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Wednesday, 22 September 2021

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

Councillor David Mansfield, Surrey Heath Borough Council (Chairman)
Councillor Kevin Davis, Woking Borough Council
Councillor Marisa Heath, Surrey County Council
Councillor Caroline Salmon, Mole Valley District Council
Councillor Ashley Tilling, Elmbridge Borough Council

A meeting of the **Joint Waste Collection Services Committee** will be held Virtually - Public Meeting on **Thursday, 30 September 2021 at 11.30 am**. The agenda will be set out as below.

Please note that this meeting will be recorded.

AGENDA

		Pages
1	Apologies for Absence	
2	Appointment of Vice-Chairman	
	To appoint a Vice-Chairman for the Joint Waste Collection Services Committee for the 2021/22 municipal year.	
3	Minutes of Last Meeting	1 - 8
	To confirm as a correct record the minutes of the meeting of the Joint Waste Collection Services Committee held on 4 th March 2021 and the notes of the inquorate meeting of the Committee held on 1 st July 2021.	
4	Declaration of Interests	
	To receive any declarations of interest in relation to any items on the agenda.	
5	Budget Monitoring Quarter 1 (April to June 2021)	9 - 12
	To receive a report setting out the financial position of the Joint Waste contract at the end of the first quarter of the 2021/22 financial year.	

6	Joint Waste Services Programme Update	13 - 24
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To receive a report setting out an update on work to progress the Joint Waste Services programme of work for 2021/22.

7	Performance Report Quarter 1 (April to June 2021)	25 - 36
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To receive a report summarising the performance of the Joint Waste Contract at the end of the first quarter (April to June 2021) of the 2021/22 financial year.

8	Amey Improvement Plan and Service Update
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To receive a presentation providing an update on the progress made towards achieving the aims, priorities and objectives set out in Amey's contract Improvement Plan for the 2021/22 financial year.

9	Date of Next Meeting
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The next scheduled meeting of the Joint Waste Collection Services Committee will take place on Thursday 2nd December 2021 at 11.30am.



Minutes of a Meeting of the Joint Waste Collection Services Committee held virtually on 4 March 2021

Present: Councillor David Mansfield, Surrey Heath Borough Council (Chairman)
Councillor Mary Marshall, Elmbridge Borough Council (Vice Chairman)
Councillor Natalie Bramhall, Surrey County Council
Councillor Kevin Davis, Woking Borough Council
Councillor Claire Malcomson, Mole Valley District Council

In Attendance: Paul Anderson, Mole Valley District Council
Jo Chauhan, Joint Waste Solutions
Adrian Flynn, Surrey Heath Borough Council
Ray Lee, Elmbridge Borough Council
John Mackintosh, Joint Waste Solutions
Geoff McManus, Woking Borough Council
Tim Pashen, Surrey Heath Borough Council
Martin Pugh, Amey
Tina Siddiqui, Amey
Matt Smyth, Joint Waste Solutions
Danielle Wright, Amey
Richard Parkinson, Surrey County Council

29/JW Minutes of Last Meeting

RESOLVED that the minutes of the meeting of the Joint Waste Collection Services Committee held on 2nd December 2020 be approved as a correct record and signed by the Chairman.

30/JW Declaration of Interests

There were no declarations of interest.

31/JW Budget Monitoring Quarter 3 (October to December 2020)

The Committee received a report setting out the financial position of Joint Waste Solutions at the end of the third quarter (October to December 2020) of the 2020/21 financial year.

It was noted that there was a projected underspend in the Contract Management Office budget of £98,603. Of this £25,000 was reserve funds which had been carried forward from the previous year and £42,000 accruing through Covid-19 related savings. The Contract Variable Charges had been heavily impacted by the effects of the Covid-19 pandemic and an overspend of £842,339 was projected by the end of the 2020/21 financial year due to the need to pay for agency staff to ensure services continued to be delivered on the ground.

The Committee noted the report.

32/JW Performance Report Quarter 3 (October to December 2020)

The Committee received a report summarising the recycling performance of the partner authorities at the end of the third quarter (October to December 2020) of the 2020/21 financial year.

It was noted that the tonnage of dry mixed recycling (DMR) collected had continued to increase across Surrey during the reporting period however this increase was not fully reflected in the tonnages recorded as having been recycled due to contamination and a shrinking market as processors became more discerning about the quality of the materials which they would or wouldn't accept.

The Committee noted the report.

33/JW Joint Waste Contract Work Programme 2021/22

The Committee received a report setting out the proposed work programme for JWS for the 2021/22 financial year.

The work programme focused on the following key objectives:

- Improving customer experience
- Improving service efficiency and cost effectiveness
- Reducing waste and increasing recycling
- Keeping residents informed about their waste collection services.

In addition to the activities set out in the work programme these objectives would be further supported by county wide initiatives delivered through the Surrey Environment Partnership.

RESOLVED that the objectives and activities set out in the proposed work programme be approved.

34/JW Amey Improvement Plan

The Committee received a presentation in respect of the work taking place to achieve the targets and objectives set out in the Contract Improvement Plan for 2020/21 and an overview of the Contract Improvement Plan for 2021/22.

It was reported that Amey had continued to successfully deliver collection services across the partnership area throughout the ongoing pandemic period and the implications that this was having on staffing levels and the delivery of the following key areas of work was noted:

- The successful implementation of the Mole Valley Route optimisation
- Use of Incab technology had risen from 50% to 98% with the remaining 2% of non-use occurring due to either connectivity issues or system failure.
- 11 of the 12 scheduled litter and detritus surveys had been successfully completed.
- There had been an 18% improvement in year on year customer complaints compared to a target of 2%.
- Amey had taken advantage of the reduction in road traffic to progress the cleaning of high speed roads.

- Work with the Buildforce and SAAFA had enabled Amey to provide employment opportunities and work placements to ex-military personnel. Similar work had been undertaken with the Surrey Police Community Safety Team to provide opportunities for former offenders.
- Support had been given to community groups through the delivery of food and medication to vulnerable and shielding residents, a £19,000 donation had been made to Dorking food bank and personal protective equipment had been supplied to nursing homes in Woking and Surrey Heath.
- Support had been provided to Junior Citizens events help at Sandown Racecourse to help educate children about recycling.
- Participation in a biodiesel fuel trial in Elmbridge.

There were a number of actions, which it had not been possible to complete in 2020/21 due to either resourcing or restrictions arising from the pandemic including route optimisation in Surrey Heath, Woking and Elmbridge, the implementation community forums, the development of a commercial waste strategy and a bulky items reuse scheme. These actions would be carried forward into the 2021/22 improvement plan.

It was clarified that the biodiesel fuel trial would initially focus on Elmbridge's fleet and the community transport fleet in particular before being rolled out to Amey's fleet. The implementation of the trial had been impacted by the pandemic and once more data was available the outcomes of the trial would be shared.

To encourage greener driver behaviour all Amey's vehicles had been fitted with monitors which tracked the vehicle through the day; reports were downloaded and reviewed on a daily basis and areas of concern were raised with the drivers concerned. Since the system had been implemented there had been a significant improvement in driver behaviour and currently the majority of concerns arose when new drivers were employed.

It was confirmed that the possibility of replacing the fleet with electric vehicles was being explored and more specific details would be reported in future updates.

It was acknowledged that the 65% target for household waste being recycled was challenging. Communal bins at flatted developments had been identified as a particular cause of contamination and an educational trial was being run in Woking in developments where communal bins had been identified as a significant problem. This education work was starting to have an impact on contamination of loads and it was hoped that the trial would be expanded to other areas.

The continued pressure on local authority finances was stressed and it was questioned why more was not being done to exploit the cross boundary opportunities that the joint contract provided.

The Committee noted the update and thanked Amey for maintaining the waste collection service during the course of the pandemic

35/JW Amey ICT Update

The Committee was informed that work to recover, check and cleanse Amey's data systems following a data breach in December 2020 continued. Where services were not system driven, staff were working from paper records, problems and customer complaints were being reported manually and additional staff had been employed to work in the contact centre during the period that online reporting had not been available. It was expected that the full report would be available by the end of March.

The Committee acknowledged the complexity of reinstating the ICT system in its entirety. However concern was expressed at the length of time that the process was taking and that the end date had repeatedly changed. Furthermore, to date, no written timeline had been provided for the system to be fully reinstated and all services restored and it was stressed that this needed to be provided.

The update was noted.

36/JW Date of Next Meeting

It was noted that the next scheduled meeting of the Joint Waste Collection Services Committee would take place on Thursday 10th June 2021 at 11.30pm

CHAIRMAN



Minutes of a Meeting of the Joint Waste Collection Services Committee held virtually on 1 July 2021

Present: Councillor David Mansfield, Surrey Heath Borough Council (Chairman)
Councillor Ashley Tilling, Elmbridge Borough Council

In Attendance: Nicola Blake, Amey
Jo Chauhan, Joint Waste Solutions
Adrian Flynn, Surrey Heath Borough Council
Ismina Harvey, Mole Valley District Council
Ray Lee, Elmbridge Borough Council
John Mackintosh, Joint Waste Solutions
Geoff McManus, Woking Borough Council
Tim Pashen, Surrey Heath Borough Council
Martin Pugh, Amey
Tina Siddiqui, Amey
Danielle Wright, Amey

Apologies: Councillor Kevin Davis, Woking Borough Council
Councillor Marisa Heath, Surrey County Council
Councillor Caroline Salmon, Mole Valley District Council

1/JW Election of Vice Chairman

It was agreed that due to the inquorate nature of the meeting this item would be deferred to the Committee's next meeting.

2/JW Minutes of Last Meeting

The minutes of the Joint Waste Collection Services Committee meeting held on 4th March 2021 were noted.

3/JW Declaration of Interests

There were no declarations of interest.

4/JW Joint Waste Solutions: 2020-21 Financial Outturn Report

The Committee received a report setting out the financial position of Joint Waste Solutions (JWS) at the end of the 2020/21 financial year.

It was reported that at the end of the 2020/21 financial year the Contract Management Office's expenditure was £2,381,832, against an agreed budget of £2,630,837. The majority of the £249,005 underspend was attributable to a combination of staff vacancies at JWS, Covid-19 pandemic related savings arising from travel and meeting requirements changing through restrictions and a significant underspend of £91,000 on the Communications and Engagement budget due to delays in the reorganisation of rounds in Surrey Heath, Elmbridge and Woking due to the pandemic.

The variable charges paid to Amey had been heavily impacted by the pandemic and these had exceeded the £1.78million agreed budget by £938,442 with the majority of this money (£690,995 or 74%) being spent on hiring agency staff to cover for regular staff who had been unable to work.

The Committee noted the report.

5/JW

Joint Contract Authority Waste and Recycling Performance

The Committee received a report summarising the recycling performance of the partner authorities at the end of the fourth quarter (January to March 2021) of the 2020/21 financial year.

It was reported that across Surrey there had been a 13.5% increase in tonnages collected during the twelve month period to March 2021, compared to the same period the previous year. Food waste tonnages had increased by 12.2% when compared to the previous year however residual waste tonnages had also increased by 6.7% when compared to the previous year. Whilst the proportion of garden waste collected at the roadside had increased there had been a reduction in the tonnages collected at the Community Recycling Centres and overall the tonnages collected during 2020/21 had remained on a par with the tonnages collected in 2019/20. These trends were largely mirrored across the Joint Contract partnership area.

It was noted that materials markets had recovered towards the end of 2020 and consequently the proportion of materials which had been collected and subsequently sent for recycling had increased during the fourth quarter of 2020/21. Whilst it was stressed that a proportion of the materials in waste streams were not currently recyclable and this would limit recycling rates it was also noted that the emerging Waste and Resources Strategy would fundamentally change the way that local authorities dealt with waste and recycling collections and kerbside collections.

The possible reasons for the 50% year on year reduction in fly tipping recorded in Elmbridge were being investigated however it was considered that changes to the way that tonnages were recorded at the weighbridge were the most likely reason for the increase.

Over the course of the year, the 12 month trolling average recycling rate had shown recycling rates had fallen in Surrey Heath. Investigations in to the reasons for this had found that the number of loads rejected had increased over the year. The Intervention Team at JWS had been carrying out targeted work with residents to reduce contamination and this was starting to show positive results.

The fall in textiles recycling over the past twelve months was attributed to a combination of factors including the closure of the CRCs during the early stages of the pandemic and the difficulties in collecting accurate data from the collections made from textile bring banks located in public areas.

It was noted that the tonnages collected had risen as lifestyles adapted to pandemic restrictions and it was expected that tonnages would remain at these higher levels as restrictions were eased and removed. Whilst waste transfer stations could cope with these current high tonnages it was questioned whether this was sustainable in the long term. It was agreed that these concerns would be followed up.

The Committee noted the report.

6/JW Amey Annual Contract Service Report

The Committee received a report summarising the performance of the Joint Waste contract at the end of the 2020/21 financial year.

Successful partnership working between Amey and JWS had enabled Amey to continue to successfully deliver waste collection services throughout the course of the pandemic with minimal disruption to residents. The support given by councils during the pandemic period allied to the complements that had been received from residents, officers and councillors had helped to contribute to high levels of morale amongst crew members through the pandemic period.

Significant advances had been made during 2020/21 to ensure that the database of garden waste subscribers was up to date, correctly formatted and any outstanding monies had been recovered from holders of historical overdue accounts. To support this new processes had been put in place to improve income recovery rates.

Amey's concerns about driver numbers and the impacts that these might have on performance indicators were noted. Partner authorities agreed that these would be discussed with Amey on a case by case basis as any difficulties arose.

The Committee was informed that Nicola Blake would be taking up a new position within Amey and responsibility for managing the joint contract would, on an interim basis, be overseen by Amey's Paul Anderson who was currently covering the waste contract in Trafford. The Committee's concerns about one person having the ability and capacity to oversee two separate contracts at opposite ends of the country were noted. Amey stressed that they were mindful of the demands of each contract and additional support would be available in the event that this was required.

The Committee noted the update.

7/JW Joint Contract Area Work Programme

The Committee received and noted a report setting out JWS's work programme for 2021/22.

8/JW Chairman's Thanks

It was noted that this would be the last meeting of the Committee to be attended by Nicola Blake, John Mackintosh and Tim Pashen before they either moved on to new roles or retired.

The Chairman, on behalf of the Committee, thanked all three officers for their work to support the Joint Waste Contract over the years and wished them well for the future.

9/JW Date of Next Meeting

It was noted that the next scheduled meeting of the Joint Waste Collection Services Committee would take place on Thursday 30th September 2021 at 11.30am.

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Joint Waste Solutions: Q1 2021-22 Budget and Finance Report
30th September 2021

Report Author: Marco Arcangeli

Introduction

This report sets out the position for Joint Waste Solutions as at quarter one and the projected outturn for the 2021-22 financial year.

Budget Update

Annex 1 shows the Contract Management Office (CMO) income and expenditure position for quarter one 2021-22. CMO year-end expenditure is projected to be £2,494,862 which when set against a combined annual budget and carry forward allocation of £2,488,501 represents an overall projected overspend for the year of £6,361.

Budget Variances

Budget variances from Annex 1 which have been considered material have been explained in more detail below.

CMO Variances

The Communications and Engagement budget is projecting an £11,361 overspend. This is because £21,361 of mailing costs have been paid in response to the national driver shortage which exceeds the £10,000 budget allocation for service changes and issues.

The Other Contractor budget is projecting a £5,000 underspend. This budget was intended to pay MDJ Light Brothers for the disposal of electricals from the depots, however, on 1st July 2021 a new contract with Biffa came into effect whereby this service is now provided at zero cost.

Contract Variances

The Core contract budget is projecting an overspend of £193,253. This is because the budget approved by the Contract Partnering Board for this year included an estimated 1% inflationary uplift which is less than the final figure of 2.64%. The additional 1.64% accounts for almost all the overspend with only £528 being because of a late variation to property uplift figures.

The Variable contract budget is projecting an overspend of £112,977 and is broken down as follows:

£31,279 is because of the additional 1.64% inflationary uplift which as mentioned above has also affected the Core budget.

£81,698 is due to Amey's COVID-19 agency staff costs for which no budget was set. A breakdown of these costs is provided in the table below. Throughout quarter one these costs

have fallen substantially, with no costs being incurred during June. Costs for the remainder of the year are expected to be low or zero, particularly given the driver shortage and subsequent suspension of services.

	Elmbridge	Mole Valley	Surrey Heath	Woking	Total
COVID-19 agency	£23,847	£23,455	£14,990	£19,406	£81,698

It should be noted that significant savings on the Variable budget are expected because of the suspension to garden waste services that began at the end of July. It has been too early to include an accurate estimate of these savings in this report, however, sufficient data should be available for this figure to be included in quarter two's report.

Data verification problems caused by Amey's IT incident last year continues to hamper Amey's ability to process variable invoices, and so far, the only invoices for 21-22 to have been paid are Elmbridge and Surrey Heath for April, and Elmbridge for May. Data verification issues has also meant that none of these invoices included COVID-19 agency costs. Follow up invoices will be raised as soon JWS has been able to agree these charges.

Recommendation

The Committee is asked to note the report.



Contract Management Office Budget Summary

Budget Area	21-22 Budget	20-21 Carry Forwards	21-22 Budget including Carry Forwards	Q1 Profiled Budget	Q1 Actuals	Q1 Variance	Year-end Projection	Year-end Variance	EBC	WBC	SHBC	MVDC	SCC	SEP	Totals
Budget															
Budget carry forward									374,497	374,497	374,497	374,497	447,363	468,723	2,414,074
Budget totals									17,040	17,040	17,040	17,040	3,081	3,188	74,427
Expenditure									391,537	391,537	391,537	391,537	450,444	471,911	2,488,501
Salaries	1,918,287		1,918,287	479,383	431,747	-47,636	1,918,287	0	64,498	64,498	64,498	64,498	84,755	88,999	431,747
Office	104,341		104,341	26,452	54,267	27,815	104,341	0	7,745	7,745	7,745	7,745	11,441	11,845	54,267
Team	113,931	11,800	125,731	28,399	20,806	-7,593	125,731	0	2,970	2,970	2,970	2,970	4,386	4,541	20,806
Support	117,515	3,000	120,515	9,294	10,232	938	120,515	0	1,460	1,460	1,460	1,460	2,157	2,233	10,232
Contract Legal Support	24,000		24,000	5,976	840	-5,136	24,000	0	210	210	210	210	-	-	840
Comms & Engagement	120,500	59,627	180,127	30,097	3,187	-26,910	191,488	11,361	797	797	797	797	-	-	3,187
Health and Safety	2,500		2,500	624	210	-414	2,500	0	53	53	53	53	-	-	210
Business Continuity	5,000		5,000	1,245	0	-1,245	5,000	0	0	0	0	0	0	-	0
Other Contractor	8,000		8,000	2,000	1,936	-64	3,000	-5,000	484	484	484	484	-	-	1,936
Totals	2,414,074	74,427	2,488,501	583,470	523,226	-60,244	2,494,862	6,361	78,217	78,217	78,217	78,217	102,739	107,619	523,226
Budget carry forward income									-17,040	-17,040	-17,040	-17,040	-3,081	-3,188	-74,427
Income received from authorities to Q1									-93,624	-93,624	-93,624	-93,624	-111,841	-117,181	-603,519
Q2 to Q4 income estimate (based on budget)									-280,873	-280,873	-280,873	-280,873	-335,522	-351,542	-1,810,556
Year-end income projection (based on budget)									-391,537	-391,537	-391,537	-391,537	-450,444	-471,911	-2,488,501

Service Provider Budget Summary

	EBC	WBC	SHBC	MVDC	Total
Core budget	3,711,580	2,120,229	3,409,760	2,627,493	11,869,062
Core payments to Amey to Q1	943,091	538,665	866,283	667,539	3,015,579
Core income from authorities to Q1	943,091	538,665	866,283	667,539	3,015,579
Core charges year-end projection	3,772,362	2,154,661	3,465,134	2,670,158	12,062,315
Year-end projected (Under)/Overspend	60,782	34,432	55,374	42,665	193,253
Variable budget	687,876	390,449	371,561	476,382	1,926,268
Variable payments to Amey to Q1	111,032	0	15,942	0	126,974
Variable income from authorities to Q1	111,032	0	15,942	0	126,974
Variable charges year-end projection	722,892	416,195	392,585	507,572	2,039,245
Year-end projected (Under)/Overspend	35,016	25,746	21,024	31,190	112,977
Garden/bulky waste income received to Q1	-	-267,148	-300,379	-	-567,527

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Joint Contract Work Programme 2021-22 – update 30th September 2021

Report Authors: Nick Meadows/Pat Hindley/Neil Thompson

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</p> <p>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</p> <p>Community engagement opportunities have been limited, with continued restrictions. However, there have been limited events such as supporting community litter picks.</p>
Invoice processes	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.
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	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.
Data management	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>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>
Gain maximum benefit from countywide service improvement initiatives.	<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 Amey 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>

Digital channel management	<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>
Media management	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.
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	<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	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.
Social media	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.
Community events	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.

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	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. 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.
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.



Joint Contract Authority performance – Quarter 1 2021/22 30th September 2021

Report Authors: Kingsley Lu and Will Gray

Introduction

This report provides a summary for the Joint Committee of the latest quarterly position on recycling performance for the four Joint Collection authorities. This is based on data sourced from the SEP waste data system. The Annexes to this paper show the latest available performance data for each of the four authorities. There is one performance dashboard for each authority.

Recycling performance – Q1 2021/22

The first section of each dashboard reports on recycling performance. Performance is reported monthly, up to and including June 2021, the latest month for which data are available.

The report shows tonnages collected by type of material. The recycling rate is based on these as a percentage of total waste and recycling. All comparisons are based on performance for the 12 months to June 2021 compared with that for the 12 months to June 2020.

It should be noted that although the first table in each dashboard shows the tonnages collected, the table below the charts then shows the disposal tonnages, which are used as the basis for calculating recycling rates. Disposal tonnages allow for material which is collected as recycling but which cannot be recycled, and which are then accounted for as residual waste. Disposal tonnages are therefore generally lower than collected tonnages for recycling, but higher than collected tonnages for residual waste. The exception to this is tonnages defined as "other recycling", where disposal tonnages include recyclable material extracted at the disposal stage from material collected as leaf fall and road sweepings.

Surrey-wide performance

Surrey-wide performance is provided here for context.

There has been a slight reduction in collected tonnages for DMR, food and residual waste this quarter compared to the same period in the previous year. However, across Surrey as a whole, tonnages remain higher than pre pandemic levels. The impact is visible on the long-term trend, which is reported here by comparing the latest 12-months with the preceding 12-month period.

For dry mixed recycling (DMR), the increasing trend in tonnages seen in the last year has stabilised. The 12-month period to June has seen a year-on-year increase in tonnages of 7.2%. The proportion of this material, which is then recycled, has also increased this quarter, with the material markets having recovered to some extent from last year. Overall garden waste tonnages, including those collected at the CRCs, have increased by 3.5% in the 12 months to June compared with the same period for the previous year. However, the move away from CRCs continues with an 8.4% increase in tonnages collected at the kerbside. Food waste recycling tonnages have increased year-on-year by 7.1%. Tonnages of residual household waste, however, have also increased over the same period, by 10%, although looking at kerbside tonnages in isolation, the increase was nearer to 5%.

Although we have seen increased kerbside tonnages this year because of the Covid-19 pandemic, this has affected both recycling and residual waste. Consequently, there has been only a marginal effect on the overall recycling rate, and most authorities have seen only a small change in their individual rates.

Joint Contract authorities – general trends

In Q1 2020/21, the impact of the coronavirus pandemic on the Joint Contract authorities has generally been in line with that for Surrey as a whole. The tonnages collected in the quarter were lower for DMR, food and residual when compared to the same period in previous year. Conversely, garden waste tonnages were higher overall for the quarter, particularly in June.

Year-on-year comparisons of WEEE and textiles tonnages often tend to show reasonably large changes. This is largely due to there being variable disposal patterns for these materials, with containers at depots being collected as required rather than by way of daily tipping as is the case for other materials.

There is no clear pattern for fly-tipping tonnages, however all authorities saw a decrease in tonnages from the previous year. Both tonnages and incidents have been monitored in Q1 as part of the SEP Covid-19 contingency planning exercise, and we continue to see significant variations in both week

-on-week. In Elmbridge, there was a 39% year-on-year reduction in fly-tipping tonnages in the year to June 2021. We are investigating the possible reasons for this, although it is most likely due to how these tonnages are recorded at the weighbridge, as they are possibly being recorded as street-cleaning rather than fly-tipping, as is the case for Mole Valley.

Elmbridge

In the year to June 2021, DMR tonnages were up by around 9% compared with the previous year. Garden and food waste tonnages have also both increased, by around 6% year-on-year. Residual waste tonnages were also up however, by only 4.4% year-on-year.

The monthly recycling rates have been higher this quarter compared with the same period last year. The 12-month rolling rate has continued to increase steadily in the latest quarter, continuing the long-term upward trend that has been observed since April 2020.

Mole Valley

DMR tonnages were up by over 5% in the year to June 2021 compared with the previous 12-month period. There has been little change in the garden waste tonnages over the same period, while food waste tonnages were up by 6%. However, residual waste tonnages have also increased, by 5.5% year-on-year.

The long-term trend as indicated by the 12-month rolling average rate shows a stable rate of 56.5%.

Surrey Heath

In the year to June 2021, DMR tonnages were up by 1.2% year-on-year, although this was below the average county-wide increase. Food waste tonnages also increased over the period, by 3.6%, also below the average county-wide increase. Garden waste tonnages have again seen a higher-than-average year-on-year increase, of over to 11%. Residual waste tonnages were also up year-on-year however, by around 9%.

Although Surrey Heath have also seen a reduction in monthly recycling rates in Q1 alone, in contrast to the other Joint Contract authorities there has also been a reduction in the long-term trend, as indicated by the 12-month rolling average rate. This is at least partly due to an increase in tonnages of rejected loads.

Woking

DMR tonnages in the year to March 2021 were up 2.7% year-on-year, lower than the average county-wide increase. Food waste tonnages were also up, by over 5% on the previous year. Garden waste tonnages have also seen a year-on-year increase, of around 5%. Residual waste tonnages, however, were up by around 7% year-on-year.

Monthly recycling rates have been higher this quarter when compared to the same period in the previous year. The long-term trend, as indicated by the 12-month rolling average rate since July 2020, continues to be gradually increasing.

SEP Joint Strategy performance – Q4 2020/21

Quarterly performance against the council specific measures in the SEP Joint Strategy has been shown on each dashboard for completeness. This is up to and including Q4 2020/21 and is based on data sourced from Waste Data Flow.

Recommendation

The Joint Committee are asked to discuss and comment on this report and the Annexes.

Next steps

The next performance report will be presented at the November 2021 Partnering Board and Joint Committee meeting. It is expected that this will report on performance up to and including Q2 2020/21, although this will be dependent on whether data from Surrey County Council's waste contractor, SUEZ, are received by the deadline.

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<p>Elmbridge recycling rate, 2015/16 - 2021/22</p> <p>The chart displays the monthly recycling rate for Elmbridge from April 2015 to March 2022. The y-axis represents the recycling rate as a percentage from 0.0% to 70.0%. The x-axis shows the months from April to March. Six bars are shown for each month, representing the years 2015/16 (blue), 2016/17 (red), 2017/18 (green), 2018/19 (purple), 2019/20 (cyan), 2020/21 (orange), and 2021/22 (dark blue). The rates generally fluctuate between 50% and 60%.</p>																																																																																																																																																													
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			46	10	-78.5%																																																																																																																																																			
			20,665	21,465	3.9%																																																																																																																																																			
			14,895	15,943	7.0%																																																																																																																																																			
			2,763	2,663	-3.6%																																																																																																																																																			
			227	216	-5.0%																																																																																																																																																			
			38,551	40,287	4.5%																																																																																																																																																			
<table border="1"> <tr> <td>Apr-21</td> <td>May-21</td> <td>Jun-21</td> <td>Jul-21</td> <td>Aug-21</td> <td>Sep-21</td> <td>Oct-21</td> <td>Nov-21</td> <td>Dec-21</td> <td>Jan-22</td> <td>Feb-22</td> <td>Mar-22</td> </tr> <tr> <td>648</td> <td>683</td> <td>681</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>365</td> <td>348</td> <td>350</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>626</td> <td>642</td> <td>1,004</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>11</td> <td>3</td> <td>0</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>2</td> <td>4</td> <td>4</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>79</td> <td>79</td> <td>94</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>1,730</td> <td>1,758</td> <td>2,133</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>1,548</td> <td>1,285</td> <td>1,355</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>75</td> <td>67</td> <td>81</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>16</td> <td>10</td> <td>12</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>3,353</td> <td>3,110</td> <td>3,568</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> </table>			Apr-21	May-21	Jun-21	Jul-21	Aug-21	Sep-21	Oct-21	Nov-21	Dec-21	Jan-22	Feb-22	Mar-22	648	683	681										365	348	350										626	642	1,004										11	3	0										2	4	4										79	79	94										1,730	1,758	2,133										1,548	1,285	1,355										75	67	81										16	10	12										3,353	3,110	3,568															
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Recycling rate	Current month	51.6%	56.5%	59.8%																																																																																																																																																				
	Last 12 months	54.4%	54.4%	54.5%																																																																																																																																																				
Quarterly indicators																																																																																																																																																								
<table border="1"> <thead> <tr> <th rowspan="2">Target</th> <th colspan="4">2020/21</th> <th colspan="4">2021/22</th> <th colspan="3" rowspan="2">Moving Annual Average (rolling 12 months)</th> </tr> <tr> <th>Q1</th> <th>Q2</th> <th>Q3</th> <th>Q4</th> <th>Q1</th> <th>Q2</th> <th>Q3</th> <th>Q4</th> </tr> </thead> <tbody> <tr> <td>Performance against SEP Joint Strategy</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td>Mar 2020</td> <td>Mar 2021</td> <td>Change</td> </tr> <tr> <td>Total waste & recycling per person (kg)</td> <td>N/A</td> <td>106.1</td> <td>97.6</td> <td>104.6</td> <td>96.7</td> <td></td> <td></td> <td></td> <td>368</td> <td>405</td> <td>10.1%</td> </tr> <tr> <td>Recycling rate (Defra definition)</td> <td>N/A</td> <td>55.0%</td> <td>55.3%</td> <td>54.1%</td> <td>52.6%</td> <td></td> <td></td> <td></td> <td>55.4%</td> <td>54.3%</td> <td>-1.1%</td> </tr> </tbody> </table>			Target	2020/21				2021/22				Moving Annual Average (rolling 12 months)			Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Performance against SEP Joint Strategy									Mar 2020	Mar 2021	Change	Total waste & recycling per person (kg)	N/A	106.1	97.6	104.6	96.7				368	405	10.1%	Recycling rate (Defra definition)	N/A	55.0%	55.3%	54.1%	52.6%				55.4%	54.3%	-1.1%																																																																																														
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