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Wednesday, 23 February 2022

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, 3 March 2022 at 11.30 am**. The agenda will be set out as below.

Please note that this meeting will be recorded and livestreamed on the Council's YouTube Channel.

AGENDA

	Pages
1 Apologies of Absence	
2 Minutes of Last Meeting	1 - 6
To receive the minutes of the meeting of the Joint waste Collection Services Committee held on 2 nd December 2021.	
3 Declaration of Interests	
To note any declarations of interest.	
4 Budget Monitoring Quarter 3 (October to December 2021)	7 - 12
To receive a report providing an update on the budgetary position of Joint Waste Solutions at the end of quarter three (October to December 2021) of the 2021/22 financial year.	
5 Quarterly Performance Update	13 - 24
To receive a report summarising the performance of the Joint Waste Contract at the end of the third quarter (October to December 2021) of the 2021/22 financial year.	

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| 6 | Joint Contract Work Programme 2021/22 | 25 - 36 |
| | To receive a report providing an update on the progress made to date to achieve the aims and objectives set out in the Joint Waste Work Programme for 2021/22 | |
| 7 | Joint Waste Solutions Draft Work Programme for 2022/23 | 37 - 50 |
| | To consider a report setting out the proposed work programme for Joint Waste Solutions during the 2022/23 financial year. | |
| 8 | Amey Garden Waste Service Update | Presentation |
| | To receive a presentation from Amey on the current status of the Garden Waste Collection Service and plans for a full resumption of the service. | |
| 9 | Amey Contract Improvement Plan Update | Presentation |
| | 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. | |
| 10 | Date of Next Meeting | |
| | The next scheduled meeting of the Joint Waste Collection Services Committee is scheduled to take place on Thursday 30 th June 2022 at 11.30am. | |



Minutes of a Meeting of the Joint Waste Collection Services Committee held on 2 December 2021

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

In Attendance: Paul Anderson, Mole Valley District Council
 Jo Chauhan, Joint Waste Solutions
 Adrian Flynn, Surrey Heath Borough Council
 Kelly Goldsmith, Joint Waste Solutions
 Pat Hindley, Joint Waste Solutions
 Ray Lee, Elmbridge Borough Council
 Kingsley Lu, Joint Waste Solutions
 Geoff McManus, Woking Borough Council
 Richard Parkinson, Surrey County Council
 Martin Pugh, Amey
 Tina Siddiqui, Amey
 Helen Trew, Joint Waste Solutions
 Lara White, Amey
 Danielle Wright, Amey

18/JW Minutes of Last Meeting

RESOLVED that the minutes of the meeting of the Joint Waste Collection Services Committee held on 30th September 2021 be agreed as a correct record and signed by the Chairman.

19/JW Declaration of Interests

There were no declarations of interest.

20/JW Budget Monitoring Quarter 2 (July to September 2021)

The Committee received a report providing an update on the position of the Joint Waste Solutions (JWS) budget at the end of the second quarter of the 2021/22 financial year.

It was reported that at year end the Contract Management Office expenditure was projected to be £2,277,726, a potential underspend of £213,775. The majority of this underspend was attributed to savings in staff salaries due to a number of vacant posts and new staff joining at lower salary points. Other areas of underspend included an underspend of £23,200 arising from reductions in spending on training and travel expenses due to the pandemic. As a consequence of the need to respond to the impacts of the national shortage of HGV drivers the Communications and Marketing budget was projecting a year end overspend of £11,361.

There was a projected overspend of £193,253 on the Core Contract Budget due to the estimated inflationary uplift of 1% that had been used to set the budget having been less than the actual figure of 2.64%.

The budgets were also showing a significant underspend on the Garden Waste collections (£554,202); however, it was stressed that the loss of income from the suspension of the garden waste collections exceeded the savings made.

It was noted that whilst costs for agency staff to cover absences related to Covid-19 had been projected to be £45,699 no costs had been incurred on this budget since June.

The Committee noted the report.

21/JW Joint Waste Solutions Budget 2022-23

The Committee considered a report setting out a proposed draft budget for JWS for the 2022-23 financial year.

To ensure that all components of the budget were fully understood, cost-effective and relevant the proposed budget had been developed using the outcomes of a comprehensive zero based budgeting exercise that had been completed in 2020/21.

It was noted that a management restructure had enabled a number of savings to be made to the salaries budget. A 1% cost of living increase had been assumed for all salaries however this would be revisited once the outcomes of pay award discussions at partner authorities were known.

During the current financial year, the variable charges in the contract had been heavily impacted by a number of factors including the Covid-19 pandemic, disruption to Amey's ICT systems and the suspension of services due to driver shortages. Consequently in order to ameliorate these impacts, the estimates used in the draft contract costs budget had been developed using an extended data periods.

A 1% indexation uplift had been assumed when drafting the 2021/22 budget however this in actuality been 2.64% and the most recent indexation figures (August 2021) showed contract inflation of 3.27%. In formulating the draft budget for 2022/23 an indexation figure of 4% would be applied to contract costs initially and a final indexation calculation would be carried out in March 2022.

It was clarified that the depot valuations were independent valuations based on a number of factors including location and the facilities available on site.

RESOLVED that the draft Joint Waste Solutions staff and overheads and joint contract budgets for the 2022/23 financial year, as set out in Appendices 1 to 5 of the report, be commended to the individual partner authorities for their approval.

22/JW Contract Performance Update

The Committee received a report summarising the position of recycling performance in the joint contract authorities at the end of the second quarter (July to September 2021) of the 2021/22 financial year.

It was reported that whilst the tonnages collected continued to be higher than they had been before the pandemic the amounts collected had now levelled off. Analysis of

tonnage data from across Surrey for the twelve month period to September 2021 showed a 2.1% year on year increase in the amount of dry mixed recycling collected, a 3.2% increase in food waste tonnages and a 6.6% year on year increase in residual waste collected.

It was noted that the HGV driver shortages and the resultant suspension of the garden waste collection had impacted on both garden waste tonnages and overall recycling rates.

The Committee noted the report.

23/JW Joint Contract Work Programme

The Committee considered a report providing an update on the progress made between August and October on individual projects and activities in the 2021/22 Joint Contract Work Programme.

It was noted that the Waste Reduction Incentive Scheme had been launched in Elmbridge in November. To date 280 residents had subscribed to the scheme and targeted activities to encourage subscription take up had been planned.

The Committee was informed that Freedom of Information requests were received from a variety of sources including commercial enquiries about the fleet and contracts, the media and residents.

It was confirmed that a second round of garden waste collections had started and a second round of collections would commence in Mole Valley the week commencing 6th December 2021. Additional collections in Surrey Heath and Elmbridge would take place in the New Year. Whilst resumption of a full service was dependent on securing enough additional drivers to cover all the driver vacancies, Amey had indicated that they were confident that they would be running more frequent collections by the end of April 2022.

The Committee noted the report.

24/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 2021/22.

The main challenge to the delivery of the contract continued to be a shortage of HGV drivers and across the joint contract area there were 24 driver vacancies (including 7 vacancies due to long term sickness). Whilst it had been possible to secure seven agency drivers there remained 17 vacancies across the area and drivers were being loaned across the areas to enable core collections of refuse, recycling and food waste to be continued uninterrupted.

A number of mitigating actions had been put in place to reduce vacancy levels including offering an intensive driver training courses to existing employees, supporting driver apprenticeships and payment of new starter and retention bonuses. An agency sweeper driver employed to cover the leafing period had also been retained so that a driver could be redeployed. Open days had been held to raise awareness of the opportunities available however enquiries were not translating into applications and feedback from attendees indicated that the base salaries on offer were considered to be too low.

The Committee was informed that to date eight members of staff had applied to participate in the HGV Driver Intensive Training programme. All had now completed their driver medicals and received their provisional licences and five had confirmed theory test dates scheduled for early December. A period of shared driver experience had been incorporated into the training programme to increase the confidence of new drivers before they assumed sole charge of a 26tonne vehicle and it was expected that the current cohort would be ready to take operate on their own by April 2022.

The Committee expressed concern that even though the shortage of drivers had started to be of concern in August Amey had only just started to advertise the roles and action only now seemed to be being taken to upskill existing staff through the Intensive Driver Training. The Committee questioned whether Amey was treating the situation with enough of a sense of urgency particularly in view of the impacts that the loss of the garden waste service was having on staff working on collection rounds and officers and councillors who were having to deal with residents' complaints. It was also stressed that the suspension of the service would have an impact on budgets going forward as residents cancelled their garden waste collection subscriptions.

It was Amey's contention that when the problem arose earlier in the year there had been sufficient resources in place to cover the situation however it had not been possible to predict the high level of drivers leaving Amey's employment had occurred in the Autumn.

The Committee expressed reservations about Amey's ability to resolve the situation and re-establish a full garden waste collection service across the entire joint contract area within an acceptable timescale; particularly in light of the delays that had arisen in putting a fully operational ICT system in place and the difficulties that were being experienced when trying to communicate between the Contact Centre, officers and depots. It was emphasised that pushing back reinstatement of a full service to August or September 2022 was unacceptable and that the service should be fully operational by the start of the new financial year at the latest.

Amey acknowledged the Committee's concerns and admitted that they had misread the situation when it first arose. It was highlighted that if Amey's proposals proceeded as planned then it was projected that it would be possible to resume weekly collections from April 2022. Notwithstanding this a significant amount of leave had been accumulated by crew and drivers and whilst leave requests would be managed this could impact on services over the summer period. The Committee was also informed that the current driver salaries offered put Amey at the bottom end of the market and unless steps were taken to remediate the situation then the future situation was likely to remain uncertain.

The Committee noted the update.

25/JW Exclusion of Public and Press

RESOLVED that pursuant to Regulation 4 of the Local Authorities (Executive Arrangements) (Access to Information) Regulations 2012, members of the public and press be excluded from the meeting for the consideration of item 10 which involves the likely disclosure of exempt information under the following category of Schedule 12A of the Local Government Act 1972:

(3) Information relating to the financial or business affairs of any particular person (including the authority).

26/JW Amey Resource Shortages and Service Recovery

The Committee considered a report summarising the current situation with regard to HGV driver shortages in the partnership area and seeking the Committee's approval to pay a market supplement to HGV drivers.

It was acknowledged that difficulties being experienced in recruiting HGV drivers were unlikely to be resolved in the immediate future and that paying a market supplement to HGV drivers improve Amey's position in a particularly competitive market place. Notwithstanding this, the Committee stressed that the requirement for the continuation of a market supplement should be reviewed regularly and Amey must be able to provide regular evidenced justification for the continuation. In addition, every effort must be made to ensure that a full waste collection service was being delivered to all residents as soon as possible.

It was noted that the proposals had been discussed each partner authority and their individual finance directors who had indicated that they were supportive of the proposals.

RESOLVED that:

- i. The contents of the report be noted
- ii. The payment of a market supplement for HGV drivers be approved subject to the conditions set out in Section 3.4 of the report.

27/JW Dates of Future Meetings

It was agreed that meetings of the Joint Waste Collection Services Committee would be held on the following dates in 2022:

- Thursday 3rd March 2022
- Thursday 30th June 2022
- Thursday 29th September 2022
- Thursday 1st December 2022

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Joint Waste Solutions: Quarter 3 2021-22 Budget and Finance Report 3rd March 2022

Report Author: Marco Arcangeli

Introduction

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

Budget Update

Annex 1 shows the Contract Management Office (CMO) income and expenditure to the end of quarter three 2021-22. CMO year-end expenditure is projected to be £2,175,564, which when set against a combined annual budget and carry forward allocation of £2,488,501 represents an overall projected underspend for the year of £312,937.

Budget Variances

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

CMO Variances

The salaries budget is projecting a £229,287 underspend. This is due to a number of vacant posts, as well as new staff joining on lower salary points and a 1% cost of living increase that was built into the budget but which did not happen.

The Team budget is projecting a £31,695 underspend. This is derived mainly from reduced spending on training and travel budgets because of the pandemic.

The Communications and Engagement budget is projecting a £26,006 underspend. This is because the round changes that were planned for this year in Surrey Heath, Elmbridge and Woking have not been carried out. This underspend has offset the national driver shortage mailing costs overspend that was reported to Committee last quarter.

The Other Contractor budget is projecting a £5,205 underspend. This budget was intended to pay MDJ Light Brothers for the disposal of electricals from 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 members in November 2020 for 2021-22 included an estimated 1% inflationary uplift, which is less than the final figure of 2.64% from January 2021. The additional 1.64% accounts for almost all the overspend with only £528 being because of a late variation to property uplift figures.

Variable contract expenditure is projecting an underspend of £609,910 and is broken down as follows (negative is overspend):

Budget Area	Elmbridge	Mole Valley	Surrey Heath	Woking	Total
Garden Waste	211,190	120,000	92,707	94,618	518,500
Assisted Collections	-1,101	-1,371	-991	-1,113	-4,576
Non-Dom Collections	-5	-64	-44	28	-86
Bulky Collections	14,549	12,863	10,739	14,981	53,131
Clinical Collections	-909	-2,478	-1,213	-2,083	-6,684
Add Instructed Collections	-63	-30	16	63	-14
Container Delivery	2,881	1,823	-109	80	4,675
Container Provision	35,507	-9,624	12,209	-10,364	27,728
Day Works	2,804	2,984	2,815	3,343	11,945
COVID-19 Agency Staff	-9,388	-8,760	-3,679	-6,354	-28,181
KPI Deductions	7,166	13,974	4,220	8,096	33,456
Total	264,853	124,101	116,129	99,551	609,910

The significant underspend on the garden waste budget is due to service suspensions, although it should be noted that the loss of income from these suspensions exceeds any savings. A report to show the financial impact of this is provided at Annex 2.

The projected underspend for bulky collections is also due to service suspensions, but also because HGV driver issues has meant that the service has not been reinstated to full capacity, with only half the usual number of customer slots being available. This reduced level of service is expected to continue for the rest of the year.

The underspends that have been projected for the container provision and delivery budgets are mainly due to the decline in garden waste bin deliveries, but also because supply issues have caused a delay to some costs being invoiced.

No budget was set to cover COVID-19 agency staff which is projected to cost £28,181. Throughout quarter one these costs fell substantially and since June no costs have been incurred. Amey has said that they will not have enough staff to provide a full garden waste service for the rest of the year and therefore for projection purposes it has been assumed that no agency staff costs will be incurred in quarter four.

Inflation

Members will want to be aware that the 22/23 budget was set using a 4% rate for inflation and based on current figures the actual indexation rate next month will be closer to 5.7%.

Recommendation

The Committee is asked to note the report.



Budget Area	21-22 Budget	20-21 Carry Forwards	21-22 Budget including Carry Forwards	Q3 Profiled Budget	Q3 Actuals	Q3 Variance	Year-end Projection	Year-end Variance	EBC	WBC	SHBC	MVDC	SCC	SEP	Totals
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Contract Management Office Budget Summary

Budget									374,497	374,497	374,497	374,497	447,363	468,723	2,414,074									
Budget carry forward									17,040	17,040	17,040	17,040	3,081	3,188	74,427									
Budget totals									391,537	391,537	391,537	391,537	450,444	471,911	2,488,501									
Expenditure	Salaries	1,918,287		1,918,287	1,438,144	1,239,427	-198,717	1,689,000	-229,287	185,157	185,157	185,157	185,157	243,307	255,493	1,239,427								
	Office	104,341		104,341	83,297	100,658	17,361	101,025	-3,316	14,367	14,367	14,367	14,367	21,221	21,970	100,658								
	Team	113,931	11,800	125,731	95,157	64,068	-31,089	94,036	-31,695	9,144	9,144	9,144	9,144	13,507	13,984	64,068								
	Support	117,515	3,000	120,515	69,231	65,140	-4,091	112,787	-7,728	9,297	9,297	9,297	9,297	13,733	14,218	65,140								
	Contract Legal Support	24,000		24,000	17,928	17,216	-712	18,300	-5,700	4,304	4,304	4,304	4,304	-	-	17,216								
	Comms & Engagement	120,500	59,627	180,127	132,188	88,189	-43,999	154,121	-26,006	22,047	22,047	22,047	22,047	-	-	88,189								
	Health and Safety	2,500		2,500	1,869	1,860	-9	2,500	0	465	465	465	465	-	-	1,860								
	Business Continuity	5,000		5,000	3,735	0	-3,735	1,000	-4,000	0	0	0	0	-	-	0								
	Other Contractor	8,000		8,000	6,000	2,795	-3,205	2,795	-5,205	699	699	699	699	-	-	2,795								
Totals									2,414,074	74,427	2,488,501	1,847,549	1,579,352	-268,197	2,175,564	-312,937	245,480	245,480	245,480	245,480	291,768	305,665	1,579,352	
Budget carry forward income																								
Income received from authorities to Q3																								
Q4 income estimate (based on year-end projection)																								
Year-end income totals (based on year-end projection)																								

Service Provider Budget Summary

	21-22	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 Q3		2,829,272	1,615,996	2,598,850	2,002,618	9,046,736
Core income from authorities to Q3		2,829,272	1,615,996	2,598,850	2,002,618	9,046,736
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 Q3		234,308	174,360	154,405	190,173	753,245
Variable income from authorities to Q3		-222,573	-110,189	-130,301	-148,514	-611,576
Variable charges year-end projection		425,231	289,155	254,905	347,066	1,316,358
Year-end projected (Under)/Overspend		-262,645	-101,294	-116,656	-129,316	-609,910
Garden/bulky waste income received to Q3		-	-490,623	-472,204	-	-962,827

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Financial impact per fortnightly garden waste suspension cycle

<u>Income (customer subscriptions)</u>	Elmbridge	Mole Valley	Surrey Heath	Woking	Total
1st bin	46,090	33,754	24,038	24,231	128,113
2nd+ bin	7,966	4,404	1,346	4,038	17,754
Total lost income per cycle	54,056	38,157	25,385	28,269	145,867
<u>Expenditure (Amey's charges that would otherwise have been paid)</u>					
1st bin	14,053	8,695	7,183	8,045	
2nd+ bin	2,705	1,134	575	2,011	
Total expenditure saved per cycle	16,758	9,829	7,757	10,056	44,399
Net loss per cycle	37,298	28,329	17,627	18,213	101,468
Total number of suspended cycles to Q3	8.5	8.5	8.5	8.5	
Total net losses due to suspensions to Q3	317,033	240,797	149,830	154,811	862,471

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Joint Contract authority performance – Q3 2021/22

3rd March 2022

Report Authors: Kingsley Lu and Will Gray

Introduction

This report provides a summary for the Joint Contract Partnering Board of the latest quarterly position on recycling performance for the 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 Joint Contract authorities. There is one performance dashboard for each authority

Recycling performance – Q3 2021/22

The first section of each dashboard reports on recycling performance. Performance is reported monthly, up to and including December 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 December 2021 compared with that for the 12 months to December 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.

Across Surrey as a whole, tonnages remain higher than pre pandemic levels however there has been a decrease of 2.4% across all waste streams.

In the year to December 2021 DMR and food waste tonnages decreased by approximately 1.7% and 0.6% respectively. Conversely residual waste tonnages have increased by 0.2%. Overall garden waste tonnages, excluding those collected at the CRCs, have decreased by 5.2% in the 12 months to December 2021 compared with the same period for the previous year. This is largely due to the service suspension within the joint contract areas as all other authorities have seen in the period.

Joint Contract authorities – general trends

In Q3 2021/22, the joint contract areas have continued to have issues with collections due to the HGV driver shortage. This has led to the suspension of the garden waste service across the whole joint contract area. The other collection authorities in the county do not appear to

have been impacted as severely. As reported in the previous report this continues to impact the recycling rate of each of the joint contract areas.

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, with two of the four authorities seeing a decrease in tonnages from the previous year.

Elmbridge

In the year to December 2021, DMR tonnages were unchanged compared with the previous year. Food waste tonnages have also decreased, by around 2.2% year-on-year. Residual waste tonnages have decreased by 1.2% year-on-year. With continued disruption to the service the garden waste tonnage is down 26.8%.

The quarterly recycling rate for Elmbridge is estimated as 48.2%. The 12-month rolling rate to December 2021 is 52.3%.

Mole Valley

DMR tonnages and food tonnages were down by 0.9% and 2.8% respectively in the year to December 2021 compared with the previous 12-month period. The residual waste tonnage has also decreased, by 1.8% year-on-year. Garden waste tonnage is down by 23.6% year-on-year largely caused by the service disruption.

The quarterly recycling rate for Mole Valley is estimated as 51.8%. The 12-month rolling rate to December 2021 is 54.5%.

Surrey Heath

In the year to December 2021, DMR tonnages were down by 5.6% year-on-year. This represents a significant decrease compared to the Surrey average, we are reviewing the different waste streams to get an understanding of the factors which have led to it not following the trends seen elsewhere. Food waste tonnage has also decreased by 0.4%. Garden waste tonnages have decreased by 24.3%, due to the continued suspension in the collection service. Additionally, residual waste tonnages were also up year-on-year however, by around 3.1%.

The quarterly recycling rate for Surrey Heath is estimated as 57.9%. The 12-month rolling rate to December 2021 is 59.2%.

Woking

DMR and food tonnages in the year to December 2021 both decreased by 0.5% year-on-year. Garden waste tonnages have seen a year-on-year decrease, of around 26.5%. This is largely due to the suspension of the garden waste service. Residual waste tonnages have seen little to no change.

The quarterly recycling rate for Woking is estimated as 51.2%. The 12-month rolling rate to December 2021 is 52.4%.

SEP Joint Strategy performance – Q2 2021/22

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 Q2 2021/22 and is based on data sourced from Waste Data Flow.

Recommendation

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

Next steps

The next performance report will be presented in early 9th June 2022 Partnering Board meeting. It is expected that this will report on performance up to and including Q4 2020/21, for both recycling performance and operational performance; in both cases, this will be dependent on whether data are received by the deadline, from Surrey County Council's waste contractor, SUEZ, and from Amey respectively.

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Council

Elmbridge

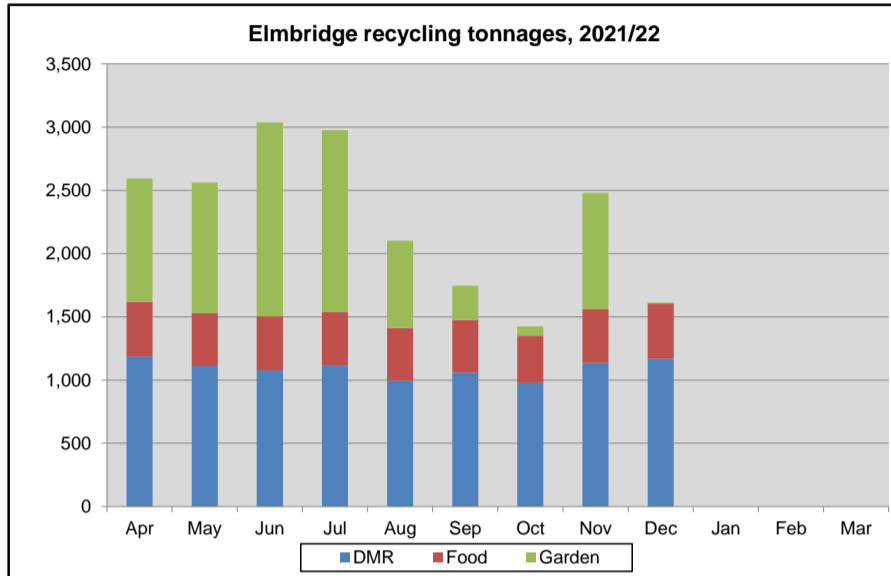
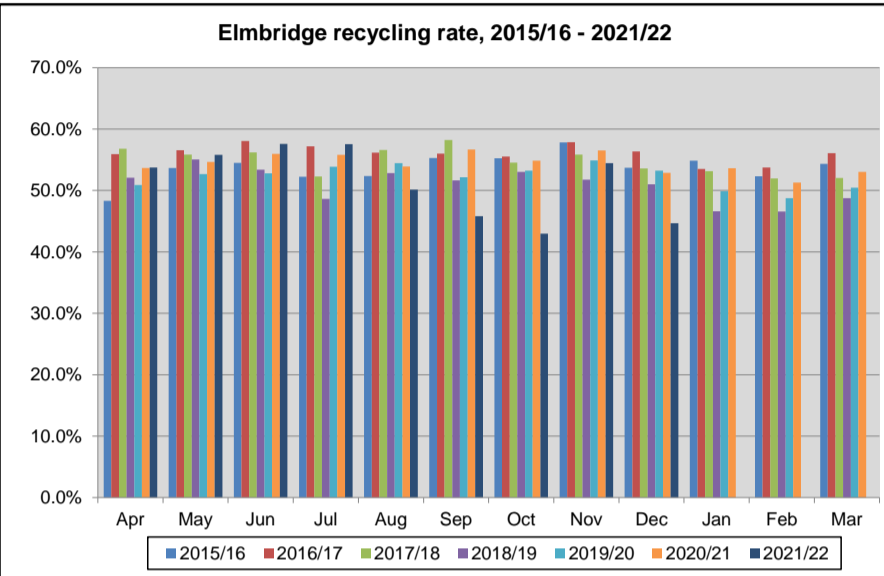
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Monthly indicators

Recycling performance

Recycling	Dry mixed recycling
	Food waste
	Garden waste
	Textiles
	WEEE
	Other recycling
	Total recycling
Residual	Residual household waste
	Other waste
	Fly tipping
Total waste & recycling	

Latest month						Moving Annual Total (rolling 12 months)		
Total tonnages			Average daily tonnages					
Dec 2020	Dec 2021	Change	Dec 2020	Dec 2021	Change	Dec 2020	Dec 2021	Change
1,418	1,285	-9.4%	46	41	-9.4%	14,849	14,790	-0.4%
464	437	-5.8%	15	14	-5.8%	5,293	5,179	-2.2%
807	8	-99.1%	26	0	-99.1%	12,627	9,240	-26.8%
0	0	-100.0%	0	0	-100.0%	18	18	-2.6%
5	2	-55.1%	0	0	-55.1%	47	39	-17.4%
1	0	-100.0%	0	0	-100.0%	5	3	-38.1%
2,696	1,732	-35.8%	87	56	-35.8%	32,839	29,268	-10.9%
1,988	1,901	-4.4%	64	61	-4.4%	23,478	23,188	-1.2%
352	255	-27.4%	11	8	-27.4%	3,155	2,351	-25.5%
9	13	37.3%	0	0	37.3%	126	196	56.4%
5,045	3,901	-22.7%	163	126	-22.7%	59,598	55,004	-7.7%



Recycling	Dry mixed recycling
	Food waste
	Garden waste
	Textiles
	WEEE
	Other recycling
	Total
Residual	Residual household waste
	Other waste
	Fly Tipping
Total waste & recycling	

Apr-21	May-21	Jun-21	Jul-21	Aug-21	Sep-21	Oct-21	Nov-21	Dec-21	Jan-22	Feb-22	Mar-22
1,186	1,109	1,076	1,115	995	1,058	976	1,135	1,168			
433	419	428	424	417	415	374	426	437			
975	1,034	1,533	1,436	691	273	75	920	8			
2	1	0	2	1	0	2	2	0			
3	5	3	3	3	0	2	2	2			
70	69	60	40	37	64	69	90	122			
2,669	2,637	3,100	3,020	2,144	1,811	1,497	2,575	1,737			
2,172	1,975	2,161	2,115	2,032	2,027	1,866	2,025	2,018			
126	114	124	115	101	114	120	129	133			
15	17	17	9	15	8	16	22	13			
4,967	4,727	5,385	5,250	4,277	3,951	3,483	4,729	3,888			

Recycling rate	Current month
	Last 12 months

Apr-21	May-21	Jun-21	Jul-21	Aug-21	Sep-21	Oct-21	Nov-21	Dec-21	Jan-22	Feb-22	Mar-22
53.7%	55.8%	57.6%	57.5%	50.1%	45.8%	43.0%	54.5%	44.7%			
54.5%	54.6%	54.7%	54.9%	54.6%	53.8%	53.1%	52.9%	52.3%			

Quarterly indicators

Performance against SEP Joint Strategy	2020/21				2021/22				Moving Annual Average (rolling 12 months)		
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Sep 2020	Sep 2021	Change
Total waste & recycling per person (kg)	117.9	109.0	111.5	103.2	109.8	98.4			420	423	0.5%
Recycling rate (Defra definition)	54.7%	55.6%	54.6%	52.9%	55.7%	51.9%			53.9%	53.9%	0.0%

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Council

Mole Valley

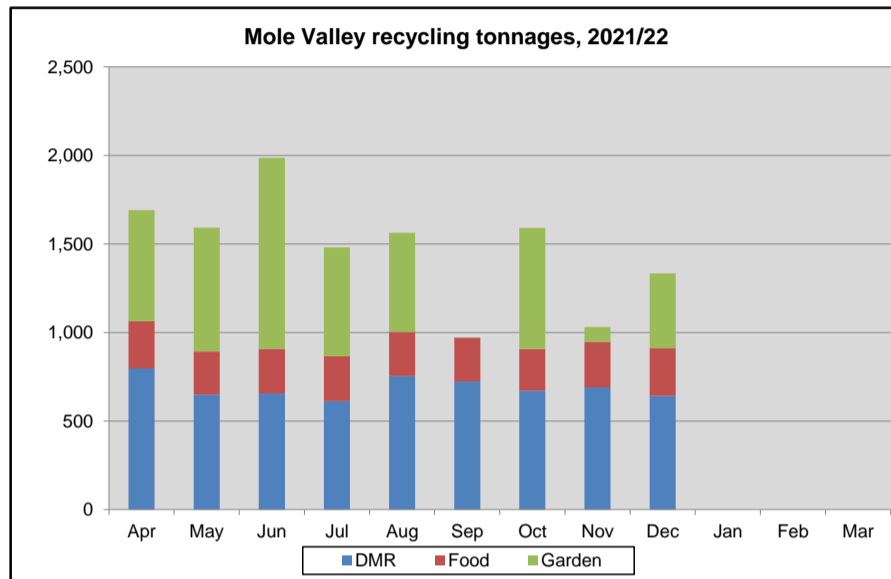
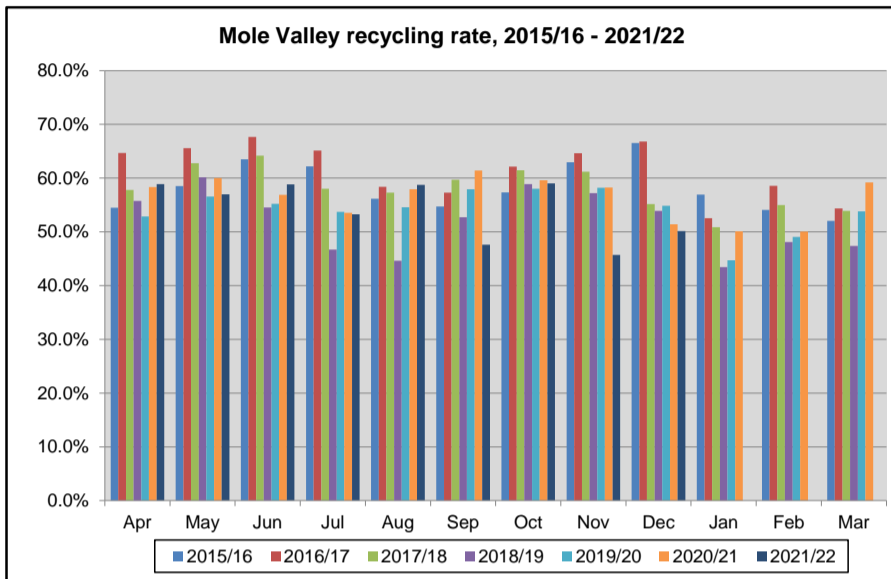
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Monthly indicators

Recycling performance

Recycling	Dry mixed recycling
	Food waste
	Garden waste
	Textiles
	WEEE
	Other recycling
	Total recycling
Residual	Residual household waste
	Other waste
	Fly tipping
Total waste & recycling	

Latest month						Moving Annual Total (rolling 12 months)		
Total tonnages			Average daily tonnages					
Dec 2020	Dec 2021	Change	Dec 2020	Dec 2021	Change	Dec 2020	Dec 2021	Change
786	712	-9.4%	25	23	-9.4%	9,555	9,467	-0.9%
292	269	-7.9%	9	9	-7.9%	3,182	3,093	-2.8%
414	422	1.9%	13	14	1.9%	7,906	6,037	-23.6%
3	0	-100.0%	0	0	-100.0%	40	43	8.1%
9	3	-68.0%	0	0	-68.0%	96	79	-18.0%
0	0	-100.0%	0	0	-100.0%	1	0	-100.0%
1,505	1,406	-6.5%	49	45	-6.5%	20,781	18,718	-9.9%
1,309	1,271	-2.9%	42	41	-2.9%	13,837	13,587	-1.8%
499	214	-57.1%	16	7	-57.1%	2,965	1,999	-32.6%
0	4	2087.5%	0	0	2087.5%	7	12	77.1%
3,313	2,895	-12.6%	107	93	-12.6%	37,589	34,317	-8.7%



Recycling	Dry mixed recycling
	Food waste
	Garden waste
	Textiles
	WEEE
	Other recycling
	Total
Residual	Residual household waste
	Other waste
	Fly Tipping
Total waste & recycling	

Apr-21	May-21	Jun-21	Jul-21	Aug-21	Sep-21	Oct-21	Nov-21	Dec-21	Jan-22	Feb-22	Mar-22
798	649	657	612	754	723	672	690	642			
267	243	251	254	250	248	234	258	269			
627	700	1,078	614	559	1	684	84	422			
4	4	4	2	5	0	7	7	0			
11	6	4	5	0	1	2	1	3			
107	80	52	97	72	47	59	118	114			
1,813	1,681	2,046	1,585	1,639	1,020	1,658	1,157	1,450			
1,180	1,188	1,353	1,306	1,079	1,059	1,072	1,262	1,341			
87	80	80	85	73	64	81	111	100			
1	1	0	0	1	0	1	3	4			
3,079	2,949	3,479	2,976	2,791	2,143	2,810	2,531	2,891			

Recycling rate	Current month
	Last 12 months

58.9%	57.0%	58.8%	53.3%	58.7%	47.6%	59.0%	45.7%	50.1%			
56.6%	56.3%	56.5%	56.5%	56.6%	55.6%	55.5%	54.5%	54.5%			

Quarterly indicators

Performance against SEP Joint Strategy	2020/21				2021/22				Moving Annual Average (rolling 12 months)		
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Sep 2020	Sep 2021	Change
Total waste & recycling per person (kg)	115.3	106.2	117.2	99.5	108.5	90.3			420	415	-1.2%
Recycling rate (Defra definition)	58.4%	57.5%	56.6%	53.6%	58.2%	53.6%			56.3%	55.6%	-0.6%

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Council

Surrey Heath

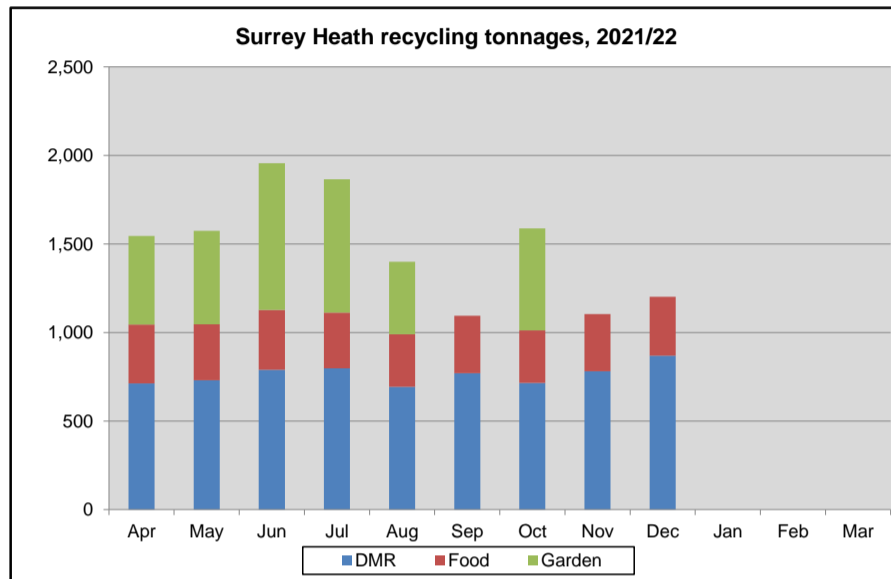
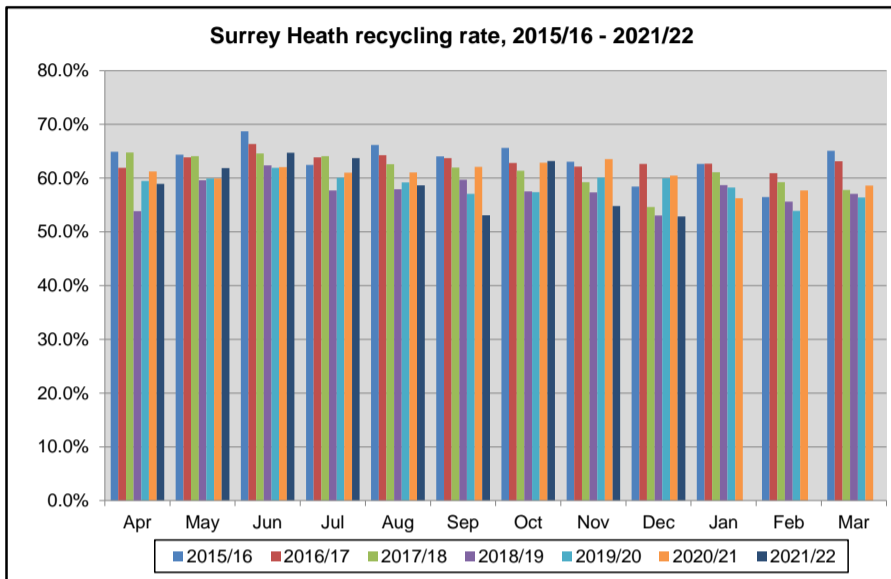
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Monthly indicators

Recycling performance

Recycling	Dry mixed recycling
	Food waste
	Garden waste
	Textiles
	WEEE
	Other recycling
	Total recycling
Residual	Residual household waste
	Other waste
	Fly tipping
Total waste & recycling	

Latest month						Moving Annual Total (rolling 12 months)		
Total tonnages			Average daily tonnages					
Dec 2020	Dec 2021	Change	Dec 2020	Dec 2021	Change	Dec 2020	Dec 2021	Change
953	912	-4.3%	31	29	-4.3%	10,564	9,968	-5.6%
328	333	1.3%	11	11	1.3%	3,874	3,857	-0.4%
368	0	-100.0%	12	0	-100.0%	6,121	4,633	-24.3%
14	1	-94.5%	0	0	-94.5%	193	164	-15.2%
7	1	-86.5%	0	0	-86.5%	40	45	12.0%
0	0	-100.0%	0	0	-100.0%	48	35	-27.9%
1,671	1,247	-25.4%	54	40	-25.4%	20,840	18,701	-10.3%
994	1,011	1.7%	32	33	1.7%	11,707	12,072	3.1%
235	20	-91.7%	8	1	-91.7%	2,030	1,408	-30.6%
16	6	-65.0%	1	0	-65.0%	235	131	-44.2%
2,916	2,283	-21.7%	94	74	-21.7%	34,812	32,313	-7.2%



Recycling	Dry mixed recycling
	Food waste
	Garden waste
	Textiles
	WEEE
	Other recycling
	Total
Residual	Residual household waste
	Other waste
	Fly Tipping
Total waste & recycling	

Apr-21	May-21	Jun-21	Jul-21	Aug-21	Sep-21	Oct-21	Nov-21	Dec-21	Jan-22	Feb-22	Mar-22
712	730	789	797	693	771	716	780	869			
332	317	339	315	298	324	297	324	333			
500	527	829	752	409	0	575	0	0			
27	18	21	19	8	12	13	12	1			
5	2	5	3	5	0	2	1	1			
134	131	85	104	77	77	78	168	0			
1,712	1,725	2,068	1,991	1,489	1,184	1,679	1,286	1,204			
1,165	1,036	1,103	1,109	1,031	1,031	961	1,031	1,054			
28	26	23	24	19	14	18	29	20			
15	11	12	10	8	11	10	7	6			
2,905	2,788	3,194	3,124	2,538	2,230	2,658	2,345	2,277			

Recycling rate	Current month
	Last 12 months

58.9%	61.9%	64.7%	63.7%	58.7%	53.1%	63.2%	54.8%	52.9%			
60.5%	60.6%	60.9%	61.1%	60.9%	60.3%	60.3%	59.6%	59.1%			

Quarterly indicators

Performance against SEP Joint Strategy	2020/21				2021/22				Moving Annual Average (rolling 12 months)		
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Sep 2020	Sep 2021	Change
Total waste & recycling per person (kg)	103.3	96.5	99.9	96.9	99.2	87.8			382	384	0.6%
Recycling rate (Defra definition)	64.2%	62.0%	63.3%	55.4%	61.7%	59.2%			62.8%	60.0%	-2.8%

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Council

Woking

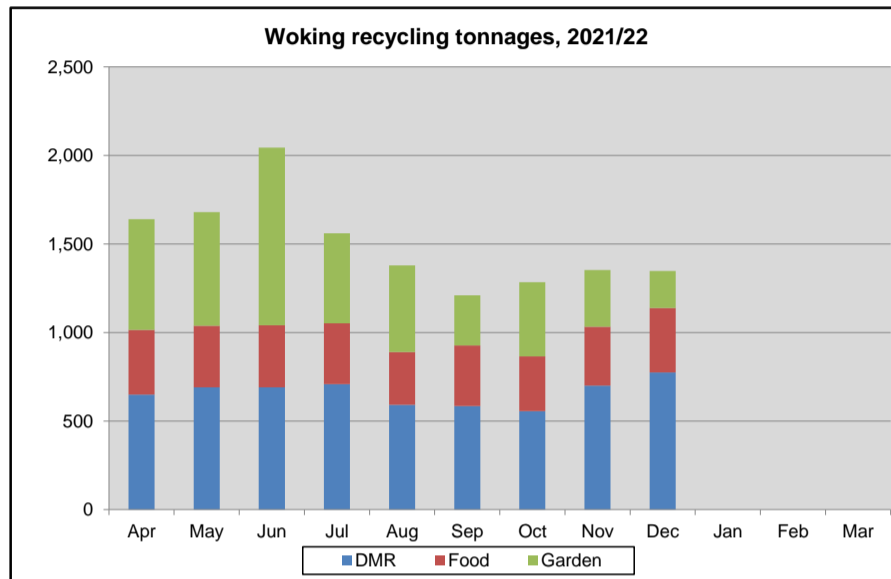
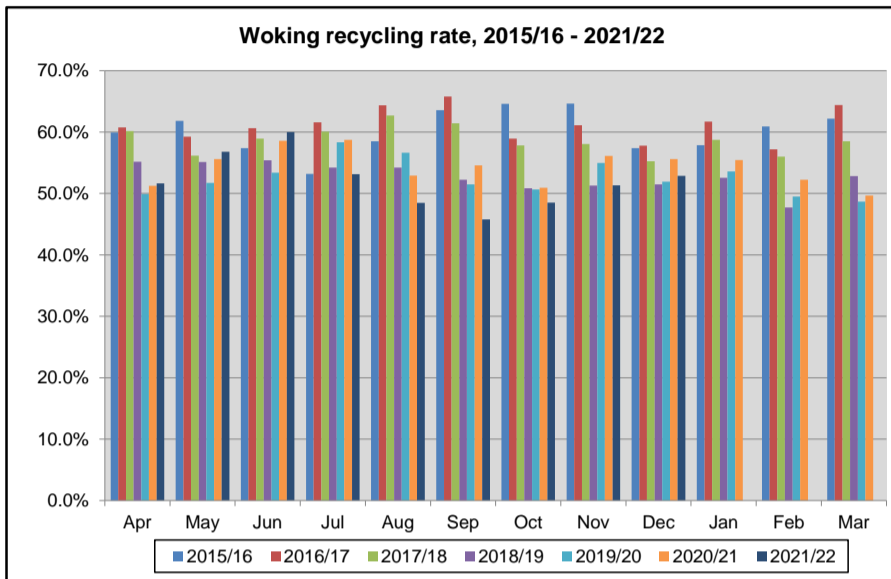
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Monthly indicators

Recycling performance

Recycling	Dry mixed recycling
	Food waste
	Garden waste
	Textiles
	WEEE
	Other recycling
	Total recycling
Residual	Residual household waste
	Other waste
	Fly tipping
Total waste & recycling	

Latest month						Moving Annual Total (rolling 12 months)		
Total tonnages			Average daily tonnages					
Dec 2020	Dec 2021	Change	Dec 2020	Dec 2021	Change	Dec 2020	Dec 2021	Change
956	861	-10.0%	31	28	-10.0%	9,145	9,027	-1.3%
378	364	-3.8%	12	12	-3.8%	4,175	4,156	-0.5%
495	210	-57.6%	16	7	-57.6%	8,005	5,887	-26.5%
13	6	-54.3%	0	0	-54.3%	137	114	-16.5%
2	1	-76.4%	0	0	-76.4%	40	21	-46.8%
1	0	-100.0%	0	0	-100.0%	25	5	-81.5%
1,845	1,441	-21.9%	60	46	-21.9%	21,527	19,210	-10.8%
1,241	1,150	-7.3%	40	37	-7.3%	15,739	15,741	0.0%
326	252	-22.6%	11	8	-22.6%	2,752	2,208	-19.8%
21	10	-54.5%	1	0	-54.5%	244	154	-36.7%
3,433	2,852	-16.9%	111	92	-16.9%	40,262	37,314	-7.3%



Recycling	Dry mixed recycling
	Food waste
	Garden waste
	Textiles
	WEEE
	Other recycling
	Total
Residual	Residual household waste
	Other waste
	Fly Tipping
Total waste & recycling	

Apr-21	May-21	Jun-21	Jul-21	Aug-21	Sep-21	Oct-21	Nov-21	Dec-21	Jan-22	Feb-22	Mar-22
649	690	690	708	591	585	555	699	774			
365	348	350	344	299	342	310	334	364			
626	642	1,004	508	489	283	418	320	210			
12	12	12	8	1	6	6	6	6			
2	4	4	4	0	0	1	0	1			
80	80	95	73	45	57	94	127	148			
1,733	1,776	2,154	1,645	1,425	1,273	1,385	1,487	1,502			
1,548	1,285	1,355	1,373	1,458	1,446	1,386	1,315	1,237			
75	67	81	77	56	60	84	95	104			
16	10	12	11	16	8	11	13	10			
3,356	3,128	3,589	3,095	2,940	2,779	2,854	2,897	2,842			

Recycling rate	Current month
	Last 12 months

Apr-21	May-21	Jun-21	Jul-21	Aug-21	Sep-21	Oct-21	Nov-21	Dec-21	Jan-22	Feb-22	Mar-22
51.6%	56.8%	60.0%	53.1%	48.5%	45.8%	48.5%	51.3%	52.9%			
54.4%	54.5%	54.6%	54.1%	53.8%	53.2%	53.0%	52.6%	52.3%			

Quarterly indicators

Performance against SEP Joint Strategy	2020/21				2021/22				Moving Annual Average (rolling 12 months)		
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Sep 2020	Sep 2021	Change
Total waste & recycling per person (kg)	106.1	97.6	104.6	97.4	100.2	88.3			391	391	0.0%
Recycling rate (Defra definition)	55.0%	55.3%	54.1%	52.6%	56.3%	49.8%			54.5%	53.3%	-1.2%

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

Report Authors: Pat Hindley/Nick Meadows/Neil Thompson

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	<p>Opportunity to improve monitoring processes have continued to be sought. With improved reporting throughout the leafing period being achieved.</p> <p>Additionally, training was provided by Keep Britain Tidy, to improve the LADS processes and ensure consistency of results.</p> <p>Further work will be undertaken in Q4, to improve contract monitoring as a result of the implementation of Whitespace.</p>
Future service delivery	<p>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.</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. However, there are no definitive next steps on this currently.</p>
Collection round reviews	<p>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.</p>

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	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.
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	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.
Gain maximum benefit from	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>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.



Joint Contract Work Programme 2022-23
3rd March 2022

Report Author: Jo Chauhan

1. Introduction

The purpose of this report is to introduce the draft 2022-23 joint contract work programme, and outline the elements that have been reviewed and amended from 2021-22, for consideration and approval by the Committee.

2. 2021-22 work programme

This year's programme was agreed by the Committee on 4 March 2021 and is focused around eight objectives which are:

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.

The coronavirus pandemic and HGV driver shortages have meant that a significant amount of resource within JWS has been focused on service recovery and communicating the impacts on service to residents. This, alongside the ongoing contract discussions with Amey, has meant that opportunities for service improvements have been limited, and some activities have had to be delayed or re-scoped.

Despite these issues, a considerable amount of work has been delivered in 2020-21 including:

- New contracts put in place for textiles and WEEE.
- Training all Surrey Heath collection crew on contamination reduction, significantly reducing rejected loads. Prepared materials ready to start training in Elmbridge and Mole Valley shortly, with Woking to follow next year.
- Taking part in SEP initiatives aimed at improving quality, reducing contamination and increasing recycling, particularly at flats.
- Amplification of the SEP Watch Your Waste campaign across the joint contract area.
- Briefings on the potential impacts of the upcoming national Resources and Waste Strategy.

More detailed information on progress with delivering the activities in this year's programme can be found in the programme update which is a separate agenda item.

3. Developing the work programme for 2022-23

It is proposed that the 2022-23 work programme should be a continuation and evolution of this year's programme, especially as the delivery of some of this year's programme has been delayed, rather than seeking to make any significant changes to the main

areas of focus. Therefore, the majority of the objectives and activities in the programme remain broadly the same but have been updated to reflect the current state of progress, or have been amended in light of issues which have arisen during the course of the year.

Four main changes have been made to the original objectives set out in the 2021-22 programme:

- **Objectives 1 & 2** have been merged to reflect the fact that there is significant overlap between the activities aiming to deliver service improvements, and those seeking to improve the experience of customers using our services.
- **Objective 6** should be updated to place more of an emphasis on service resilience and recovery plans, with additional activities included in this section to reflect that.
- The activities under the current **Objective 8** are updated to include robust financial management.
- A **new objective** to reflect the need to undertake work to identify potential savings opportunities, service efficiencies and budget reductions.

It is also suggested that the programme remains flexible and adaptable throughout year, and that the objectives and activities are reviewed periodically to ensure that there remains a focus on priorities, and that new issues or opportunities can be responded to as they arise.

The current format of reporting progress updates to Waste Partnering Board and Joint Waste Collection Services Committee meetings will continue.

The full proposed programme for 2022-23 is set out in Appendix 1, including the description of the planned activities and the measures of success.

4. Recommendations

The JWCSC is asked to:

1. Provide feedback on the revised objectives and updated programme of activity for 2022-23.
2. Approve the objectives and activities, subject to any changes requested as part of the feedback provided.

Joint contract area work programme 2022 – 2023



Objectives

Our focus for 2022-23 will be a continuation and evolution of the previous annual work programme (2021-22) given that delivery was paused on some of that due to the disruption to services as a result of driver shortages. Therefore, emphasis will continue to be applied on ensuring services in the joint contract area are operating safely and effectively and that service improvements are made. We will also ensure that residents are informed about their collection services, encouraged to make full use of them and both enabled and inspired to prevent, reduce, reuse and recycle more. In light of issues that have arisen as a result of, or been compounded by, the coronavirus pandemic additional activity reflecting the need to ensure resilience of the contract to future disruption has been included.

Work will also include planning alignment with emerging national policy on new collection arrangements including how we'll work towards ambitions to have net-zero emissions vehicle fleets in the future.

The objectives are:

1. Improve the efficiency and effectiveness of the service enabling a better customer experience.
2. Deliver operational improvements that enable reductions in waste and increase the quantity and quality of recycling.
3. Ensure residents are informed about their collection service.
4. Inspire and encourage residents to prevent, reduce, reuse and recycle.
5. Manage the joint waste contract to ensure it is resilient, operating safely, and performing effectively.
6. Support the joint contract authorities' carbon reduction plans.
7. Work with partner authorities to ensure the work programme is delivered with appropriate governance and oversight.
8. Enhance our ways of working to deliver organisational efficiencies.

Programme of activity

For each objective we have detailed below the activities we plan to deliver for 2022-23. These will be reviewed on an ongoing basis and updated as appropriate. Also included is how we'll measure success for each objective.

Objective 1: Improve the efficiency and effectiveness of the service enabling a better customer experience.

Activity	Description
Customer enquiries and complaints	<p>Management of customer enquiries and complaints by:</p> <ul style="list-style-type: none"> • Responding to enquiries, complaints and Freedom of Information (FOI) responses within the required timescales. • Monitoring complaints to identify repeat issues that we can explore further with Amey for more coordinated action. • Undertaking regular meetings with customer service teams to identify issues and undertake joint remedial action. • Commencing an end-to-end review of the complaints processes identifying pressure points and suggested stream-lined ways of working.
Amey Improvement Plan	<p>Support the delivery of workstreams within Amey's improvement plan including the implementation of the Whitespace system and working with Amey on route optimisation in Surrey Heath, Woking and Elmbridge to achieve long term efficiencies including communicating changes to residents as required.</p> <p>Identify, document and suggest additional areas to Amey for inclusion in current and future plans.</p>
Contract management and performance monitoring	<p>The joint contract will be managed, and performance monitored by:</p> <ul style="list-style-type: none"> • Holding and documenting contract meetings, identifying and carrying out remedial action where required. • Reviewing the gap analysis of the contract specification against current service delivery providing updates where necessary. • Maintaining and updating the operations team annual work schedule. • Ensuring all work processes are defined and documented in a contract manual and identifying opportunities for process improvement. • Undertaking business as usual contract monitoring including contamination checks, street cleaning inspections, and site visits to resolve repeat service issues. • Using the Whitespace system / analytics to identify & replicate best practice across the JWS and Amey depot teams. • Reviewing Amey performance reports and providing assessments against Key Performance Indicators and Local Performance Indicators (including Litter and Detritus Surveys). • The production of quarterly performance reports for the Waste Partnering Board and Joint Waste Collection Services Committee.

	<ul style="list-style-type: none"> • Completing or contributing to statutory data returns on behalf of the four partner authorities (including Waste Data Flow reporting).
Contract IT system improvements	<p>Deliver improvements to the contract IT systems used by:</p> <ul style="list-style-type: none"> • Identifying, planning and delivering improvements to the Whitespace system. • Specifying requirements for performance reporting and delivering these. • Achieving integration with the various Customer Relationship Systems (CRMs) used by the partner authorities.
Future service delivery	<p>Develop an implementation plan for service changes that are required as result of emerging legislation and policy to support the national Resources and Waste strategy. This will include:</p> <ul style="list-style-type: none"> • Summarising the direction of travel with the Resources and Waste strategy to partners once government make this known. • Modelling different collection scenarios for the joint contract area (linking in with the work being carried out on SEP 2025 mentioned below) • Preparing a business case with the preferred option of partners that will form the basis of our TEEP exemption assessment (as kerbside sort is likely to be the least preferred option) • Approving the preferred option with partners and Amey, including agreeing an implementation plan and procurement strategy to bring the changes in if required by obligations in emerging legislation.
Data management	<p>Continue to work to progress the quality of data to improve intelligence and decision making. This will include:</p> <ul style="list-style-type: none"> • Maintaining waste collection and street cleaning data to ensure accuracy. • Integration of data from Whitespace with GIS (e.g., street priority zones and litter bins) • Alignment of folder structure across the four authority areas, to support oversight and reporting as well as increasing service resilience. • Developing a performance dashboard and use of automated exception reports. • Utilise data (intelligence) to identify where improvements to the service can be made.
<p>Measures of success:</p> <ul style="list-style-type: none"> • Customer enquiries and FOI requests dealt with within authority service level agreements. • Review of complaints process completed, suggested fixes completed, and processes aligned across all four areas. • Amey improvement plan projects delivered. • Contract performance indicators met or exceeded. • Single operational IT system in use across all four contract areas. • Automated performance reporting. • Increase in customers accessing services online. • Programme of service delivery changes approved and operational. • Accurate data available to inform contract improvement and service efficiency work. 	

Objective 2: Deliver operational improvements that enable reductions in waste and increase the quantity and quality of recycling

Activity	Description
Dry mixed recycling (DMR) contamination reduction	<p>A programme of projects and activities will continue to be delivered to tackle and reduce contamination of DMR:</p> <ul style="list-style-type: none"> • Work with Amey to improve processes for identifying and reducing contamination, recording and monitoring lockouts and communicating with residents. • Continue to carry out crew training for each round and provide ongoing engagement and feedback to crews on contamination performance. • Introduce the use of a crew training video as part of Amey's new staff inductions. • Work with Amey to improve the removal of contamination from collected waste at Doman Road.
Recycling of street cleaning waste	<p>Work with Amey and Surrey County Council to identify if further process changes could allow more waste from street cleaning activities to be recycled.</p> <p>Deliver training to Amey operatives to support the increase of waste from street cleaning activities that is recycled.</p>
Review of collection services at existing developments	<p>Utilise crew and customer feedback to identify locations where improvements in service provision or participation can be made.</p> <p>Work with housing associations and managing agents on improving bin store design and capacity to encourage better use of services and reduce contamination of recycling.</p>
Set up of collection services at new developments	<p>Help setup collection services at new developments by:</p> <ul style="list-style-type: none"> • Providing guidance on requirements for waste storage and collection. • Commenting on planning applications and work with developers to ensure waste facilities at new build sites are fit for purpose. • Liaising with developers/agents to commence collections as new sites are occupied.
Waste reduction	<p>Seek to target where waste can be reduced by developing a strategy and action plan for waste reduction in the joint contract area.</p>

<p>Benefit from countywide service improvement initiatives.</p>	<p>The joint contract area will benefit from the delivery of the following key countywide service improvement initiatives:</p> <ul style="list-style-type: none"> • Introduce food recycling at flats where there is currently no collection, including providing bins, liners and communication materials to engage residents in the new service. • Continuing the rollout of measures to reduce the contamination of communal recycling bins at blocks of flats with significant issues. This will include reviewing bin capacity, introducing reduced aperture lids and locks or providing one-off replacements of broken locks, updating signage and providing communication materials to encourage residents to recycle the right items. • Development of ‘SEP 2025: A partnership approach to waste prevention and recycling’, which will look as a minimum to align with the Government’s ambitions such as a 55% recycling rate by 2025 and 65% by 2035 and strive to go beyond this and begin to respond to decarbonisation by planning changes to our vehicle fleets and infrastructure to reduce emissions in the shorter term and move towards net-zero emissions in the longer term. • Setting up of the Infrastructure and Transport Delivery Plan, which will: <ul style="list-style-type: none"> ○ Review and document the existing infrastructure, it’s capacity and usage. ○ Consider future infrastructure requirements for managing waste in accordance with the national Resources and Waste Strategy and develop a delivery plan. ○ Develop a plan to decarbonise the collection and disposal transport fleet and establish the supporting infrastructure requirements. • Management of the SEP waste data system, including contract management and managing the supply of weighbridge data. <p>Also provide operational input to, and participate in trialling of, interventions to help inform the development of other key Surrey Environment Partnership (SEP) projects.</p>
<p>Measures of success:</p> <ul style="list-style-type: none"> • Reduction in the number of rejected loads of DMR and in the level of contamination reported by Materials Recovery Facilities. • Increase in the proportion of street sweepings that are recycled. • Direct engagement with residents and other stakeholders. • Participation in all available services at new developments from first occupation. • Waste reduction strategy and action plan setup. • Increase in quality of recycling material collected. • Increase in the proportion of material collected for recycling • Delivery of the countywide service improvement initiatives 	

Objective 3: Ensure residents are informed about their collection service	
Activity	Description
Service delivery communications	Ongoing review and creation of communications materials to support the running of the service, ensuring the most appropriate format is used for each type of communication. e.g., bin hangers and notices about contamination, garden waste subscriptions, parking. Communications to update residents about any changes in service delivery, e.g., due to driver shortages, adverse weather, vehicle breakdowns.
Digital channel management	Maximise the use of digital channels to communicate with residents wherever possible. Management and updates of the JWS website including: <ul style="list-style-type: none"> • undertaking accessibility reviews. • review of site to identify and make improvements to structure and content. Management of customer queries and complaints received via Twitter.
Media management	Respond to media enquiries from local and trade media, drafting responses and liaising with partners as appropriate.
Round change communications	Develop and distribute clear communications about any changes to rounds.
Provide content for partner channels	Develop communications materials and toolkits for joint contract partner communications teams to share via each council's own channels.
Measures of success: <ul style="list-style-type: none"> • Feedback from authority resident satisfaction panels (where available). • Digital channel metrics (e.g., website visits, Twitter queries resolved). • Positive media coverage. • Low levels of queries about round changes. 	

Objective 4: Inspire and encourage residents to prevent, reduce, reuse and recycle	
Activity	Description
Own Your Impact campaign amplification	<p>Amplification of SEP Own Your Impact campaign to upweight messages in the joint contract area using media channels targeted by postcode.</p> <p>Priority areas for the campaign will be food waste recycling, waste reduction and reducing contamination of DMR. Other messaging including waste prevention, reduction, reuse and recycling of other materials will also be covered through ongoing campaign communications.</p>
Contamination communications	<p>Promotion of Surrey Recycles search tool, app and waste sorting game to educate residents in the joint contract area about how to dispose of and recycle items and reduce contamination.</p> <p>Creation of specific materials to help with crew and resident education about contamination.</p>
Social media	Communicate proactive messages encouraging residents to reduce, reuse and recycle via JWS Twitter.
Community events	Presence or involvement in key community events.
Gain maximum benefit from countywide engagement initiatives	<p>Continue to manage the SEP-funded Rethink Waste incentive scheme currently being trialled in Elmbridge until it completes in October 2022. The trial will then be evaluated to establish whether it should be rolled out more widely including in other joint contract areas.</p> <p>Creation and distribution of recycling guides and collection calendars for 2023, tailored as appropriate to each joint contract area.</p> <p>Identify opportunities for participation in further SEP engagement initiatives whenever possible, e.g., where appropriate data is available.</p>
<p>Measures of success:</p> <ul style="list-style-type: none"> • Localised results from SEP evaluations. • Localised results from SEP digital channels and search tool. • Reach and engagement metrics for JWS Twitter. • Evaluation of Rethink Waste scheme, including assessment of changes to residual waste tonnage in Elmbridge, and resident sign up and engagement with the scheme. • Evaluation of recycling guides. • Direct engagement at events. 	

Objective 5: Manage the joint waste contract to ensure it is resilient, operating safely, and performing effectively.	
Activity	Description
Operational Health and Safety monitoring	<p>Ensure the joint contract operates safely by:</p> <ul style="list-style-type: none"> • Planning and completing a programme of regular crew checks using Amey 'Checked Safe' software including reporting a summary of this on a monthly basis. • Reviewing close calls, actioning as required and updating Amey accordingly. • Attending contract and authority Health and Safety meetings communicating key feedback from this where relevant. Whilst supplying contract Health and Safety information and data to all four authorities. • Implementing the updated Health and Safety protocol • Undertaking depot audits and agreeing any remedial action where required.
Business Continuity	<p>Specific tasks for this activity include:</p> <ul style="list-style-type: none"> • Review and test contract business continuity plan arrangements. • Manage the response to events which impact service resilience and/or have the potential to result in service disruption • Regular review of impact of pandemic and associated changes in guidance on services - plans updated accordingly. • Updates to partners on service delivery issues and input into SEP planning meetings.
<p>Measures of success:</p> <ul style="list-style-type: none"> • Compliance with relevant legislation and H&S best practice. • Contingency plans in place. • Rapid response to any crises or issues that arise during the year. 	

Objective 6: Support the joint contract authorities' carbon reduction plans	
Activity	Description
Reporting emissions from waste collection activities	Work with Amey to ensure data is supplied for joint contract authority reporting requirements. This data will then be used to identify areas where emissions could be reduced.
Working towards a net-zero emissions vehicle fleet	Align with the SEP Infrastructure and Delivery plan project (above) and carry out a review of depot infrastructure and future fleet requirements.

	Work with Amey to pilot alternative, low carbon fuel options and ensure alternative fuel vehicles are considered as part of the mid-contract refresh of the street cleaning fleet.
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Measures of success:

- Data supplied in agreed formats / timescales.
- Establishing a pathway to work towards a net-zero emissions vehicle fleet.

Objective 7: Work with partner authorities to ensure the work programme is delivered with appropriate governance and oversight.

Activity	Description
Joint contract governance	Continue to manage the Waste Partnering Board and Joint Waste Collection Services Committee by planning the agendas and preparing for and attending these meetings. Briefings for partner authority officers and members will also be provided where required.
Programme management	<p>Develop and agree work programme proposals.</p> <p>Manage the work programme for 22-23 by administering a process to plan and design projects and other work that the joint contract has agreed to.</p> <p>Monitor and progress report on this programme of work quarterly to the Waste Partnering Board and Joint Waste Collection Services Committee.</p>
Networking	<p>Build good relationships, gain insight and intelligence from authorities and the wider industry by:</p> <ul style="list-style-type: none"> • Contributing to SEP working groups and sharing/obtaining best practice (WORG, SEP Officers) • Attending meetings and monitor updates from groups such as ADEPT, South East Waste Partnership Managers, NAWDO and LARAC.
Financial management	<p>Tasks to manage financial processes robustly include:</p> <ul style="list-style-type: none"> • Timely processing of invoices. Performance deductions included in monthly variable invoices. • Annual core sums reviewed in line with contract requirements. • Quarterly budget reports produced in conjunction with SHBC finance team • Timely provision of end of year accruals.

Measures of success:

- Decision making and reporting requirements of the IAA met.
- Annual work programme and budgets approved.
- Good relationships built with industry and authority colleagues.

- Insights and intelligence gained from experts.
- Timely and accurate reports available for partners to review.
- Payments are made in a timely manner.

Objective 8: Enhance our ways of working to deliver organisational efficiencies.

Activity	Description
Review ways of working	<p>Identify and develop a range of potential savings opportunities, service efficiencies and budget reductions for consideration by the Board and Committee.</p> <p>Review office working in light of the current situation to determine an appropriate future working model which will drive organisational efficiencies.</p>
<p>Measures of success:</p> <ul style="list-style-type: none"> • Development and approval of a savings plan for 2023-24 and delivery of actions set out in the plan. • Future working model agreed and implemented. 	



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