

Title: Joint Contract Work Programme 2021-22 – update
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1. Introduction

A report has been produced below (**Annex 1**) to give a brief update on progress from August to mid-October 2021 with the individual projects and activities in the 2021/22 Joint Contract Work Programme. This report follows on from the last progress update that was given at the Joint Waste Collection Services Committee (JWCSC) meeting on 30 September 2021 for the period April to July 2021.

More information on what each project and activity entails can be found in the Joint Contract Work Programme 2021-22 document which was presented in full to the JWCSC on 1 July 2021.

2. Recommendations

It is recommended that:

- The Committee note this update.

Annex 1: Joint Contract Work Programme 2021/22 - progress update August – mid October 2021

Objective 1: Improve the customer experience	
Projects/Activities	Progress update
Customer enquiry and complaints management	<p>We have continued to manage enquiries and complaints during this period:</p> <ul style="list-style-type: none"> The team have responded to 23 Freedom of Information requests. Amey via Propmain recorded 242 complaints in Surrey Heath, of which 7 were formal Stage 2 complaints and 400 complaints in Woking, of which 25 were formal Stage 2 complaints. In addition, the operations team in the west estimate they have received 225 complaints directly to them a week during this period. An increase in complaints has been driven by the HGV driver shortages and the impact this has had on the garden waste collection services. In Elmbridge and Mole Valley complaints are managed via their own CRM's. Unfortunately, it's not straightforward to compare information from these systems, as different categorisations are used by the customer services teams, which would distort any analysis provided. However, the operations team in the east, estimate they currently manage about 200 complaints on average a week during this period across both Elmbridge and Mole Valley, but this can fluctuate when issues arise such as garden waste suspensions.
Amey Improvement Plan	<p>The update for this period on the workstreams in the Amey plan is as follows:</p> <p>1. Introducing a new IT system</p> <p>JWS attended a kick-off meeting with Amey and Whitespace on 23 September, prior to an integration workshop on 1 October with the authorities' technical teams. A further meeting was held with Mole Valley on 26 October, where Whitespace demonstrated the back-office system and identified that the majority of Mole Valley's customer forms are suitable for direct integration with only the garden waste and missed bin form requiring significant rework.</p> <p>JWS met separately with Whitespace and Amey to review the proposed resident's portal, for Surrey Heath and Woking residents where confidence was gained that the requirement of the specification would be met.</p> <p>Amey are currently targeting a roll-out in December. However, concerns have been raised on whether this is achievable. In the coming quarter work will focus on agreeing a pragmatic and sensible timeline for the roll-out including clarification on what work JWS are required to do as part of this implementation.</p>

	<p>2. Working with JWS on reducing contamination of recycling bins and improving collection services at flats Due to the HGV driver shortage, direct work on reducing contamination was paused. However, JWS have progressed with work on producing a training video to be used by Amey as part of their staff induction process. Further information on reducing contamination in the joint contract area is included under objective 3.</p> <p>3. Making improvements to its street cleaning services Street cleaning has been affected by the redeployment of driver and operative resources to support the core collection rounds. However, Amey and JWS have agreed improvements to the deployment and monitoring of the leafing resource and Go-plant are currently operating six large sweepers across the contract.</p> <p>4. Reducing carbon emissions No further work has been reported by Amey in this period on the reduction of carbon emissions.</p> <p>5. A programme of community engagement activities There have been no further community engagement events held in this period.</p>
Invoice processes	<p>The update for invoicing in this period is as follows:</p> <ul style="list-style-type: none"> • Core invoices have been paid as scheduled. • The first quarter of variable invoices have been agreed and processed for Woking, Surrey Heath, and Elmbridge. Further to this, July's invoice has been processed for Elmbridge. In Mole Valley only the April invoice has been submitted and processed. • Garden waste values in Woking and Surrey Heath have not been agreed. However, the database has been provided, and is accurate to the end of May. • Variable invoices beyond July will only be processed once the KPI deductions have been agreed for the first quarter and going forward monthly invoices will only be authorised once that months KPI deductions have been agreed.
Contract performance monitoring	<p>It has been agreed with Amey that, as per the contract process, variable invoices should not be submitted until the performance data for that month has also been agreed and any resultant deductions are subtracted from the invoice.</p> <p>The first quarter's performance data is under discussion and close to agreement and July's data has also been supplied.</p>

Objective 2: Improve service efficiency and cost effectiveness	
Projects/Activities	Progress update
Contract monitoring processes	<p>Monitoring processes have been established to improve the knowledge of leaf clearance across the three authority areas where the joint contract has street cleaning responsibilities.</p> <p>Further trackers have been developed to record the impact of the disruption to garden waste services and impact on authority revenues.</p>
Future service delivery	<p>A presentation was given to Principal Officers on 16 September 2021 to highlight potential risks and impacts from the proposed changes in the Resources and Waste Strategy. This presentation will also be given to members in November with a date for this being finalised. The key concerns at the moment centre around separate collection of recyclable waste from households, free garden waste collections, and new funding mechanisms (Extended Producer Responsibility and New Burdens). The team will seek to find out more when the Government hopefully publicises its responses to the second-round Resources and Waste Strategy consultations together with the final impact assessments and implementation plans later this autumn/winter. In the meantime, the team will work to set out a potential high-level work programme that may have to be undertaken to deliver these changes if we are obligated to do so.</p> <p>Elsewhere on future service delivery, the contract variation discussions are ongoing with Amey, and the Contract Partnering Board continue to be updated separately on these, via regular meetings with papers circulated where appropriate.</p>
Collection round reviews	<p>There is no further update on this as the operational review of collection rounds in Elmbridge, Surrey Heath and Woking is linked to the discussions on the Amey contract variation mentioned directly above.</p>
Data management	<p>The data requirements for the Joint Contract Data Review are in the process of being aligned to the Whitespace implementation that has commenced. Once this is understood, the review can recommence, and will focus on delivering the data elements that are critical to the Whitespace delivery.</p>
Textiles and WEEE contracts	<p>The team have been working on procuring long term arrangements 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"> • As reported previously, our new contractor for textiles is Green World Recycling. The two-year contract began on 30 July with Green World Recycling now taking textiles to be recycled from depots after it has been collected from residents by Amey crews in all four joint contract areas. It is also collecting material from bring banks in Mole Valley and Surrey Heath. The new contract will increase revenue from textiles recycling for the

	<p>joint contract authorities by 25-50% and will mean more efficient collection schedules that avoid overflowing bring banks and improved collection response times.</p> <ul style="list-style-type: none"> As stated in the last report, we joined a WEEE compliance scheme run by Biffa Transform on 1 July 2021 for a period of two years. Biffa Transform will continue to utilise Light Brothers as the subcontractor for collections at all four depot sites. However, they intend to alter the subcontractor for Surrey Heath and Woking depots to Sims Metal at a later date once reliable collections with the scheme have been established. Biffa Transform will work directly with the site managers and the operations team to facilitate this change. By joining a compliance scheme, the joint contract authorities will no longer be charged for haulage, contamination treatment and consignment notes leading to a saving each year over the duration of the contract.
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Objective 3: Deliver operational improvements that enable reductions in waste and increase recycling	
Projects/Activities	Progress update
Dry mixed recycling (DMR) contamination reduction	<p>The updates on the DMR contamination reduction programme in the joint contract area are as follows:</p> <ul style="list-style-type: none"> Most of the work concerning the training of crews and improvement of processes has been on hold due to managing the HGV driver shortage issue taking operational priority. Discussions to restart this work are planned from November providing key staff at Amey are available to do this. As reported in objective 1 above work on a training video for loaders and drivers at their induction has been progressed. The work supporting a University of Surrey Master's student carrying out a dissertation research project in Woking, including pre and post collection contamination bin checking and interviews with collection operatives is complete. Two SEP projects are included within the scope of this programme. The latest updates on these for the joint contract area are as follows: <ul style="list-style-type: none"> Work to reduce contamination in recycling bins at blocks of flats is currently underway. Throughout October and into the start of November work is taking place to install reduced aperture lids with locks, update signage and deliver communications to residents to increase the quality of recycling in Mole Valley, Surrey Heath, Woking, and other parts of Surrey. Work in Elmbridge is scheduled to start early next year. Monitoring will take place after the improvements are made to assess their impact. A trial on targeting letters to houses where bins have been contaminated on multiple occasions has begun in the Joint Contract Area. The first letters to houses who have contaminated more than twice in eight weeks went out week commencing 25 October. Further letter drops in November are planned. The effect of this intervention will then be monitored and learnings from this phase will be taken to

	deliver interventions in other authority areas, with two authorities expressing an interest in taking part in this.
Recycling of street cleaning waste	As per the last report, the delivery of a toolbox talk is awaiting service stabilisation. It is being ensured that leafing output is being correctly coded as compostable.
Review of collection services at existing developments	Work has continued across all four authority areas to engage housing associations and managing agents to deliver improvement both to bin stores, services offered in developments and promote better recycling. As part of this a guidance document is being developed that clearly sets out managing agents' responsibilities.
Set up of collection services at new developments	Food waste has been extended to one block of flatted properties in Mole Valley within this period.
Gain maximum benefit from countywide service improvement initiatives.	Work to improve the SEP data system has begun to allow tonnage monitoring by round, which will enable improved targeted interventions. Food waste service rollouts for flats where there is currently no collection were scheduled for November 2021 but have been delayed until April 2022. This was due to waste collection services currently facing severe resource constraints brought about by the HGV driver shortage issue. However, the team are now in a position to start planning for this rollout. The trials of communications and, in some places, liners to increase food waste recycling at blocks of flats with an existing service during the summer unfortunately did not show significant improvements. The ability to monitor the effect of the communications was hampered by irregular collections in some boroughs, but from the data that was available there was only a limited impact. Some small trials of engagement events to hand out caddies to flats residents is underway and the success of this will be evaluated in due course. But most of the focus will now turn to ascertain whether an improved outdoor food waste bin can increase participation and could be used from April 2022 when the rollout of food waste to flats without a service will start. As stated above, a trial on targeting letters to houses where bins have been contaminated on multiple occasions has begun in the joint contract area. The effect of this work will then be monitored and learnings from this phase will be taken to deliver interventions in other authority areas.

Objective 4: Ensure residents are informed about their collection service	
Projects/Activities	Progress update
Service delivery communications	<p>Communications activity during this period has been heavily dominated by the issues created by the HGV driver shortages. This has included:</p> <ul style="list-style-type: none"> • News post on the JWS website updated to highlight the latest developments and service impacts to residents. • JWS website home page notification banner linking to the post and an image and link added to the news carousel. • Updates for each area on the JWS website service update pages and posts on JWS Twitter. • Updates to all relevant JWS website garden waste and bulky waste service pages to reflect the changes to those services. • Updated frequently asked questions (FAQs) created for use by customer service and communications teams in the partner authorities and Amey customer service. • Updated toolkits created for the communications teams including FAQs, social media posts and artwork and also shared with the Amey communications team. • Resident letters and envelopes produced and distributed to customers in Mole Valley, Surrey Heath and Woking in early September and again in Surrey Heath in late September. • Email copy created on several occasions depending on the requirements of each authority. <p>Other communications activity included highlighting the collection pattern for the August bank holiday and producing a number of service delivery communications materials. These included rubbish and recycling bin stickers for communal properties in Mole Valley and Woking and some Corex parking signs for Elmbridge.</p>
Digital channel management	<p>As highlighted above, the JWS website was updated regularly in response to the HGV driver issues and to communicate about the bank holiday service. From 1 April to 15 October there were 553,861 page views, a 19% increase on the same period last year. 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 40,950 views up to 15 October. From 1 April to 15 October, 341 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>

Media management	Since the last progress update, we have managed a number of media enquiries related to the HGV driver shortages, providing updates and answers to specific questions. Queries were received from national titles, the Independent and Observer and on multiple occasions from the Surrey Advertiser/Surrey Live and BBC Surrey. In some cases, the enquiries have also been sent to individual authority comms teams, so we have liaised and worked with colleagues and provided information to help them to respond.
Round change communications	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.
Provide content for partner channels	In addition to the work regarding driver shortages, partner toolkits were created and shared with comms teams in each authority for the second food waste phase of the Surrey Environment Partnership Watch Your Waste communications campaign and the compost bin sales. Tailored toolkits were also provided to enable the comms teams to promote the SEP-funded 2022 bin collection and recycling guides and calendars which will be delivered to residents in November.

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

Projects/Activities	Progress update
Watch Your Waste campaign amplification	<p>The last progress report mentioned that the SEP Watch Your Waste countywide campaign focus on contamination was further amplified in the joint contract area from mid-June to the end of July. This included additional online advertising and promoted posts on social media that were targeted to postcodes in the joint contract area. Evaluation of this additional activity is now completed and showed that during the six-week campaign period:</p> <ul style="list-style-type: none"> • Adverts placed on websites visited by residents were clicked on 21,480 times. • Campaign films were viewed 17,679 times on YouTube. • Social media posts were seen 197,164 times and received 10,874 engagements (likes, shares, comments, clicks) and 11,039 video views. • Posts were shared by Facebook groups in the joint contract areas with a combined membership of 54,500. • Audio adverts on Spotify were heard 226,032 times. <p>A similar approach is being taken for the current phase of the Watch Your Waste campaign which is focusing on food waste recycling. It started in mid-September and will run until the end of October, so results will be included in the next progress report.</p>

	<p>Additionally, the current SEP compost bin sale which offers a discount on bins for residents is being promoted in the joint contract area due to the issues with garden waste collections. Full outcomes will be collated once the sale period has finished, but data so far indicates that due to the promotional activity compost bin sales in the joint contract areas have accounted for 92% of all sales countywide since September.</p>
Contamination communications	<p>The crew newsletter which aims to maintain awareness of knowledge of the contamination is continues to be edited and designed on a regular basis. As referenced under objective 3, communications work has also been undertaken to target households who have contaminated more than once as part of the SEP-funded targeted intervention trials.</p>
Social media	<p>As mentioned above, organic (non-paid) and 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 which communicate messages about recycling and reducing waste are also regularly shared on JWS Twitter, alongside service-related messages.</p> <p>The total reach from 1 April to 15 October was 224,055 and there were 8,176 engagements which are retweets, likes and comments. The biggest spikes were for bank holiday messages and updates about services impacted by the driver shortage.</p>
Community events	<p>Community events have been limited this year with the majority cancelled due the pandemic. They are typically less common in the autumn and winter months, so we will start to look at potential options for the next financial year.</p>
Gain maximum benefit from countywide engagement initiatives	<p>In addition to amplifying the SEP campaigns and compost bin sale, we have also been working with Elmbridge and Greenredeem on the SEP-funded waste reduction incentive scheme which is being trialled in the borough. It was originally due to launch in September, but was postponed due to the driver shortage issues. It is now due to launch on 1 November and will initially focus on encouraging residents to sign up to the scheme.</p> <p>As referenced earlier we have also been working on the SEP-funded bin collection and recycling guides and calendars. These are produced using a consistent template but tailored to each local area in liaison with the Operations Team and the local comms and customer service teams. They are currently being printed and will be distributed to all residents in the joint contract area in November. Communications to encourage residents to look out for and keep the guides will be undertaken to coincide with the mail drop.</p>

Objective 6: Ensure the contract is operating safely and contingency plans are in place	
Projects/Activities	Progress update
Operational Health and Safety monitoring	<p>A review of depot audits has been undertaken and depot audits at all four sites will be scheduled in the next quarter.</p> <p>Further to this, the JWS H&S protocol has been reviewed and is in the process of being updated. JWS officers and managers have been selected to trial IOSH managing safely online courses and depending on their feedback these will be rolled out to all operations staff.</p> <p>Amey's new H&S manager is in the process of reviewing and changing the close call protocols, to ensure relevant and accurate reports only are passed to JWS.</p>
Contract Business Continuity Plan	<p>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.</p> <p>The Winter service plan has been reviewed by the Operations team, ahead of meetings with Amey to refresh depot management teams on processes to follow in the event of inclement weather.</p>
Contingency planning & crisis response	<p>There has been continued disruption to services as a result of HGV driver shortages, primarily impacting garden and bulky waste collections. A plan for a cycle of garden waste collections in each authority area was agreed and commenced in Woking on 27th September, this will continue in to early November. Booking for bulky waste collections re-opened in October. A recovery plan was requested, and provided, by Amey setting out actions to improve the staffing situation and restore services. Discussions on how to provide further garden waste collections, after the current cycle are completed, are ongoing.</p> <p>COVID-19 absences have been minimal during this period, but continue to be monitored daily.</p>

Objective 7: Support the joint contract authorities' carbon reduction plans	
Projects/Activities	Progress update
Reporting emissions from waste collection activities	The team alongside officers from Surrey's authorities continue to work on establishing the baseline for greenhouse gas emissions from waste management for 2020-21. Data from authorities and Amey is currently being quality assured and clarifications being sought where required.

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 16 September 2021. • A Joint Waste Collection Services Committee was then held on Thursday 30 September 2021. • Regular contract meetings have been held with both Amey and the Joint Contract Board. • A special meeting was held, where Amey presented their proposed recovery actions to the board on 13 October. • The scheduled Operations Board for the 28 October has had to be rearranged as Amey's board report was not available.