



Joint contract work programme 2023-24 - update

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Introduction

A report has been produced (**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 December 2023 to mid-February 2024 and builds upon the last update given to the JWCSC on 14 December 2023. A summary of the key updates, outputs, outcomes and achievements for this latest period has been provided directly below. The Joint Waste Contract Partnering Board (JWCPB) received this report on 29 February 2024.

Key updates, outputs, outcomes and achievements for this period

- Dual litter/recycling bins have been placed in Elmbridge and are now in use. Planning is underway for litter bin replacements in Mole Valley and Surrey Heath.
- Defra have sent details of the capital funding the joint contract authorities are to receive to deliver food waste recycling to remaining households without a collection service. Joint Waste Solutions (JWS) have prepared a challenge back to Defra on behalf of the joint contract authorities as we believe the amounts to be insufficient.
- The assisted collections review was successfully completed with nearly 3,000 properties within the joint contract area removed from the list requiring this collection.
- An awareness campaign as part of the work to improve collections of Waste Electrical and Electronic Equipment (WEEE) launched at the start of February 2024.
- The bring bank review has been completed with recommendations to increase the capture of textiles and income received to be taken forward.
- Excellent results have now been confirmed from the food waste recycling rollouts to flats in Mole Valley during August 2023, with post monitoring analysis showing the biggest capture of food waste we have ever had from a rollout.
- Results from the improvements delivered to recycling bins for 329 flats in Elmbridge, during October 2023 show that there has been a significant reduction in the number of heavily contaminated bins, which will lead to an increase in dry mixed recycling (DMR) that can be collected for onward processing.
- Food waste interventions designed to increase recycling started going out to an additional 4,000 households in Elmbridge from 11 February 2024.
- The festive phase of the countywide Own Your Impact (OYI) campaign came to an end in early January 2024 with messaging amplified in the joint contract area. The current phase of the OYI campaign focuses on food waste recycling, which launched on 22 January, and will run until 3 March 2024.
- As of 18 February 2024, 4,690 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 first funding round for the schools' donations element of the scheme closes on 1 March 2024, with 8 of the 17 schools from the joint contract area in with a chance of winning a share of £6,000 of funding.

Recommendations

It is recommended that members note this progress update and the key outputs, outcomes and achievements delivered during the period, and that members receive an end of year presentation for the 2023-24 work programme at the JWCSC on 20 June 2024.

Annex 1: Joint contract work programme 2023-24 progress update 1 December 2023 to mid-February 2024

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 local authority 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 delivered a presentation to update on their progress on the improvement plan at the November Partnering Board meeting. Discussions continue in order to progress the mid-contract replacement of street cleaning vehicles. Amey have submitted further information and a formal request to vary Schedule 27 which JWS have provided feedback on. Other improvement projects will be supported on request.
Contract management and performance monitoring	Contract performance indicators met or exceeded.		<ul style="list-style-type: none"> Q3 litter and detritus surveys were completed in Elmbridge, Mole Valley and Surrey Heath. In Elmbridge and Mole Valley the target for detritus was not met, and Amey have provided plans to ensure improvements are made. A meeting has been held to review the leafing programme, to evaluate what worked well and identify

			<p>areas for improvement which can be incorporated when Amey commence planning for autumn 2024 resourcing.</p> <ul style="list-style-type: none"> • KPI data is being reviewed monthly so that relevant deductions can be applied to the monthly variable invoice. • 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. Amey have trialled a new format for the reporting of Health and Safety data in the monthly service report which JWS will feedback on.
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"> • In Elmbridge there is work being done to review the internal processes now that the integrated forms have been implemented. This is to identify whether any improvements can be made to the sharing of information between customer services, JWS and the Amey depot teams. • In Mole Valley, progress has been made to integrate high volume forms and JWS will continue to provide support as remaining processes are reviewed. • 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"> • Dual litter/recycling bins have now been placed in Elmbridge. • Litter bin sites have been identified in Mole Valley and a plan developed to seek funding for new litter bins. • Discussions are ongoing concerning the procurement of replacement litter bins in Surrey Heath.
Textile and WEEE collections contract renewals	Disposal arrangements for textiles and WEEE secured.		A project plan is being produced to update the textile and WEEE collection contracts that are due to expire in July 2024.
Contract re-procurement	Procurement strategy developed and agreed by partners.		Resource and budget requirements have been reviewed with partners and recruitment is underway to staff the roles required to deliver this work.

<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>Defra sent a letter on 9 January 2024 to waste collection authorities via their Chief Executive's detailing the capital funding they have allocated to fund the delivery of weekly food waste collections. JWS have reviewed the allocations for the joint contract authorities and have determined them to be insufficient. We have responded to the lead officer of the joint contract authorities with the necessary evidence to go back and challenge Defra with.</p> <p>Defra has also been continuing its engagement on the Extended Producer Responsibility (EPR) Local Authority Payments System (a platform where local authorities will in the future report data about waste packaging and receive details of EPR payments) ahead of the private beta of this being ready for testing from by late spring 2024. JWS have asked to be involved in this testing with support from Mole Valley District Council. Defra have also been engaging local authorities on modulated fees for when this comes in for the second year of EPR in 2026-27.</p> <p>Currently, we still need clarity on the Simpler Recycling statutory guidance, and EPR efficient and effective guidance (both due this summer) and the funding we are due to receive from the reforms, before we can start the detailed planning of the required changes with all parties concerned. This will form part of the 2024-25 work programme.</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 baseline of existing fleet emissions has been modelled and provided to authorities individually. The next stage of the project will be to train officers in the use of a scenario modelling tool that is being built to assist authorities in deciding on their strategy for moving to a zero-emission fleet. A classroom training session for this took place on 31 January 2024.</p> <p>Also, a seminar was held on 6 December 2023 to provide an introduction to zero emission refuse vehicle technologies,</p>

			renewable fuels and infrastructure, alongside the publication of a detailed report.
Data management	Accurate data available to inform contract improvement and service efficiency work.		The assisted collection review has now been completed in all areas of the joint contract with almost 3,000 properties removed off the list that require these collections. Regularly reviewing the service ensures that records are kept accurate and up to date and that JWS is proactively seeking savings and efficiencies within the waste collection service.
GIS improvements	GIS training delivered and improvements plan produced.		The scope is still being determined, but we are likely to split focus across litter bins, communal bin stores and training. It's expected that this project will now form part of 24-25 work programme.

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.		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. A recent example in Woking saw ongoing concerns at Priors Croft addressed through positive resident consultation, education and the changing of bin types.
Set up of collection services at new developments	Participation in all available services at new developments from first occupation.		JWS provide waste related planning consultation responses and respond to queries from developers at both the design stage and as sites near completion. Consultation responses are adapted to each development on a case-by-case basis. There has been progress on implementing services as some large scale development have recently become occupied, such as the 'red phase' and 'Canalside section' of the Sheerwater regeneration development in Woking and the latest phase for the Princess Royal Barracks in Deepcut in Surrey Heath.
Improve and expand WEEE collections	Funding bid for improvements to WEEE collections submitted, and trial interventions undertaken.		Work has continued on the project to improve and expand WEEE interventions in the joint contract area. An awareness campaign funded by the Material Focus grant launched at the start of February 2024 and is running in the joint contract area

			until 29 February 2024. Detailed planning has started on additional workstreams that includes the introduction of a rotational trial of small electricals recycling collections at some communal properties. We are aiming for a launch date in early March 2024.
Bring bank review	Bring bank summary and recommendations for each of the contract areas completed.		A report on the findings from the bring bank review was drafted and shared with key stakeholders. Discussions will now take place on suggested actions to increase the capture of textiles and income received with a plan to be produced.
Benefit from countywide service improvement initiatives.	<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 closure report on the rollout of food waste recycling collections to 1,768 flats in Mole Valley during August 2023 has been sent to stakeholders. This showcases the excellent results from this project with post-monitoring showing 77.73 kg/hh/yr of food waste being collected for recycling, the highest we have ever had from a rollout. • Post monitoring to establish take up by residents. from the rollout of food waste collections to 1,923 flats in Elmbridge in November 2023 is underway. • Post monitoring has been completed for the DMR improvements delivered to 329 flats in Elmbridge October 2023. The results show that there has been a significant reduction in the number of heavily contaminated bins, which will lead to an increase in DMR that can be collected for onward processing. • DMR Improvements were delivered to 404 flats in Mole Valley during December 2023 and a further 60 flats in February 2024 with post monitoring underway. • Results from the trial to find out whether cleaning communal food bins would increase their use has unfortunately shown little impact. Cleaning bins, and letting residents know, didn't increase the amount of food waste recycled by residents at flats. Whilst this is disappointing, the results show this isn't an activity we should be focussing on in the future.

			<ul style="list-style-type: none"> The delivery plan monitoring process is currently paused whilst the SEP Funding Board consider how best to support authorities with delivery and enact the next step of this trial process. Communications will be sent out on this once a way forward is agreed with the board.
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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 materials including garden waste, food waste and recycling bin tags, blocked access leaflets and accessible versions of service guides.
Service change communications	Communications undertaken to update residents about any changes or reviews in service delivery.		Communications undertaken about: <ul style="list-style-type: none"> Bin collections in icy weather Christmas collection changes. Issues with online forms in Woking.
Digital channel management	Digital channels successfully used to communicate messages to residents and handle queries received via X (previously known as Twitter).		JWS website <ul style="list-style-type: none"> Daily service updates published when needed. Banners and news articles published about SEP campaigns. 310,244 page views of the JWS website from 1 April 2023 to 28 January 2024 (latest period available). JWS X (Twitter) <ul style="list-style-type: none"> 150 queries dealt with from 1 April 2023 to 28 January 2024 (latest period available).
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.		We understand that sign-ups to the garden waste collection service have been higher than expected, and with this in mind, we are just checking if income targets have been met, which may negate the need for any specific promotion to take place.

Objective 4: Inspire and encourage residents to prevent, reduce, reuse, and recycle.			
Activity	Measure of success	RAG	Commentary to support RAG status

<p>Countywide campaign amplification</p>	<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 festive phase of the OYI campaign came to an end in early January 2024. Results of the additional activity carried out in the joint contract area included:</p> <ul style="list-style-type: none"> • Almost 133,000 views of the campaign video on YouTube and Facebook • 12,873 website clicks from digital adverts. • Nearly 132,000 impressions of an audio advert on Spotify. <p>The current phase of the OYI campaign focuses on food waste recycling, and this launched on 22 January, and will run until 3 March 2024. Research with residents indicated that making cost savings for councils was the most motivating current message, so the campaign highlights that £6m could be saved if all food waste in Surrey was recycled.</p>
<p>Textile communications</p>	<p>Raise awareness of the textiles recycling service and the benefits this provides leading to an increase of tonnages collected.</p>		<p>A campaign plan has been developed and the campaign is scheduled to launch on 1 March 2024 to follow on from the WEEE communications mentioned above.</p>
<p>Gain maximum benefit from countywide engagement initiatives</p>	<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"> • As previously reported, the distribution of service guides and calendars were delivered to all households in the joint contract area by early November 2023. The guides will be evaluated as part of the annual resident research and campaign evaluation, which will take place in March 2024. • From 11 February 2024, around 4,000 properties in Elmbridge started to receive communications designed to increase food waste recycling. The rollout of these communications should be complete by the end of February 2024. These communications are on top the 13,000 households in Elmbridge that have already received them in November 2023. Where communications are delivered, post-monitoring will take place with data collected and then analysed. An evaluation report is then expected to be ready in the spring of 2024. • The Rethink Waste scheme continues to be promoted to residents in all four authorities. As of 18 February 2024, 1,679 residents in the joint contract area had signed up to

			<p>the 2023-24 scheme. If we include the sign-ups from the Elmbridge trial last year of 3,011, this puts us at 4,690 residents signed up in the joint contract area. If we add this to the sign-ups in the rest of Surrey (1,712), we have a grand total of 6,402 residents in Surrey, who are committing to reduce the amount of waste they produce. The first round of funding in the schools' donations element of the scheme closes on 1 March 2024, with 8 of the 17 schools that have signed up located in joint contract areas. A total of £6,000 in funding will be shared between the schools with the highest numbers of points donated to them by Rethink Waste members. A second round of funding for another chance to obtain a share of £6,000 in funding is proposed to run from 15 April - 14 June 2024.</p>
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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.		Close calls raised by Amey are being responded to in agreed timescales. Depot audits for 23-24 have been completed and the report is being finalised together with an action plan for Amey to address areas of concern. New staff in the operations team have undergone Amey's induction training to ensure they are familiar with the standards expected of the crews and their Safe Systems of Work (SSOW) so they can undertake effective monitoring.
Business Continuity Plan (BCP)	Contingency plans in place.		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.		Following review by the JWCPB in September this project will be drawn to a close. The documents will be reviewed on an annual (or as-required) basis as part of our BAU contingency planning work.

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.		Q3 JWCPB and JWCSC meetings held on 16 November 2023 and 14 December 2024.
Programme management	2023-24 work programme monitored, and progress reported back to JWCPB and JWCSC. 2024-25 work programme designed, and budgets approved.		Updates on the joint contract work programme for 2023-24 were delivered at the JWCSC in December 2023. Planning for the 2024-25 work programme began in this period with a draft version of this to be presented to the JWCPB on 29 February 2024.
Networking	Good relationships built with industry and authority colleagues.		We continued to monitor updates in this period from waste industry groups 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 		<ul style="list-style-type: none"> The Q2 budget outturn report was reviewed at the November/December 2023 JWCPB and JWCSC meetings. The 2024-25 budget proposal was discussed and approved at this same cycle of meetings Variable invoicing is progressing with the final invoices for Q3 under review for all areas.

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. However, we'll be picking up the remaining actions on fees and charges, garden waste income targets (mentioned above) and charges for community events over the coming weeks to establish what needs to be done there.