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Tuesday, 24 September 2019

To: The Members of the **Joint Waste Collection Services Committee**

Councillor Vivienne Chapman, Surrey Heath Borough Council
Councillor Kevin Davis, Woking Borough Council
Councillor Mike Goodman, Surrey County Council
Councillor Claire Malcolmson, Mole Valley District Council
Councillor Mary Marshall, Elmbridge Borough Council

A meeting of the **Joint Waste Collection Services Committee** will be held at Council Chamber, Woking Borough Council, on **Wednesday, 2 October 2019 at 1.00 pm**. The agenda will be set out as below.

AGENDA

	Pages
1 Election of Chairman	
2 Appointment of Vice-Chairman	
3 Apologies for Absence	
4 Minutes of Previous Meeting	1 - 4
To receive the minutes of the meeting of the Joint Waste Collection Services Committee held on 25 th April 2019.	
5 Declaration of Interests	
6 Improving Service Resilience	
To receive a presentation from Amey on the work taking place to improve the resilience of the waste collection service.	
7 Communications and Engagement Action Plan	5 - 10
To receive a report setting out Joint Waste Solutions' Communications and Engagement plans	



Minutes of a Meeting of the Joint Waste Collection Services Committee held at Conference Room, Camberley Theatre, Knoll Road, Camberley, GU15 3SY on 25 April 2019

Present: Councillor Beryl Hunwicks, Woking Borough Council (Chairman)
Councillor Vivienne Chapman, Surrey Heath Borough Council
Councillor Glenn Dearlove, Elmbridge Borough Council
Councillor Mike Goodman, Surrey County Council

In Attendance: Ismina Harvey, Joint Waste Services
Ray Lee, Elmbridge Borough Council
Kelvin Menon, Surrey Heath Borough Council (Finance)
Tim Pashen, Surrey Heath Borough Council
Mark Stammers, Amey
Jack Straw, Mole Valley District Council
Helen Trew, Surrey County Council

Apologies: Councillor Patricia Wiltshire, Mole Valley District Council
Councillor Josephine Hawkins, Surrey Heath Borough Council

32/JW Minutes of Last Meeting

RESOLVED that the minutes of the meeting of the Joint Waste Collection Services Committee held on 21st February 2018 be approved as a correct record and signed by the Chairman.

33/JW Declaration of Interests

There were no declarations of interest.

34/JW Contract Improvement Plan 2018/19 - Resolution of Outstanding Issues

The Committee received a report providing an update on the progress made to resolve outstanding actions from the 2018/19 Contract Improvement Plan.

It was reported that a project team had been put in place by Amey to review the current status with regard to the KPI data, ICT development and the financial reconciliation and develop a way forward, a process which was expected to be completed by the end of May.

The Committee was informed that until the financial reconciliation had been finalised and agreed council's would need to make assumptions in order to finalise their accounts however the main concern would be ensuring that there was sufficient confidence in the data set going forward.

It was agreed that a meeting of the Joint Waste Contract Partnering Board would be scheduled for late May-early June to enable the outcome of the review to be discussed

before it was taken to a meeting of the Joint Waste Collection Services Committee for approval.

The Committee noted the update.

35/JW Contract Improvement Plan 2019/20

The Committee received a presentation providing an update on the development of a Contract Improvement Plan for 2019/20.

It was proposed that the Improvement Plan would focus on the following five themes: Health and Safety, Innovation, Efficiency, Customer and Environmental with a series of projects clustered under each theme.

Arising from the Committee's questions and comments the following points were noted:

- Crews currently reported between 12 and 15 close call incidents a week. It was acknowledged that this was a relatively low number however, crews tended to only report an issue once and did not repeatedly report the same issue every week until it was resolved.
- It was noted that the collection of commercial waste was a particularly competitive area and businesses were unlikely to change their refuse collectors without a good reason.
- The Government's new waste strategy needed to be embedded into the Improvement Plan.
- The Customer strand required a greater emphasis on using social media.
- Instead of collecting hard data, Elmbridge Borough Council used a series of customer satisfaction questions to assess the effectiveness of their response and would be willing to share these to help with the development of the Customer strand.
- A significant amount of work was taking place to reduce the environmental impact of waste and this ought to be incorporated into the Environmental strand for example the reduction of single use plastics and work to reduce excessive idling of vehicle engines.

The Committee noted the report.

36/JW Joint Waste Solutions Reorganisation

The Committee received a report providing an update on the restructure of Joint Waste Solutions (JWS) following the amalgamation of the four local authority client teams and the County Council team responsible for delivering borough facing partnership functions.

It was reported that the new structure had become operational on 1st April 2019. Initial feedback from staff had been positive and whilst a small number of positions were vacant JWS was actively working to fill these.

It was reported that Ismina Harvey had now been formally appointed as the Authorising Officer for the Contract. It was agreed that a structure chart with the names of officers appointed to each post would be circulated to the Committee.

The Committee noted the update.

37/JW Budget and Finance Update

The Committee received a report setting out the year end financial figures for the Contract Management Office.

It was reported that the projected expenditure for the 2018/19 financial year was £823,304. A figure that equated to a provisional spend of £161,661 per partner authority.

It was noted that there had been an underspend of £157,711 during the year due to a lower than expected spend on communications activity. It was clarified that the underspend would not impact on the 2019/20 budget because the spend for each partner authority was calculated according to what had been spent.

The Committee noted the report.

38/JW New Governance Arrangements

The Committee was given an update on the new governance arrangements that would be implemented following the formal amalgamation of the Joint Waste Collection Services Committee and the Surrey Environmental Partnership.

It was noted that there were a small number of outstanding issues to resolve, including how commercially sensitive discussions of the Joint Waste Collection Contract would be dealt with under the new arrangements. However, it was expected that the new governance arrangements would be implemented from the autumn round of meetings.

The Committee noted the update.

CHAIRMAN

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Communications and Engagement Plan 2 October 2019

Author: Pat Hindley

1. Background

The Joint Waste Solutions (JWS) team is responsible for waste and recycling communication and engagement activity across the joint contract area. For the contract mobilisation period limited extra resource was added to the existing Surrey Waste Partnership (SWP) comms team and work predominantly focused on communicating the service change and dealing with issues resulting from the roll out.

Following the combining and restructure of staff working for JWS and SWP there is now a JWS Communications and Engagement (C&E) Team responsible for work across both the wider partnership – now known as the Surrey Environment Partnership (SEP) - and the joint contract area. Whilst there are still some issues with contract performance, the team now has the resource to undertake proactive as well as reactive activity.

To help determine what and how this should be delivered a series of individual meetings took place between JWS and each authority's Contract Partnering Board (CPB) member and communications manager, followed by a joint communications meeting.

This paper is designed to update members on the communications and engagement approach and plan that was agreed and is being undertaken in the current financial year. It also outlines the proposed approach for developing the 2020-21 plan.

2. Communications and Engagement Plan 2019-20

The communications and engagement plan for 2019-20 is included as annex 1. This provides a single page overview and timeline for all activities being undertaken on behalf of the joint contract authorities. This is broken down into a number of activity areas.

Service delivery

Communications and engagement activity is essential to support the day-to-day management and delivery of the service. This includes providing daily service updates to residents via the JWS website and Twitter account, which can be shared by each local council if there are significant service issues to make people aware of.

It also includes dealing with media enquiries and responding to customer service queries via Twitter, as well as sharing proactive messaging about recycling and waste reduction via this channel.

Communications activity is also undertaken to advise residents of any changes to the service, the impact of bank holidays or adverse weather. In addition, this area of work includes the production of a range of materials such as notification tags, bin hangers and parking notices.

Waste reduction and recycling

The approach to waste reduction and recycling communications and engagement in the joint contract area is to maximise value from the SEP activity that is undertaken countywide and build on this work.

The enclosed plan therefore includes the SEP activity which benefits the joint contract authorities and indicates where that activity will be further amplified in their areas. This includes campaign messages being shared by each authorities' own communications teams and through their own channels. Plus, additional local activity to upweight the campaigns locally and increase their impact. This will typically include direct communications to residents' homes and/or comms targeted by postcode through online channels such as social media, email marketing and web advertising.

This area of activity also includes projects to help clear up confusion about what can and can't be recycled and by doing so reduce contamination of recycling bins. A key initiative is the SEP funded service guides and calendars which will be distributed to every home in the joint contract area in November. To coincide with this there will be a campaign in the joint contract area to draw attention to the guides, educate residents about key items that are currently being put into the wrong bin and encourage them to use the online recycling search tool and app.

Another key recycling initiative for this year is the development of data driven targeted intervention trials. These are being funded by SEP and informed by research that was commissioned to look at what authorities across the country are doing successfully.

Fly-tipping

The final part of the plan captures the communications work which is being undertaken as part of the SEP fly-tipping action plan. The campaign aims to tackle prevention of fly-tipping by educating residents about their responsibilities for any waste generated by work undertaken on their homes. It also highlights the consequence of fly-tipping to potential offenders.

3. Communications and Engagement Plan 2020-21

It is proposed that a similar approach to the above is taken to developing the 2020-21 communications and engagement plan with work split between activity to support the delivery of the joint contract and projects to reduce waste, increase recycling and reduce fly-tipping. We would again seek to maximise value from the communications and engagement activity which is included in the SEP funded 2020-21 work programme and layer additional activity onto that to increase impact in the joint contract area.

The SEP work programme will be developed following a member workshop at the SEP members group in November. It is proposed that the Joint Waste Collection Services Committee meeting which immediately follows this takes a similar approach and includes an opportunity for members to feed in any additional thoughts to the communications and engagement plan for the joint contract authorities.

4. Recommendations

The committee is asked to:

1. Note the update on the current communications and engagement plan.
2. Agree to the approach for developing the 2020-21 plan.

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Joint Contract Communications Plan Overview 2019-20

	April	May	June	July	August	Sept	Oct	Nov	Dec	Jan	Feb	March
SERVICE DELIVERY												
JWS website												
Daily service updates												
Accessibility audit and updates to meet new standards												
Review and improvements/updates												
JWS social media												
Daily responses to customer service queries												
Daily posting of proactive messages												
Service changes and issues												
Comms re bank holiday, round changes, contamination issues - as required												
Adverse weather communications - as required												
BAU materials												
Production of bin tags, stickers, notifications, parking notices - as required												
Cross boundary round reorganisation												
Comms and materials to support changes to rounds - timing TBC												
WASTE REDUCTION AND RECYCLING												
Reducing waste at its source												
Real nappies - recruitment of trial kit hosts and promotion to parents												
Compost bin subsidy scheme - available all year; promoted at key times												
Nudging residents to recycle more												
Clothes and home textiles recycling - local amplification of countywide campaigns												
Food waste recycling - local amplification of countywide campaign												
Recycle Week 2019 - local campaign to share messages and tackle contamination												
Festive recycling - local amplification of countywide campaign												
Food waste reduction - local amplification of countywide campaign												
Garden waste - local amplification of countywide campaign												
Clearing up confusion - reducing contamination												
Service guide and calendar distribution to all households in joint contract area												
Local campaigns promoting use of the search tool and app to improve recycling												
Targeted intervention trials												
Increasing garden waste subscribers targeted to homes furthest away from a CRC - trial development for implementation in March 2020												
Divert food waste from residual by increasing caddy usage - trial development for implementation in Spring 2020												
Harnessing the power of pestering												
Online schools engagement programme - messaging aligned to support campaigns												
Recycle it right challenge - schools and family participation - timing TBC												
Reducing single-use plastics												
Creating materials for use in authorities' own estates												
Direct engagement events												
Woking Food Festival - materials for Plastic Free Woking stand												
Presentation about recycling at Woking Local Action 21 AGM												
Additional events TBC												
FLY-TIPPING												
Increasing awareness of resident responsibility - local amplification of countywide campaign												
Increasing awareness of consequences - local amplification of countywide campaign												

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Recycling Contamination 2 October 2019

Author: Jo Chauhan

1. Background:

Recycling rates have stagnated and, in some cases, declined over the last year, impacted by more stringent sorting as reprocessors demand increasing quality material from the MRFs. This has seen increased 'gate checks' which can result in whole loads being rejected, and increasing proportions of material being classed as non-recyclable through the sorting process. In addition, there have limited opportunities for recycling mixed plastics meaning that this is instead being sent to Energy from Waste and cannot be counted in recycling rates. This report summarises the actions being taken to address contamination in the DMR stream.

2. Working with Amey

Checks by collection crews are crucial in ensuring obviously contaminated recycling bins are not emptied. Amey crews are required to inspect the visible contents of the bin to ensure there are no incorrect items before emptying. Bins found to contain incorrect items should be reported on the in-cab device, and a hanger left on the bin explaining the reason it has been left.

To make sure that crews understand the importance of these checks, the Operations team have attended 'toolbox talks' at each of the four depots in recent weeks. All crews have been reminded of the procedure they must follow, with questions answered by both Amey and JWS staff.

Following toolbox talks, monitoring is being carried out, with spot checks on a selection of crews to verify that they are checking and rejecting bins correctly. Where clearly contaminated bins have been emptied, or there is a failure to leave the correct information for the resident, this will be raised with Amey, and remediation notices issued.

3. Working with Residents

Communications with residents are key to reducing the proportion of incorrect items found in recycling bins. Information is made available to residents through bin hangers, leaflets, annual service guides, and online information on websites including the recycling search tool.

The JWS Operations and Communications teams are currently producing a new service guide – which will go to all households in November, along with calendars for 2020 and Christmas collection information. The guides will differ slightly in content between boroughs based on input from both JWS and Amey/Council Customer Service teams.

Where specific issues are identified - for example repeated contamination at a block of flats – the Operations team will write to residents and/or managing agents explaining the issues and changes that need to be made to ensure recycling can be collected. Additional leaflets and recycling bags are made available where needed.

Recycle Week takes place later this month and provides an opportunity to use social media to promote recycling messages, and this will include targeted posts in the contract area highlighting known contaminants.

Further information on planned communication campaigns is provided in the Comms Plan update.

4. Working with the Recycling Facilities

As recycling facilities increasingly look to improve the quality of their outputs, it is important we work with them to identify the sources and types of contamination.

We already used feedback from instances where whole loads are rejected to identify round areas and material types which have resulted in the load being rejected. The reports are passed to Amey for investigation, to ensure there were no operational errors which contributed to the rejection.

Regular sampling of loads is required at all MRFs, and while the data provided to support this gives some insights in to the composition of contaminants, MRF visits to review the sampling process and gather more detailed information are being planned.

Recommendation: The Committee are asked to note the steps being taken to reduce recycling contamination levels.



**Policy Alignment
2 October 2019**

Report Author: Ismina Harvey

1. Background and Purpose

The Joint Waste Collection Contract delivers a single specification across the four authority areas. Under the contract, each of the partner authorities pay the same charge for services, including garden waste collections, bulky waste collections and the provision of wheeled bins. Whilst the IAA specifies that the setting of annual fees and charges is a Tier 1 decision i.e. remains with the individual authorities

it was envisaged that charges and policies across the contract area would align over time. Over the past two years, substantial progress has been made in transitioning towards a set of aligned policies and charges. However, some differences remain in each area, principally as a legacy of each Authority's previous service arrangements. Those that remain disparate are challenging to align due to the variances in policies and fees currently being applied

The purpose of this report is to update the Committee on the progress made to date and recommend further areas for policy alignment. Where this represents a change to existing policy or fees, the Committee is asked to recommend these for adoption at their Authority, where applicable.

2. Benefits of Alignment

By achieving further alignment residents within the contract area will experience a more consistent, simplified service which would enable more precise, more targeted communication with residents – assisting them in recycling more and increasing the use of revenue-generating services. Also, alignment of fees and services would simplify contract oversight, enabling a greater focus on improving the quality and efficiency of activities.

The need for consistency has also been highlighted in the recent government consultancy outcome report, on improving recycling rates – which highlighted the overwhelming support from residents for greater consistency across all of waste management services, not just recycling.

Furthermore, there is currently a reputational risk associated with having different policies, and charges for a joint contract.

3. Policy alignment to date

Over the past few years, significant progress has been made in aligning charges and policies across the contract area. The following is a summary of the key policies that are already aligned, or have been aligned since the formation of JWS.

1. Food and recycling bins are provided for free to houses.
2. Excess recycling will be collected.
3. Bins will not be emptied when:
 - a. more than two rubbish bins are presented,
 - b. there is excess rubbish,

- c. the lid won't close because of excess waste,
 - d. they are overweight so can't be safely lifted,
 - e. they are damaged so can't be safely lifted,
 - f. the incorrect bin is presented e.g. rubbish instead of recycling,
 - g. unaccepted contaminating items are visible on lifting the lid.
4. Missed collections can be reported up to two days after scheduled collection. Crew to return on same day if reported before midday or following day if reported after.
5. Additional temporary rubbish bins, of 180 litre as standard, will only be provided if the household meets one of the following criteria:
- a. there are six or more adults,
 - b. there are more than three adults and one child in nappies,
 - c. there are two or more adults and two children in nappies,
 - d. a medical condition of one or more residents results in more waste being produced than would fit in one standard rubbish bin.
6. For communal properties the required bin capacity is calculated based on allowing the following per fortnight:
- a. 60 litres per person for rubbish and recycling,
 - b. 46 litres per household for food.

4. Proposals for further policy alignment

Two areas have been identified as further opportunities to harmonise policies and adopt best practice:

- Provision of temporary additional rubbish bins; and
- Charges for residents downsizing rubbish bins

4.1 Provision of Temporary Additional Rubbish Bins

Current policy: Additional rubbish capacity is currently provided to households with large families, children in nappies, or where additional rubbish is generated due to medical reasons. The criteria against which temporary bins are provided is currently aligned; however, as Table 1 shows, there are currently differences in the charges made.

Table 1 - Current charges for the provision of temporary additional bins

	Elmbridge	Mole Valley	Surrey Heath	Woking
Current situation	Residents only charged for delivery. Provided free for a medical reason. Eligibility reviewed every 2 years.	Residents charged for the bin. It is provided free for a medical reason.	It is currently provided for free.	Residents only charged for delivery. Provided free for a medical reason. Eligibility reviewed every 2 years.
Alignment	No change	Removal of	Charge of £15	No change

action required		charge for bin and alignment of £15 delivery fee.	delivery fee, unless additional bin is for a medical reason.	
Current demand	20 requests p.a. 50% due to medical reasons	20 requests p.a. 50% due to medical reasons	20 requests p.a. 50% due to medical reasons	20 requests p.a. 50% due to medical reasons
Revenue Impact of alignment		-£300 p.a.	+£150 p.a.	

Proposed Policy: It is proposed that additional rubbish bins shall be provided to eligible households on temporary loan, instead of on a permanent basis, and reviewed on bi-annually so they can be recalled when the household no longer meets the criteria. This will ensure that waste capacity is contained, and excess residual waste disposal is not encouraged.

It is proposed that a charge of £15 is made for provision of the bin which covers the cost of delivery, as well as future removal and cleaning. Households requiring an additional rubbish bin for medical reasons will be loaned the container free of charge.

RECOMMENDATION: The Committee is asked to recommend to their Authorities that, on approval of written request, householders are provided a temporary additional rubbish wheeled bin for £15. The charge will be waived for applications made on medical grounds. Eligibility will be reviewed every 2 years.

4.2 Households that choose to downsize their residual bin

Current policy: There is a range of policies for residents wishing to downsize their bin. With Mole Valley and Surrey Heath aligned in providing a 140-litre bin free of charge, Elmbridge is charging for the bin and Woking charging a delivery fee.

Table 2 - Policies for households choosing to downsize their residual bin

	Elmbridge	Mole Valley	Surrey Heath	Woking
Current policy for downsizing	180-litre bins can be bought for £25	140-litre bins provided for no charge	140-litre bins provided for no charge	140-litre bins provided with a £15 delivery charge
Current demand per annum	40	40	40	40
Alignment action required	Change of bin from 180-litre to 140-litre and removal of £25 fee.	No change	No change	Removal of £15 delivery charge.
Annual cost of alignment	-£1000			-£600

Proposed Policy: There is strong evidence that households who have a smaller residual waste capacity, recycle a higher proportion of their waste. Therefore, to encourage higher

recycling rates, residents should be encouraged to downsize, as such a 140-litre bin should be provided free of charge, with no delivery fee charged.

The number of households requesting to downsize their bin per year is small, estimated to be 40 per year.

Recommendation: The Committee is asked to recommend to their Authorities that households downsizing from a standard 240-litre to a 140-litre bin rubbish bin are provided this free of charge.

5. Further Alignment of fees and charges

Annex 1 shows the current charges for services to households charged by each Authority for 2019/20. Various options to align these charges over a 3-year period have been modelled however, the extent of changes required to achieve alignment is significant. Such changes would result in either a loss of income to some Authorities or require some residents to pay significantly more for services which is not feasible.

Recommendation: The Committee is asked that to recommend to their Authorities that, where broad alignment in fees and charges has already been achieved, the annual review of fees and charges continues to support alignment.

Annex 1: Fees and charges to households 2019/20

	Elmbridge	Woking	Surrey Heath	Mole Valley
Bulky waste collections				
1 item	£30	£30	£30	£40
each additional item (max 9 additional)	£10	£10	£10	£10
Rubbish Bin				
140 litre	-	£45	no charge	£30
180 litre	£25	-	no charge	n/a
240 litre	£30	£45	n/a	£50
Used bin	-	£30	n/a	
Exchange to smaller bin	£25	no charge	no charge	£15
Temporary additional rubbish container	£15	£15	no charge	£50
Recycling bins	no charge	no charge	no charge	no charge
Food bins	no charge	no charge	no charge	no charge
Garden waste service				
1st bin	£45	£45	£45	£56.50
each addition bin	£40	£30	£30	£56.50
Sacks	by assessment only	by assessment only	by assessment only	by assessment only
Charge for bin	n/a	no	no	yes

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