for Elmbridge.
Service change communications	Communications undertaken to update residents about any changes or reviews in service delivery.		<ul style="list-style-type: none"> • Development and delivery of reminder letters for assisted collection provision. • Further preparatory work undertaken in case of industrial action. • Communications about leafing work developed and shared.
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"> • Daily service updates published when needed. • Banners and news articles published about SEP campaigns. • 282,612 page views of the JWS website from 1 April to 30 November 2023. <p>JWS X (Twitter)</p> <ul style="list-style-type: none"> • 121 queries dealt with from 1 April to 12 November 2023.
Media management	Media queries responded to promptly resulting in positive or balanced coverage.		No media queries were received during this period.
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.

Objective 4: Inspire and encourage residents to prevent, reduce, reuse, and recycle.			
Activity	Measure of success	RAG	Commentary to support RAG status
Countywide campaign amplification	<p>Reach and engagement with SEP campaign activity targeted to joint contract postcodes.</p> <p>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.</p>		<p>The Own Your Impact (OYI) campaign phase focusing on food waste reduction ran from 4 September to 15 October 2023. Results of the additional activity carried out in the joint contract area included:</p> <ul style="list-style-type: none"> • More than 27,000 views of the campaign video. • Over 686,000 Facebook impressions and 5,550 engagements (likes, shares, comments) and 4,659 link clicks. • Almost 900,000 views of online adverts by local residents, with almost 8,000 click throughs to the campaign web page.

			The next phase of the OYI campaign started from mid-November 2023 and is focussing on the festive season starting with pre-festive messages encouraging people to buy sustainably. Planning is also underway for the food waste recycling campaign phase which is due to launch on 22 January 2024.
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	<p>Joint contract authority inclusion in SEP initiatives.</p> <p>Outcomes of specific projects, e.g., number of food waste interventions delivered and increased tonnages; sign-ups to Rethink Waste.</p>		<ul style="list-style-type: none"> • The 2024 service guides and calendars for all four authorities were distributed to households between 30 October and 6 November 2023. • Food waste interventions designed to increase recycling were delivered to 5,294 households in Mole Valley during October 2023. Communications were also delivered to the majority of 16,942 households in Elmbridge during November 2023. Further deliveries may take place in Elmbridge during February 2024, if budget allows. Where communications are delivered, post-monitoring will take place with data collected and then analysed. An evaluation report is then expected to be ready from early 2024. • The Rethink Waste scheme continues to be promoted to residents in all four authorities. As of 27 November, 1,262 residents in the joint contract area had signed up to the 2023-24 scheme. If we include the sign-ups from the Elmbridge trial last year of 2,977, this puts us at 4,239 residents who are committing to reduce the amount of waste they produce. Also, the Rethink Waste schools donations scheme launched on 20 November 2023, with 7 of the 16 schools that have signed up so far located in joint contract areas.

Objective 5: Manage the joint waste contract to ensure it is resilient, operating safely, and performing effectively.

Activity	Measure of success	RAG	Commentary to support RAG status
Operational Health and Safety monitoring	Compliance with relevant legislation and H&S best practice.	Green	Close calls raised by Amey are being responded to in agreed timescales. Depot audits for 23-24 are taking place through the autumn/winter, with the site visits in Elmbridge, Surrey Heath and Woking complete and Mole Valley scheduled for 11 December 2023. Updates have been provided by Amey on actions required following the last cycle of audits.
Business Continuity Plan (BCP)	Contingency plans in place.	Yellow	Amey's review of their BCP is ongoing, and a final draft submitted to JWS to review. A review meeting will be scheduled to consider additional feedback and comments before a test exercise is scheduled.
Industrial action lessons learnt report	Implement actions from the industrial action lessons learnt report.	Green	Actions from the report have been allocated and are completed or in progress. An updated contingency plan has been produced and was taken to the JWCPB for sign off in September.

Objective 6: Manage the joint waste contract to ensure it is resilient, operating safely, and performing effectively.			
Activity	Measure of success	RAG	Commentary to support RAG status
Joint contract governance	Decision making and reporting requirements of the IAA met.	Green	Q2 JWCPB and JWCSC meetings held on 7 and 28 September 2023.
Programme management	2023-24 work programme monitored, and progress reported back to JWCPB and JWCSC. 2024-25 work programme designed, and budgets approved.	Green	Updates on the joint contract work programme for 2023-24 were delivered at the above meetings in September 2023. Planning for the 2024-25 work programme will begin later in Q3.
Networking	Good relationships built with industry and authority colleagues.	Green	We continued to monitor updates in this period 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"> Timely and accurate reports available for partners to review. Payments are made in a timely manner 	Green	<ul style="list-style-type: none"> The Q1 budget outturn report was reviewed at the September 2023 JWCPB and JWCSC meetings.

			<ul style="list-style-type: none"> • Variable invoicing is progressing with Q1 variable invoices quantities and KPI values agreed. Q2 invoices are under review. • A meeting has been held with S.151 officers to review contract.
--	--	--	--

Objective 7: Enhance our ways of working to deliver organisational efficiencies.			
Activity	Measure of success	RAG	Commentary to support RAG status
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.