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1. Introduction

The Joint Contract Work Programme for 2021-22 focuses on ensuring services are operating safely and effectively and that service improvements are made. It also helps to ensure that residents are informed about their collection services, encouraged to make full use of them and both enabled and encouraged to reduce waste and recycle more.

This programme of work is made up of a large number of individual projects and activities. These are delivered to help meet certain objectives that will ensure that as well as effectively managing the contractor, we find ways to improve the service provided to residents and help them to reduce their waste and recycle more. The objectives are to:

1. Improve the customer experience.
2. Improve service efficiency and cost effectiveness.
3. Deliver operational improvements that enable reductions in waste and increase recycling.
4. Ensure residents are informed about their collection service.
5. Inspire and encourage residents to reduce, reuse and recycle quality material.
6. Ensure the contract is operating safely and contingency plans are in place.
7. Support the joint contract authorities' carbon reduction plans.
8. Ensure activities are delivered with appropriate governance and oversight.

A report has been produced below (**Annex 1**) to give a brief update on progress during April – July 2021 with the individual projects and activities under each objective. More information on what each project and activity entails can be found in the Joint Contract Work Programme 2021-22 document which was presented to the Joint Waste Collection Services Committee (JWCSC) on 4 March 2021, and then finalised and shown again to the JWCSC on 1 July 2021.

2. Recommendations

It is recommended that the Waste Partnering Board note this update.

Annex 1: Joint Contract Work Programme 2021/22 - progress update April – July 2021

Objective 1: Improve the customer experience	
Projects/Activities	Progress update
Customer enquiry and complaints management	<p>JWS continue to respond to resident enquiries and complaints, alongside responding to received FOIs (27) and further general enquiries.</p> <p>Between 1st April and 31st August Amey recorded 599 complaints in Woking and 424 complaints in Surrey Heath on Propmain and it is estimated a further 45 are received directly by the team each week.</p> <p>In Mole Valley and Elmbridge complaints are managed through the respective authorities CRMs.</p> <p>To support close working with customer services in both Mole Valley and Elmbridge, regular meetings are held and there is a regular catch-up with the Amey call centre team.</p>
Amey Improvement Plan	<p>Amey has outlined its plans for improvements in their service for 2021-22. This plan contains five workstreams with the updates for this period provided below:</p> <p>1. Introducing a new IT system Amey have confirmed that they have signed a contract with Whitespace to replace the back-office and in-cab systems. Moving away from Propmain is expected to streamline the customer experience, as crews will be guided by modern satellite navigation and back-office staff will be able to reassign missed bins more easily.</p> <p>2. Working with JWS on reducing contamination of recycling bins and improving collection services at flats Amey have worked well with JWS, in Surrey Heath, to target contamination, as set out in the update below under objective 3. However, due to current staff shortages the rollout of the improvement programme to the other three boroughs has been paused.</p> <p>3. Making improvements to its street cleaning services In addition to delaying the roll out of contamination reduction work, improvements to street cleaning have been impacted by staff availability. Street cleaning staff have been redeployed to support collection services, therefore work</p>

	<p>to progress schedules has not been undertaken. When staffing levels stabilise Amey will be encouraged to revisit work on improving street cleaning.</p> <p>4. Reducing carbon emissions Amey continue to gather data on their carbon emissions and proposed round reorganisations will improve these. They additionally proposed to trial low carbon fuel.</p> <p>5. A programme of community engagement activities Community engagement opportunities have been limited, with continued restrictions. However, there have been limited events such as supporting community litter picks.</p>
Invoice processes	<p>Invoicing has remained a challenge for Amey, since restoring their IT systems in April. Although the core invoice has been paid regularly, Amey have not been submitting timely variable invoices. However, the delayed invoices for December 2020 – March 2021 have now been supplied, with the vast majority now agreed and approved for payment. Progress is now being made on ensuring variable invoices for 21-22 are brought up to date.</p>
Contract performance monitoring	<p>Very limited performance data has been provided in a timely manner so far by Amey, following the IT incident. Not having timely performance data has impacted on the ability to review performance, finalise KPI figures and to engage in meaningful discussions at appropriate levels. That said, the first quarter of performance data has recently been provided and is currently being.</p> <p>Amey's monthly contract performance reports have not been submitted on time for the year to date. Weekly meetings have been held between the depot management teams and JWS officers, and a fortnightly meeting between JWS operations managers and Amey's Principal Operations Manager. Further to this, a weekly call has been held with Amey senior management and the JWS Head of Operations.</p>

Objective 2: Improve service efficiency and cost effectiveness	
Projects/Activities	Progress update
Contract monitoring processes	<p>An annual work schedule has been developed and is being used to help prioritise work, while the current operational difficulties limit what can be achieved.</p> <p>An outline manual has been developed, which shall be used to document all processes and identify where procedural improvements can be achieved.</p> <p>Work with the Surrey Environment Partnership (SEP) to improve the availability of contract data has been supported and a dashboard is under development to ensure Amey's performance can be monitored more easily.</p>
Contract IT system improvements	<p>As set out under objective 1 above, Amey have now signed a contract with Whitespace. A project kick-off meeting is expected to take place in early September.</p> <p>However Amey have not brought forward a proposal as to how they will fully meet the requirements of the specification. Having a fully compliant IT system has been made a requirement of any contract variation granted to Amey.</p>
Future service delivery	<p>With the Government not set to announce the results from the second-round consultations in the Resources and Waste Strategy until later this year, most of the work on future service delivery associated with new legislation and policies coming through will not kick off until the national direction is understood. In the meantime, a presentation is to be given to Principal Officers on 16 September 2021 to highlight potential risks and impacts from the strategy measures, and gain input on this from partners.</p> <p>Elsewhere, the contract variation discussions are ongoing with Amey, and the Contract Partnering Board will be updated separately on these, via regular meetings with papers circulated where appropriate.</p>
Collection round reviews	<p>The operational review of collection rounds in Elmbridge, Surrey Heath and Woking is linked to the discussions on the Amey contract variation above. So, nothing is expected on round changes for a while yet.</p>
Data management	<p>A review is underway to ensure all datasets are validated and new processes are developed and maintained. Ensuring we have accurate data and agreed processes will help support the management of the joint contract, which will give improved oversight of the contract including a more robust procedure for annual sum setting. So far, the team</p>

	<p>have completed litterbin mapping, and were focusing on households that have had an assisted collection in the last two years, however this has been paused due to service disruptions. With Amey signing the contract with Whitespace there is likely to be significant crossover between the data requirements of that rollout and this review, so this will be revisited once Whitespace requirements are known.</p> <p>Work to ensure the authorities have accurate records of non-domestic properties served to support invoicing has been undertaken, and a fresh review will be completed to support 2021/22 invoicing.</p>
Textiles and WEEE contracts	<p>The team have been working on procuring long term contracts for the collection and recycling of textiles and WEEE. The updates for this period are set out below:</p> <ul style="list-style-type: none"> • The textiles contract procurement exercise received two bids, which were evaluated. Further due diligence was undertaken to ensure there were no problems with selecting the preferred bidder from the scoring exercise. The preferred bidder Green World Recycling Limited was selected and the contract commenced on 31 July 2021. The replacing of the old contractor banks with the new contractor banks is set to take place between 31 July and 28 August 2021. • Significant progress has been made with the WEEE contract with the agreement for JWS to sign up to the Biffa compliance scheme now finalised and in place from 1st July

Objective 3: Deliver operational improvements that enable reductions in waste and increase recycling	
Projects/Activities	Progress update
Dry mixed recycling (DMR) contamination reduction	<p>A programme of activity to reduce contamination in Surrey Heath has seen lorry loads rejected for recycling fall from 5 in January 2021 to 1 in May 2021.</p> <p>The programme has included training all loaders to recognise contamination and not empty contaminated bins. Crews have also been provided with materials to help reduce contamination such as crib sheets summarising their responsibilities, newly designed bin tags to attach to bins when they haven't been emptied, postcards to give to residents who ask questions and regular bulletins to keep them engaged in the topic.</p> <p>Communications in the joint contract areas have also focused on contamination with residents encouraged to use the Surrey Recycles search tool and app to find out what items can be recycled before putting them in their bins.</p> <p>The work planned for other joint contract areas is currently on hold due to managing the driver shortages taking operational priority.</p>
Recycling of street cleaning waste	<p>Work has been completed with Amey and Surrey County Council to identify how more waste from street cleaning can be recycled in Elmbridge, which will improve the recycling rate. A toolbox talk will be given to Amey staff, when the service has stabilised, and performance monitored.</p> <p>Surrey Heath and Mole Valley already recycle a significant proportion of their street cleaning waste.</p>
Review of collection services at existing developments	<p>Work to review problem sites and identify improvements alongside the managing agents is ongoing. A wider programme is scheduled to be led by the JWS Low Performing Areas team. To support this work guidance is being developed that sets out the responsibilities of managing agents.</p>
Set up of collection services at new developments	<p>The operations team continue to provide comments on submitted planning permissions, advising on the impact on existing services and what is required for new developments. As part of the planning process, site visits are often undertaken to confirm requirements or answer developers queries.</p> <p>The team review approximately 100 planning applications a month, across all four areas.</p>

	<p>Guidance for developers is being developed and upon completion of drafting will be shared with authorities for review and comment. As sites are occupied JWS support developers in arranging with Amey for bin deliveries and commencement of collections.</p>
<p>Gain maximum benefit from countywide service improvement initiatives.</p>	<p>The findings from the SEP contamination process review have informed the activities that have taken place in Surrey Heath to reduce contamination. Through the monthly SEP contamination project board meetings, the training approach and learnings from the joint contract areas have been shared with other authorities and the communications materials designed for the joint contract areas have been shared with other authorities to use.</p> <p>The new SEP work to improve recycling at flats commenced first in Surrey Heath, to prioritise tackling the high levels of contamination that were being experienced at blocks of flats. Communication materials were trialled in Surrey Heath first, before the wider rollout to the rest of the partnership starts in the autumn.</p> <p>Support has also been given to several trials by the JWS Low Performing Areas team, as well as the expansion of WEEE & textile collections to flatted properties. Work will continue for the rest of the year to achieve as wide a coverage as possible.</p> <p>Further support has been given to the communications and engagement team in targeted intervention campaigns and in developing the annual service guides.</p> <p>The Surrey wide composition analysis was hosted at Doman Road and involved collection of samples from all four authorities.</p>

Objective 4: Ensure residents are informed about their collection service

Projects/Activities	Progress update
Service delivery communications	<p>Communications activity during this period included informing residents that the Amey IT issue had been resolved in mid-April and they were now able to report missed bins, make orders and payments in the usual way. All of the relevant links were also restored on the JWS website.</p> <p>Also, in April and twice in May, communications about bank holiday collections were undertaken to ensure residents are aware that collections continue as normal on bank holidays. Additional communications were needed in Surrey Heath as this was the first year the crews have worked on bank holidays.</p> <p>In early July communications started about the impact that the national shortage of HGV drivers is having on collection services. This initially involved communicating the suspension of the bulky waste service. As this is an optional service only used occasionally and not by all residents, the communications activity was primarily done via the website and customer services teams. When the shortage started to impact garden waste collections the communications activity increased substantially and included:</p> <ul style="list-style-type: none">• News post published on the JWS website to highlight and explain the issue to residents.• Notification banner activated on the JWS website home page with a link to the post and an image and link added to the news carousel.• Daily updates for each area on the JWS website service update pages and posts on JWS Twitter.• Frequently asked questions (FAQs) created for use by customer service and communications teams in the partner authorities and Amy customer service.• Toolkits for the communications teams including FAQs, social media posts and artwork which were also shared with the Amey communications team.• Resident letter and branded envelope produced and distributed to customers in Mole Valley, Surrey Heath, and Woking. Content provided for Elmbridge to send via email. <p>Alongside the above, a number of service delivery communications materials have been produced since the start of April including parking leaflets and rubbish and recycling bin stickers for communal properties. Work was also undertaken on letters to residents about temporary bins and assisted collections.</p>

<p>Digital channel management</p>	<p>As highlighted above the JWS website was updated regularly in response to service-related issues and to communicate about the bank holiday service. From 1 April-31 July there were 293,100 page views. The most visited page is where residents can check their collection day. The news post about the HGV driver shortage was published on 20 July and had received 7,809 views up to 31 July.</p> <p>Additionally, a new page was added to the JWS website at the end of July in order to feature the Amey job advertisement for drivers. Links to the page were added to the website menus and it is being featured in the home page news carousel. This resulted in an article on Surrey Live appealing for drivers.</p> <p>152 customer queries were received via Twitter and responses were managed in conjunction with the Operations Team. Wherever possible this is done by diverting the resident away from the public Twitter feed and into direct messaging.</p>
<p>Media management</p>	<p>An enquiry from BBC Radio Surrey was received regarding the driver shortage impacts on the collection services. It was decided not to put anyone forward for interview as it was very short notice and it's a complex issue which could prompt questions that would be difficult to answer live on air.</p>
<p>Round change communications</p>	<p>No round changes have been carried out in the last quarter. If any round changes are agreed as a part of the operational review mentioned under objective 2 above, then these changes will be communicated to residents.</p>
<p>Provide content for partner channels</p>	<p>In addition to the content provided about the service issues, editorial copy and photographs focusing on contamination were provided for the July issue of Heathscene Magazine which is distributed to residents in Surrey Heath.</p> <p>Partner toolkits were also created and shared for the food waste and contamination phases of the Surrey Environment Partnership Watch Your Waste communications campaign, compost bin sales and What Happened to Surrey's Waste report.</p>

Objective 5: Inspire and encourage residents to reduce, reuse and recycle quality material

Projects/Activities	Progress update
Watch Your Waste campaign amplification	<p>The SEP Watch Your Waste countywide campaign started on 4 May with a six week focus on recycling food waste. This was further amplified in the joint contract area with additional online advertising and promoted posts on social media that were targeted to postcodes in the joint contract area. Evaluation of this additional activity showed that the online adverts were clicked on 29,950 times and the promoted social media posts were seen 145,774 times and received 8,743 engagements (likes, shares, comments, clicks and video views). A similar approach was taken for the next phase of the campaign which focused on reducing contamination and ran from mid-June to the end of July. Evaluation statistics are now being collated.</p> <p>Additionally, the SEP compost bin sales which offer a discount on bins for residents were also amplified in the joint contract area. The sales ran for one week each in May and July and the additional activity which was targeted by postcode resulted in 4,859 clicks from digital adverts and social media posts were seen 44,729 times and received 888 engagements (likes, shares, comments, clicks and video views).</p>
Contamination communications	<p>Contamination communications work in the joint contract area has focused on the work referenced earlier in the report to train crews to spot contamination. This has included produced a crib sheet, refreshing the notification tags which are attached to resident bins and creating postcards that crews can give to residents who query why their bin has not been emptied. A crew newsletter which aims to maintain awareness of knowledge of the issue is also now being edited and designed on a monthly basis.</p>
Social media	<p>Promoted (paid) posts on social media are used to amplify the SEP campaigns. This is primarily done through the SEP Facebook channel targeted to postcodes in the joint contract area and through JWS Twitter. Organic posts (non-paid) which communicate messages about recycling and reducing waste are also regularly shared on JWS Twitter, alongside service-related messages. The total reach during this period was 127,565 and there were 2,647 engagements which are retweets, likes and comments. The biggest spikes were for bank holiday messages and updates about the driver shortage.</p>
Community events	<p>Community events have been limited so far this year with the majority cancelled due the pandemic. Now that the roadmap out of lockdown has reached its final stage we can review if there are any forthcoming events that we can become involved in.</p>

Gain maximum benefit from countywide engagement initiatives	In addition to amplifying the SEP campaigns and compost bin sales, we have also secured Elmbridge as the borough to trial to new SEP waste reduction incentive scheme. This is currently in development and expected to launch in September.
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Objective 6: Ensure the contract is operating safely and contingency plans are in place

Projects/Activities	Progress update
Operational Health and Safety monitoring	<p>To support Amey's wider health and safety objectives JWS have commenced using CheckSafe for vehicle checks ensuring that any issues identified during the quarterly crew checks are flagged straight to Amey for their action.</p> <p>In addition, work has been ongoing to ensure the close calls are responded to appropriately. A proposal has been made to Amey, by JWS to further improve the process and this is waiting for Amey to appoint a new H&S manager – as the role is currently filled on a temporary basis.</p>
Contract Business Continuity Plan	A continuity plan has been developed. Elements of which are being used to support the current difficulties faced by Amey in deploying all the required resource.
Contingency planning & crisis response	COVID-19 was having a minimal impact on service provision; however, the pandemic has been one of the contributing factors to the significant issue being experienced by ourselves and the wider waste sector regarding the severe shortages of qualified HGV drivers. This began to impact service during July, with driver recruitment becoming increasingly difficult – impacting bulky waste and garden waste collection services.

Objective 7: Support the joint contract authorities' carbon reduction plans

Projects/Activities	Progress update
Reporting emissions from waste collection activities	<p>JWS has been leading on delivering the reporting on emissions associated with waste collection and disposal in Surrey. This includes reporting on emissions from the depots, collections, and disposal of material from the joint contract areas.</p> <p>A 2019/20 baseline for greenhouse gas emissions from waste management has now been established, with around 31,500 tonnes carbon dioxide equivalent attributable to waste operations in the county (this is detailed in the SEP quarterly performance report for Q4 2020/21). Officers in the SEP authorities are now beginning the task of collating the underlying data in order to estimate 2020/21 greenhouse gas emissions from waste management, so that this can be included in the next SEP quarterly performance report.</p> <p>Elsewhere, as described above under objective 1, Amey are proposing a low carbon fuel trial.</p>

Objective 8: Ensure activities are delivered with appropriate governance and oversight

Projects/Activities	Progress update
Joint contract governance	<p>The following meetings have taken place in this period:</p> <ul style="list-style-type: none">• The Joint Waste Contract Partnering Board was held virtually on Thursday, 10 June 2021.• A Joint Waste Collection Services Committee was then held on Thursday, 1 July 2021.• Regular calls have taken place with the Joint Waste Contract Partnering Board to discuss the variation work. and ad-hoc additional meetings have been organised as required to ensure the board are updated on relevant topics, such as services disruption.• Further meetings have been held with Surrey Heath staff, to ensure they have good oversight of the financial processes of the contract. Including an internal audit and recurring budget monitoring processes.