



Joint Contract Work Programme 2021-22 – Update 3rd March 2022

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1. Introduction

A report has been produced below (**Annex 1**) to give a brief update on progress from mid-October 2021 to the end of January 2022 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 2 December 2021 for the period August to mid-October 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 Joint Waste Collection Services Committee note and comment on the report.



Annex 1: Joint Contract Work Programme 2021/22 - progress update mid-October 2021 to the end of January 2022

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 39 Freedom of Information requests. • Amey via Propmain recorded 196 complaints in Surrey Heath, of which 9 were formal Stage 2 complaints and 382 complaints in Woking, of which 31 were formal Stage 2 complaints. In addition, the operations team in the west estimate they have received 200 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. The operations west team have reported that their complaints peaked slightly whilst garden waste collection cycles were operated in the west areas. Whilst overall the number of complaints received by Amey and the West Operations Team have reduced slightly since the previous report, they do remain higher compared to those received under normal operating circumstances. • 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. Ahead of a project to look at how complaints and enquiries are dealt with across the Operations team, a survey of the East Operations Team was done over a 2-week period and during this time, an average of 49 complaints and 416 enquiries was dealt with each week.
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 have attended regular meetings to track the progress in developing both the back-office system and residents' portal. Amey's initial roll-out date of December was revised to January and then again to early February to allow for delays to data and process refinements to be made. Testing of the resident portal forms has been completed by Amey and is now under review by JWS. The operations team have identified a number of key areas where improvements or changes to the processes, or the background data, are required and as such are pressing for the go live date to be further delayed, to minimise risks to service delivery and resident's ability to log reports and requests online.</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. This is slowly picking up with crew training on recycling now expected to happen in Elmbridge from February 2022 onwards. Discussions are also currently ongoing to arrange the completion of the crew training to the mainline collection rounds in Woking. JWS have also 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, as the Whitespace project progresses to move towards inclusion of the street cleaning services, this is providing opportunities to review data and identify improved reporting opportunities.</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 up to December as scheduled. • Variable invoices continued to be reviewed and paid as they are agreed. KPI deductions which had not been included in earlier months have been agreed. Credits for quarter 1 have been received, and subsequent months are being issued to ensure all deductions are up to date. In future invoices will only be raised as both elements – charges and deductions – have been confirmed. • Garden waste values in Woking and Surrey Heath have been agreed, for the period prior to disruption to the service. Agreement of invoice values post disruption is awaiting agreement with Amey to ensure payments are only made for those services delivered.
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>Performance data is being reviewed regularly and data to October has now been agreed.</p>

Objective 2: Improve service efficiency and cost effectiveness

Projects/Activities

Progress update

Contract monitoring processes

Opportunity to improve monitoring processes have continued to be sought. With improved reporting throughout the leafing period being achieved.

Additionally, training was provided by Keep Britain Tidy, to improve the LADS processes and ensure consistency of results.

Further work will be undertaken in Q4, to improve contract monitoring as a result of the implementation of Whitespace.

Future service delivery

A presentation on the Resources and Waste Strategy was given to members of the JWCSC on 17 November to highlight potential risks and impacts from emerging national policy. A key concern raised is whether local authorities who are in existing contracts that are due to end not long after the consistency measures launch (expected Oct 2023) will get a period of grace, or an exemption for introducing consistency measures until existing contracts terminate and new contracts are let. We haven't seen anything from Defra on this yet, but we believe this is unlikely because the government have targets to meet such as a 55% recycling rate by 2025 and 65% by 2035, and this will need a coordinated effort from all via the consistency measures. 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. The official line from Defra at the moment is that they are still analysing the responses and making key policy decisions and expect to publish a full government response to the consultations in early 2022. Once we have this information, we can look to update the joint contract governance on this with a high-level plan for moving this forward.

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. However, there are no definitive next steps on this currently.

Collection round reviews

Round changes were being reviewed as part of the COVID tonnages and commercial discussions on the contract above. It's possible that some round changes may be planned for Surrey Heath, but we don't think this could happen before June 2022. This will continue to be discussed with Amey.

Data management	The Joint Contract Data Review hasn't progressed much, as Amey had been reviewing data internally and the review of assisted collections was paused due to driver shortages. The team are looking to get the assisted collections review restarted, however this won't happen until June in Mole Valley at their request, and the other areas of the joint contract area are in the process of being reviewed. The rest of the review is somewhat tied up with the Whitespace implementation.
Textiles and WEEE contracts	As reported last quarter, we now have contracts in place for textiles with Green World Recycling, which began on 30 July 201 for a period of two years, and for WEEE with Biffa Transform, which began on 1 July 2021 also for a period of two years.

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. However, Planning has started for training in the East once service disruption eases. This is to be focused on Elmbridge with crew training scheduled to start w/c 7 Feb. Comms collateral have been sent to print, the training slides are prepared, and council briefings are being finalised. • Christmas crib sheets were developed and shared for crews to compliment the Christmas contamination campaign work. • We are working with SCC to obtain the data for the Surrey Heath 40yrd container contamination rejections at Doman Rd. More analysis to follow on this soon. • Three 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"> ○ Phase 1 interventions to increase the quality of recycling at blocks of flats in several areas of Surrey including Mole Valley, Surrey Heath and Woking have been completed. Post monitoring results are expected soon for these areas. Work in Elmbridge is set to take place from March 2022. ○ The second batch of letters to houses where bins have been contaminated on multiple occasions went out on 25 November in trial areas. A third mail out will go out at the end of January. Another mail out was planned for February but will be paused whilst a new in-cab system is rolled out in the joint contract areas where the trial is taking place. The results so far will be analysed, as far as is possible

	<p>due to the in-cab system change, and other authorities will be approached to plan further trials in next year's programme of work.</p> <ul style="list-style-type: none"> ○ The team have put forward a proposal in the SEP work programme for 2022-23 to procure a third party to carry out monitoring or interventions in up to ten authorities. In some authorities the contractor will be asked to monitor whether collection crews are correctly identifying and not emptying contaminated bins. In other authorities the contractor will be asked to tag bins that are contaminated. If approved on 23 February at the SEP Members Group meeting this work will be taken forward.
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 three blocks of flatted properties in Mole Valley and one block of flatted properties in Surrey Heath within this period.
Gain maximum benefit from countywide service improvement initiatives.	<p>Phase 2 of the waste data system improvement project is making good progress. A significant milestone was achieved to get the daily automatic upload of Suez data to the waste data system to substantially work. Where weighbridge tickets don't upload, the team have developed a report to identify these, which enables them to work with Suez to resolve these issues. Work over the last couple of months has also focussed on the development of reports to support data checking by SEP authorities and improve the raising of tip queries. The team have started engagement on this with SEP authorities. An issue has been reported on vehicle round numbers only being recorded at certain transfer stations for a few authorities. This is being progressed with Suez and the relevant authorities to improve this situation.</p> <p>Food waste collection service rollouts for flats where there is currently no collection are still scheduled to begin in a first wave from March/April 2022 with discussions taking place with all SEP authorities to plan this. The team are planning to target an estimated 3,000 flats in the joint contract area in this first wave, but this number might have to be reduced due to resource constraints within the team during re-recruitment.</p> <p>For this first wave rollout, the team are advising that a standard 140l bin be used, whilst they continue to look at alternative options to see if they could be more effective in food waste capture. Unfortunately, due to external resourcing and supplier related issues it has not been possible to recommend an alternative yet, but the team</p>

continue to work with suppliers to develop and test bins to see if a more effective one can be found, which could be used in future rollouts.

Some engagement events to hand out free food waste caddies to residents in key locations in Dorking and Woking during December were postponed due to the emerging situation with the omicron COVID-19 variant and the reinstated national guidance to work from home. There is no new date for these events yet, but we hope to run these to tie in with the food waste collection service rollout to flats.

In response to the Government's Resources and Waste Strategy, we are developing a partnership approach to waste prevention and recycling in Surrey for the next three years. This will look to align with emerging government policy and targets such as a 55% recycling rate by 2025 and 65% by 2035, and begin to respond to decarbonisation by planning changes to our vehicle fleets to use alternative fuels by 2030. This approach will:

- Bridge the gap ahead of further clarity from central government;
- Take into account the anticipated changes resulting from the key emerging national policy to support the Resources and Waste Strategy;
- Provide clear strategic direction for the next 3 years and a longer term vision for the partnership that will continue to follow the waste hierarchy. This will aid the future development of a new longer term Joint Municipal Waste Management Strategy for Surrey post 2025.
- Enable us to drive down waste (particularly food) and increase the quality and quantity of our recycling.

Planning for this work has begun with individual meetings being held with SEP authorities to initially understand their priorities. These first round of meetings are scheduled to be complete by the end of January.

A steering group has been established, which will help set priorities for this work, ensure alignment with wider matters of importance, make choices and recommend key strategic decisions for consideration of the wider partnership. Cllr Salmon and Kelly Goldsmith will represent the joint contract area on this group with the first meeting set to take place on 10 February.

Objective 4: Ensure residents are informed about their collection service	
Projects/Activities	Progress update
Service delivery communications	<p>Communications activity during this period has continued to focus on the reduction in the garden wastes service as a result of the HGV driver shortages. This has included:</p> <ul style="list-style-type: none"> • Updates for each area on the JWS website service update pages and posts on JWS Twitter. • Updating frequently asked questions (FAQs) for use by customer service and communications teams in the partner authorities and Amy customer service. • Updated toolkits created for the partner communications teams (where required) 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 Surrey Heath for collections in October and January, and in Woking for collections in late November. • Email copy drafted and supplied to Amey for the customers who can be contacted by email. <p>Other communications activity during this period included:</p> <ul style="list-style-type: none"> • Promoting the restart of the bulky waste collection service. • Highlighting the collection pattern for the festive period. • Providing details of where and how residents could recycle Christmas trees. • Creating artwork for leaflets to be delivered re the sharps collection box shortage. • Highlighting the issues caused by hazardous waste after a vehicle fire. • Production of food waste bin stickers, blocked access leaflets and a variety of bin tags for the crews to use.
Digital channel management	<p>As highlighted above, the JWS website was updated regularly in response to the HGV driver issues and to communicate about activity outline above such as the festive period service and Christmas tree recycling. Additionally, work has been undertaken to support the Whitespace rollout including meetings to review proposed structure and wording of pages. Ahead of 'go live' work has also been undertaken to separate the Surrey Heath and Woking pages on the website as they will each now have their own 'home' page where residents will initially be directed before taking an action.</p> <p>From 1 April to 31 January there were 763,808 page views of the JWS website. The most visited page continues to be where residents can check their collection day. The news post about the HGV driver shortage which was published on 20 July had received 58,027 views up to 31 January.</p>

	Managing the JWS Twitter account involves responding to customer queries and complaints. Wherever possible this is done by diverting the resident away from the public Twitter feed and into direct messaging. From 1 April to 31 January, 539 customer queries were received via Twitter and responses were managed in conjunction with the Operations Team.
Media management	Since the last progress update additional media enquiries related to the HGV driver shortages have been managed, providing updates and answers to specific questions. Queries were received from the Observer and the Surrey Advertiser/Surrey Live. If the enquiries are sent to individual authority comms teams we liaise and work with those colleagues to either answer the journalist directly, or provide 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 festive contamination focus and final food waste focus of the Surrey Environment Partnership Watch Your Waste communications campaign. Content was also drafted for the next issue of Heathscene, the Surrey Heath residents' magazine.

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 food waste was further amplified in the joint contract area from mid-September to the end of October. This included additional online advertising on websites and YouTube, promoted posts on social media targeted to postcodes in the joint contract area, and audio advertisements on Spotify, also location targeted to the joint contract area. Evaluation of this additional activity is now complete and showed that during the six-week campaign period:</p> <ul style="list-style-type: none"> • Adverts placed on websites visited by residents were seen 2 million times and there were 5,216 click throughs to the JWS website. • Campaign films were viewed 32,533 times on YouTube. • Social media posts were seen 150,841 times and received 1,885 engagements (likes, shares, comments, clicks) and 33,496 video views. • Audio adverts on Spotify were heard 156,012 times.

	<p>Also, during this period, the Winter contamination phase of the Watch Your Waste campaign was amplified in the joint contract area. This focused on contamination related to the festive season and included encouraging residents to make planet friendly choices when buying cards and wrapping paper and recycling correctly after Christmas. Activity was similar to food waste but with a smaller spend to reflect the relative importance of the two priority areas.</p> <p>Evaluation of this additional activity showed:</p> <ul style="list-style-type: none"> • Adverts placed on websites visited by residents were seen almost half a million times and there were 3,404 click throughs to the JWS website. • Campaign films were viewed 15,702 times on YouTube. • Social media posts were seen 209,862 times and received 4,573 engagements (likes, shares, comments, clicks) and 68,301 video views. • Posts were shared by Facebook groups in the joint contract areas with a combined membership of 54,500. <p>A similar approach is being taken for the current phase of the Watch Your Waste campaign which is focusing on food waste reduction and recycling. It started in mid-January and will run until early March, so results will be included in the next progress report.</p>
Contamination communications	<p>As referenced under objective 1 communications materials including a video have been produced for crew contamination training. Additionally, as referenced under objective 3, communications work has 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 key 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 31 January was 265,279 and there were 10,434 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 were limited in 2021 with the majority cancelled due the pandemic. We are now looking at potential options for the next financial year.</p>
Gain maximum benefit from	<p>In addition to amplifying the SEP campaigns 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</p>

<p>countywide engagement initiatives</p>	<p>September, but was postponed due to the driver shortage issues. It launched in November and initially focused on encouraging residents and local primary schools to sign up to the scheme.</p> <p>Residents have been receiving weekly content encouraging them to change their behaviour and reduce their waste in exchange for points that can be used to enter prize draws, or to donate to charities or local schools. In recent weeks, the scheme has received further promotion with a leaflet sent to 40,000 households in the borough and literature given to participating schools to distribute to families. As of 28 January, 562 residents had signed up to take part in the scheme.</p> <p>Bin collection and recycling guides with calendars were sent to all houses in the joint contract areas in November as part of the countywide SEP-funded project. Following distribution, a representative sample of Surrey residents were surveyed to evaluate reaction to the guides. For the past few years these surveys have shown a steady increase in recall and use of the guides, for example:</p> <ul style="list-style-type: none"> • 84% of residents recalled seeing the guide (up from 76% in 2018). • 75% of those who recalled receiving it said that they read it (up from 67% in 2018). • 81% of those who read it said they have kept it (up from 78% in 2018).
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Objective 6: Ensure the contract is operating safely and contingency plans are in place	
Projects/Activities	Progress update
<p>Operational Health and Safety monitoring</p>	<p>A review of depot audits has been undertaken and depot audits at all four sites have been scheduled to commence in February 2022.</p> <p>Further to this, the JWS H&S protocol has been amended and is under final review. JWS officers and managers have completed IOSH managing safely or working safely online courses.</p> <p>Amey have been supported in obtaining their reaccreditation by BSI and have implemented a new close call process. In addition, it has been agreed to review the route round risk assessments.</p>
<p>Contract Business Continuity Plan</p>	<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>

	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.
Contingency planning & crisis response	<p>There has been continued disruption to services as a result of HGV driver shortages, primarily impacting garden waste collections. Continuation of the plan for a cycle of garden waste collections in each authority area saw collections take place in Mole Valley in December, Surrey Heath during January and Elmbridge planned for two weeks from 31 January 2022. Amey have proposed to increase the frequency of collections to monthly from mid-February by collecting in two areas at a time. While bookings for bulky waste collections re-opened in October this is still operating at a reduced capacity.</p> <p>COVID-19 absences have seen fluctuations, 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 are currently being quality assured and clarifications being sought where required. Further discussions are ongoing with SCC to align reporting.

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 11 November 2021. • The Joint Waste Collection Services Committee was then held virtually on Thursday 2 December 2021. • Regular contract meetings have been held with both Amey and the Joint Contract Board. • The monthly Operations Board meetings were held with Amey on 23 December 2021 and 20 January 2022.