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Wednesday, 21 September 2022

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

Councillor Colin Dougan, Surrey Heath Borough Council (Chairman)  
Councillor Marisa Heath, Surrey County Council  
Councillor Rob Leach, Woking Borough 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, 29 September 2022 at 11.30 am**. The agenda will be set out as below.

Please note that this meeting will be recorded and live streamed on Surrey Heath Borough Council's YouTube Channel.

## AGENDA

	<b>Pages</b>	<b>Lead Officer</b>
<b>1 Apologies for Absence</b>		
<b>2 Minutes of Last Meeting</b>	<b>1 - 6</b>	
To receive, and confirm as being a correct record, the minutes of the meeting of the Joint Waste Collection Services Committee held on 14 <sup>th</sup> July 2022.		
<b>3 Declaration of Interests</b>		
<b>4 Quarterly Performance Report</b>	<b>7 - 18</b>	Kingsley Lu
To receive a report summarising the performance of the Joint Waste Contract Authorities at the end of the first quarter (April to June 2022) of the 2022/23 financial year.		
<b>5 Amey Contract Improvement Plan</b>	<b>Presentation</b>	Amey
To receive an update on the progress made towards achieving the aims, priorities and objectives set out in Amey's Contract Improvement Plan at the end of the first		

quarter (April to June 2022) of the 2022/23 financial year.

- |          |   |                |                                 |
|----------|---|----------------|---------------------------------|
| <b>6</b> | <b>Quarterly Budget Report</b>  | <b>19 - 22</b> | Marco Archangeli / Adrian Flynn |
|          | To receive a report summarising the budgetary position of the Joint Waste Contract at the end of the first quarter (April to June 2022) of the 2022/23 financial year.                              |                |                                 |
| <b>7</b> | <b>Joint Waste Solutions Programme Progress Report</b>  | <b>23 - 40</b> | Pat Hindley / Jo Chauhan        |
|          | To receive a report summarising the progress made to date towards achieving the aims, objectives and priorities set out in the Joint Waste Solutions Work Programme for the 2022/23 financial year. |                |                                 |
| <b>8</b> | <b>Date of Next Meeting</b>   |                |                                 |
|          | The next scheduled meeting of the Joint Waste Collection Services Committee will take place on Thursday 1 <sup>st</sup> December 2022 at 11.30am.   |                |                                 |



**Minutes of a Meeting of the Joint Waste  
Collection Services Committee held  
Virtually - Public Meeting on 14 July 2022**

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**Present:** Councillor Colin Dougan, Surrey Heath Borough Council  
Councillor Rob Leach, Woking Borough Council  
Councillor Caroline Salmon, Mole Valley District Council  
Councillor Ashley Tilling, Elmbridge Borough Council

**In Attendance:** Paul Anderson, Mole Valley District Council  
Aghogho Ateh, Joint Waste Solutions  
Sarah Beck, Joint Waste Solutions  
Adrian Flynn, Surrey Heath Borough Council  
Kelly Goldsmith, Joint Waste Solutions  
Evelyn Gyandoh, Amey  
Ray Lee, Elmbridge Borough Council  
George Pargeter, Amey  
Nick Steevens, Surrey Heath Borough Council  
Mark Tabner, Woking Borough Council  
Neil Thompson, Joint Waste Solutions  
Danielle Wright, Amey

**Apologies:** Councillor Marisa Heath, Surrey County Council  
Richard Parkinson, Surrey County Council

**1/JW Election of Chairman and Vice Chairman**

**RESOLVED** that Councillor Colin Dougan be elected Chairman of the Joint Waste Collection Services Committee for the 2022/23 municipal year.

**COUNCILLOR DOUGAN IN THE CHAIR**

**RESOLVED** that Councillor Ashley Tilling be elected Vice-Chairman of the Joint Waste Collection Services Committee for the 2022/23 municipal year.

**2/JW Minutes of Last Meeting**

Minute Correction: 30/JW Budget Monitoring Quarter 3 (October to December 2021)

It was noted that the wrong figure had been included in Minute 30/JW Budget Monitoring Quarter 3 for the projected overspend on the Core Contract Budget which should have been £193,253, not the £1.9million stated in the minutes.

**RESOLVED** that, subject to the correction set out above, the minutes of the meeting of the Joint Waste Collection Services Committee held on 3<sup>rd</sup> March 2022 be approved as a correct record and signed by the Chairman.

### 3/JW Declaration of Interests

There were no declarations of interest.

### 4/JW Joint Waste Contract Recycling and Waste Performance

The Committee received a report summarising the position in respect of recycling and operational performance across the joint contract area at the end of the 2021/22 financial year.

It was reported that across Surrey tonnages collected continued to be higher than pre-pandemic levels however there had been a 7.2% decrease in the total tonnages collected when compared to the end of the 2020/22 financial year and dry mixed recycling (DMR), food waste and residual tonnages had decreased by approximately 6.4%, 5.4% and 2.7% respectively. The following year on year changes in tonnages for each waste stream were provided:

	Year on year tonnage changes				
	DMR	Food Waste	Residual Waste	Garden Waste	12 month rolling recycling rate
Elmbridge	-6.2%	-8.5%	-3.9%	-37.05%	51.2%
Mole Valley	-6.5%	-7.0%	-4.7%	-30.9%	54.1%
Surrey Heath	-7.5%	-2.0%	-0.5%	-29.1%	59.1%
Woking	-6.0%	-5.9%	-3.0%	-36.4%	51.0%

The fall in the tonnages collected was noted however tonnages were still higher than in 2019; it was considered that the fall was due work life patterns reverting back to their pre-pandemic arrangements and was not something that was considered to be intrinsically concerning at this time.

It was reported that recycling targets for 2022/23 had originally been set at 61% (this had been the recycling rate before pandemic restrictions were imposed) however following challenge at a Scrutiny Committee the target had been increased to 63%. There were a number of activities scheduled during 2022/23 including rolling out food waste collections in 3,000 flatted properties in Surrey Heath and targeted intervention work at single household properties to improve the quality and quantity of DMR.

The large variations in fly tipping being recorded were noted however there was no clear reason why this varied so much from quarter to quarter.

It was considered that the fall in tonnages could be seen in a positive light because it meant that less waste was being produced.

The Committee noted the report.

### 5/JW Joint Contract Update

The Committee received an update on the delivery of the collection service across the partnership area. It was reported that the core service i.e. residual waste, dry mixed recycling and food waste collections were currently all stable. The garden waste collection service had been reinstated on a fortnightly basis in early May 2022 although it was noted that there was a lack of resilience in the service currently.

The Committee was informed that ballots for strike action had been held with GMB members with Elmbridge and Surrey Heath employees voting for industrial action and Amey had approached ACAS with regard to overseeing negotiations. Only a small number of employees at the Mole Valley Depot were members of a union and those that were were members of UNITE; at the current time, there had been no ballots in Mole Valley.

It was noted that unions had to give Amey two weeks' notice of any industrial action and, whilst no notice had been received to date, Amey was developing contingency plans to ensure disruption to core services was minimal and staff were being kept up to date on any developments. Amey and Joint Waste Solutions (JWS) were meeting on a weekly basis to ensure that any developments were addressed in a timely fashion. It was agreed that the Committee would be kept updated on a weekly basis.

The Committee noted the update.

## **6/JW Amey Annual Report and Contract Improvement Plan**

The Committee received a presentation summarising Amey's key areas of work during the 2021/22 financial year in the joint contract area.

It was reported that whilst the shortage of HGV drivers had made 2021/22 a challenging year, Amey had made significant progress in delivering a number of projects that had previously been delayed including the implementation of the new ICT system Whitespace and the introduction of digital tachographs. The driver shortage had been a significant concern throughout 2021/22 and a number of different strategies had been employed to improve the recruitment and retention of drivers including the development of an in house training scheme and the use of recruitment and retention bonuses.

Following a significant period of suspension the garden waste collections had been reinstated in full on the 2<sup>nd</sup> May 2022 however there continued to be concerns over the sustainability of the service with depot managers having to assist with collections, the need for weekend collections in some areas and the sharing of staff between depots to ensure that all rounds were resourced appropriately. It was noted that 22 drivers were required to deliver a full garden waste service; whilst there were currently 5 vacancies in the service, 2 new drivers would shortly complete their induction programmes and this would alleviate the pressure on the service. The salary uplift, which had been applied from 28<sup>th</sup> June 2022, had had a positive impact on recruitment and it was hoped that the increased number of enquiries would translate through to applications.

It was confirmed that all vehicles were subject to a six weekly inspection programme. Due to the age of the fleet, the inspections were identifying similar faults across the same models and where a problem was identified then this was rectified across the fleet. One round in Mole Valley was consistently being left incomplete due to breakdowns and it was noted that the 7.5tonne vehicle required to complete the restricted access round was struggling with the demands placed on it.

Wherever possible old and damaged containers were collected and refurbished before they were reused. This refurbishment work was currently carried out in bulk by a contractor but depot staff were being trained to refurbish the smaller capacity containers.

Following a high level of near misses and accidents at the start of the year, additional safety training had been implemented and all accidents were reviewed to identify any trends and learning was shared with crews.

It was questioned whether the use of electric sweepers might not be practicable in rural areas however it was acknowledged that the use of electric vehicles was still at an early stage and any learning would be shared with JWS.

The Committee noted the update.

## 7/JW **Bi-Annual Indexation Proposal**

The Board considered a report setting out proposals to change the method used to calculate contract indexation.

Under the terms of Clause 10.1 of the joint waste contract inflationary indexation was applied on 1<sup>st</sup> April each year with the amount to be applied to contract pricing currently being determined by multiplying the relevant amount, or sum, by the product of:

- a) The percentage increase or decrease in each applicable index published for the 12 months ended on the January 31<sup>st</sup> immediately preceding the relevant adjustment rate; and
- b) The relevant weighting for that applicable index as set out in the table below:

	Index	Proportion of costs subject to the index in percentage or as a decimal
Labour	Average Weekly Earnings Index (EARN01) as published by the Office of National Statistics	76.59%
Fuel	Ultra Low Sulphur Diesel (ULSD) contained in the Weekly Road Fuel Prices published by the Department of Energy and Climate Change	10.29%
Other	CPI	13.12%

The Committee was informed that basing annual indexation calculations on a single fixed point in time, meant that the rate was subject to unexpected external pressures for example the recent blockage of the Suez Canal or Russia's invasion of the Ukraine and this could result in either the partner authorities over paying for the year or Amey being unable to recover increased costs. The situation was exacerbated by the fact that the January average weekly earnings index was not published until mid-March; consequently the indexation value was not known until a few weeks before the adjustment date.

To reduce uncertainty, make the indexation value more forecastable and improve the budget setting process it was proposed that future contract indexation would be based on a bi-annual calculation based on six monthly averages with averages being calculated on:

- 1<sup>st</sup> April - Calculation based on the average value between July 1<sup>st</sup> to 31<sup>st</sup> December
- 1<sup>st</sup> October – Calculation based on average value between 1<sup>st</sup> January to 30<sup>th</sup> June each year.

It was agreed that this was a sensible way forward and the proposed change would be supported. It was noted that template reports would be provided for officers to tailor before the decision was taking through the decision making process of partner authorities.

**RESOLVED** that:

- i. The proposed amendment to the indexation mechanism be supported.
- ii. Partner authorities progress the proposed changes through their decision making processes.

**8/JW Date of Next Meeting**

It was noted that the next scheduled meeting of the Joint Waste Collection Services Committee would take place on Thursday 29<sup>th</sup> September 2022 at 11.30am.

**CHAIRMAN**

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## **Joint Contract Authority Performance – Quarter 1 2022/23 29 September 2022**

Report Author: Kingsley Lu

### **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.

Recycling performance 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 – Q1 2022/23**

The first section of each dashboard reports on recycling performance. Performance is reported monthly, up to and including June 2022, the latest month for which data are available.

The report shows tonnages collected by type of material. The recycling rate is based on these as a percentage of total waste and recycling. All comparisons are based on performance for the 12 months to June 2022 compared with that for the 12 months to June 2021.

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 still remain higher than pre pandemic levels however there has been a decrease of 6.2% across all waste streams.

In the year to June 2022 DMR, food waste and residual waste tonnages decreased by approximately 7.6%, 7.3% and 2.7% respectively. This could indicate a continuation of the trend towards pre pandemic levels reported in the previous quarter. Overall garden waste tonnages, excluding those collected at the CRCs, have decreased by 12.4% in the 12 months to June 2022 compared with the same period for the previous year. This is in part due to the reduced service within the joint contract areas in the last financial year as most other authorities have seen an increase in this period.

### **Joint Contract authorities – general trends**

In Q1 2022/23, the joint contract areas have all seen decreases in the four main material types (DMR, food, residual, and garden). Generally, these reductions are in line with the rest of Surrey and as stated above could be a signal that waste levels are returning to normal. However, garden waste tonnages were significantly lower in the Joint Contract area than in

the rest of the county. 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 three of the four authorities seeing a decrease in tonnages from the previous year.

### Elmbridge

In the year to June 2022, DMR tonnages saw a decrease of 6.8%. Food waste tonnages have also decreased, by around 9.5% year-on-year. Residual waste tonnages have decreased by 4.3% year-on-year. The disruption to the garden waste service seen last year has meant the garden waste tonnages are 39.2%.

Fly-tipping volumes have decreased by 23.6% from 159 tonnes to 122 tonnes. This is a noticeable improvement on pre pandemic levels (262 tonnes for the year to June 2020).

The quarterly recycling rate for Elmbridge is estimated as 55.2%. The 12-month rolling rate to June 2022 is 51.0%.

### Mole Valley

DMR tonnages and food tonnages were down by 7.6% and 7.5% respectively in the year to June 2022 when compared to the previous 12-month period. The residual waste tonnage has also decreased, by 5.1% year-on-year. Garden waste tonnage is down by 38.9% year-on-year largely caused by the service disruption seen in 2021/22.

There were about 26 tonnes of fly-tipping collected in the 12-month period to June 2022, up from 6 tonnes from the same period in the previous year. Comparing to pre-pandemic levels, the tonnage recorded was 7 tonnes for the 12-month period to June 2020.

The quarterly recycling rate for Mole Valley is estimated as 55.1%. The 12-month rolling rate to June 2022 is 53.3%.

### Surrey Heath

In the year to June 2022, DMR tonnages were down by 6.5% year-on-year. Food waste tonnage has also decreased by 4.7%. Garden waste tonnages have decreased by 28.8%, due to the reduced garden waste service in the latest financial year. Additionally, residual waste tonnages were also down year-on-year however, by around 2.5%.

Fly-tipping volumes have decreased by 68.4% from 197 tonnes to 62 tonnes. There are no known factors that could explain this decrease. The results show a sustained improvement when compared to pre-pandemic levels, as 225 tonnes were collected in the 12-months to June 2020.

The quarterly recycling rate for Surrey Heath is estimated as 61.2%. The 12-month rolling rate to June 2022 is 58.1%.

### Woking

DMR and food tonnages in the year to June 2022 both decreased respectively by 5.6% and 7.9% year-on-year. Garden waste tonnages have seen a year-on-year decrease, of around 37.6%. This is because of the reduced garden waste service experienced in 2021/22. Residual waste tonnages have also seen a reduction of 2.8%.

Fly-tipping volumes have decreased by 35.7% from 216 tonnes to 139 tonnes. Comparing to pre-pandemic levels, the tonnage for the 12-months to June 2020 was 227 tonnes. This service is not run by Amey.

The quarterly recycling rate for Woking is estimated as 55.8%. The 12-month rolling rate to June 2022 is 50.9%.

### **SEP Joint Strategy performance – Q4 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 Q4 2021/22 and is based on data sourced from Waste Data Flow.

### **Recommendation**

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

### **Next steps**

The next performance report will be presented in the 1<sup>st</sup> December 2022 Partnering Committee meeting. It is expected that this will report on performance up to and including Q2 2022/23, for recycling performance, this will be dependent on whether data are received by the deadline, from Surrey County Council's waste contractor, SUEZ.

### **Version control**

<b>Version</b>	<b>Author</b>	<b>Date</b>	<b>Changes</b>	<b>Distribution</b>
V0	Kingsley Lu and Will Gray	14/09/2022		Joint Waste Partnering Committee

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Council

Elmbridge

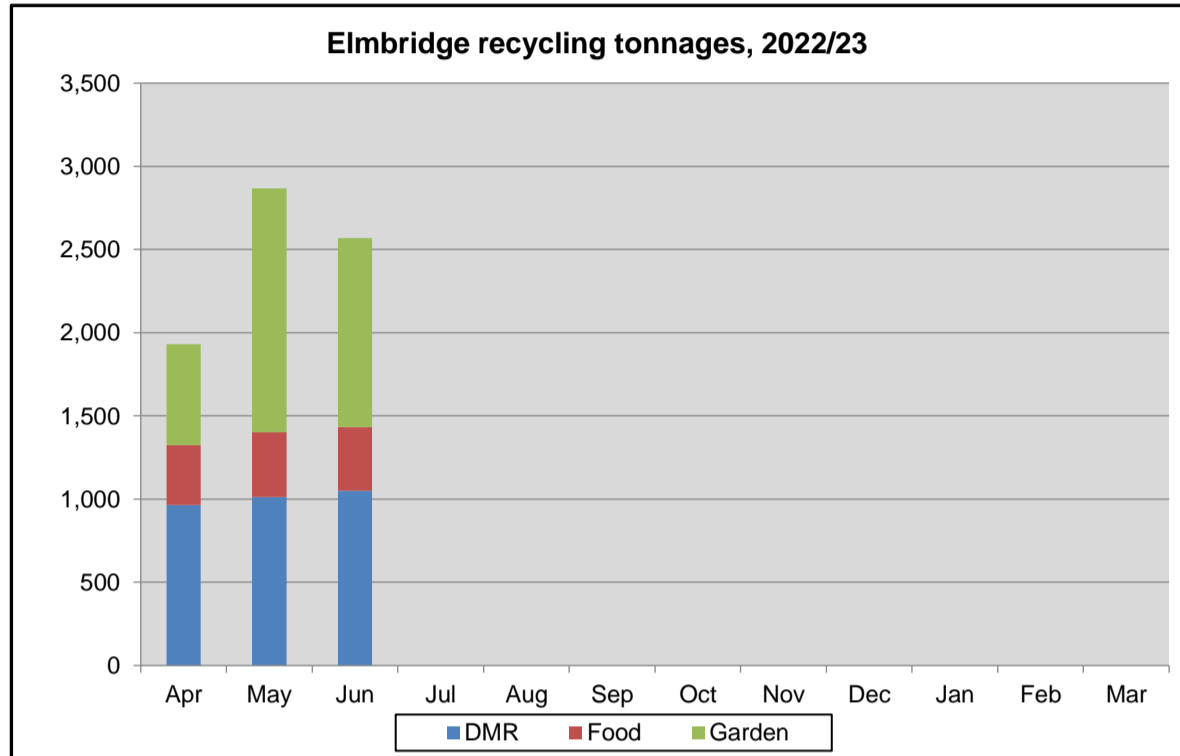
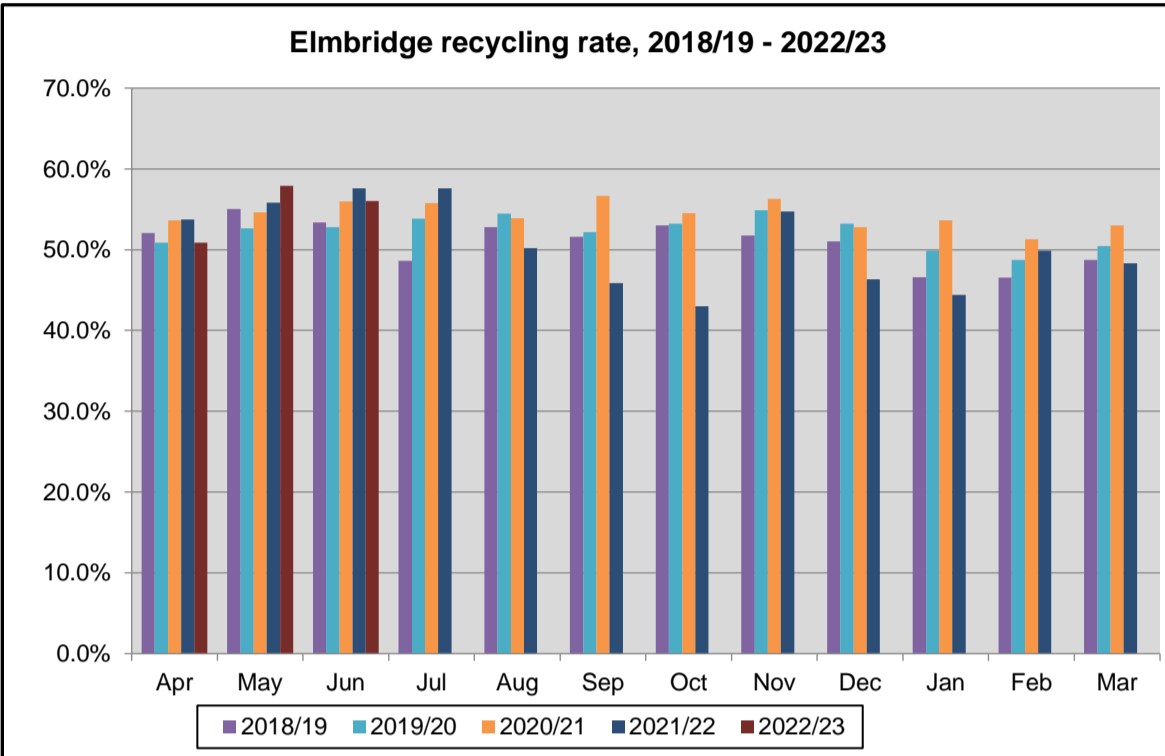
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Monthly indicators

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					
Jun 2021	Jun 2022	Change	Jun 2021	Jun 2022	Change	Jun 2021	Jun 2022	Change
1,198	1,117	-6.8%	40	37	-6.8%	15,019	13,993	-6.8%
428	381	-11.0%	14	13	-11.0%	5,321	4,815	-9.5%
1,533	1,136	-25.9%	51	38	-25.9%	12,638	7,681	-39.2%
0	1	421.2%	0	0	421.2%	21	15	-30.6%
3	2	-15.3%	0	0	-15.3%	53	43	-19.6%
2	0	-100.0%	0	0	-100.0%	6	4	-25.7%
3,164	2,638	-16.6%	105	88	-16.6%	33,059	26,551	-19.7%
2,039	1,879	-7.8%	68	63	-7.8%	23,482	22,475	-4.3%
184	149	-19.1%	6	5	-19.1%	2,833	2,159	-23.8%
17	7	-60.0%	1	0	-60.0%	159	122	-23.6%
5,404	4,673	-13.5%	180	156	-13.5%	59,534	51,308	-13.8%



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-22	May-22	Jun-22	Jul-22	Aug-22	Sep-22	Oct-22	Nov-22	Dec-22	Jan-23	Feb-23	Mar-23
964	1,011	1,051									
360	390	381									
608	1,466	1,136									
1	1	1									
2	6	2									
95	50	42									
2,029	2,925	2,615									
1,855	2,027	1,945									
103	99	106									
4	6	7									
3,987	5,050	4,666									

Recycling rate	Current month
	Last 12 months

Apr-22	May-22	Jun-22	Jul-22	Aug-22	Sep-22	Oct-22	Nov-22	Dec-22	Jan-23	Feb-23	Mar-23
50.9%	57.9%	56.0%									
51.0%	51.2%	51.0%									

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	Mar 2021	Mar 2022	Change
Total waste & recycling per person (kg)	117.9	109.0	111.5	103.2	109.8	98.4	88.8	85.8	440	383	-13.1%
Recycling rate (Defra definition)	54.7%	55.6%	54.6%	52.9%	55.7%	51.9%	48.6%	47.6%	54.5%	51.3%	-3.2%

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**Council**

Mole Valley

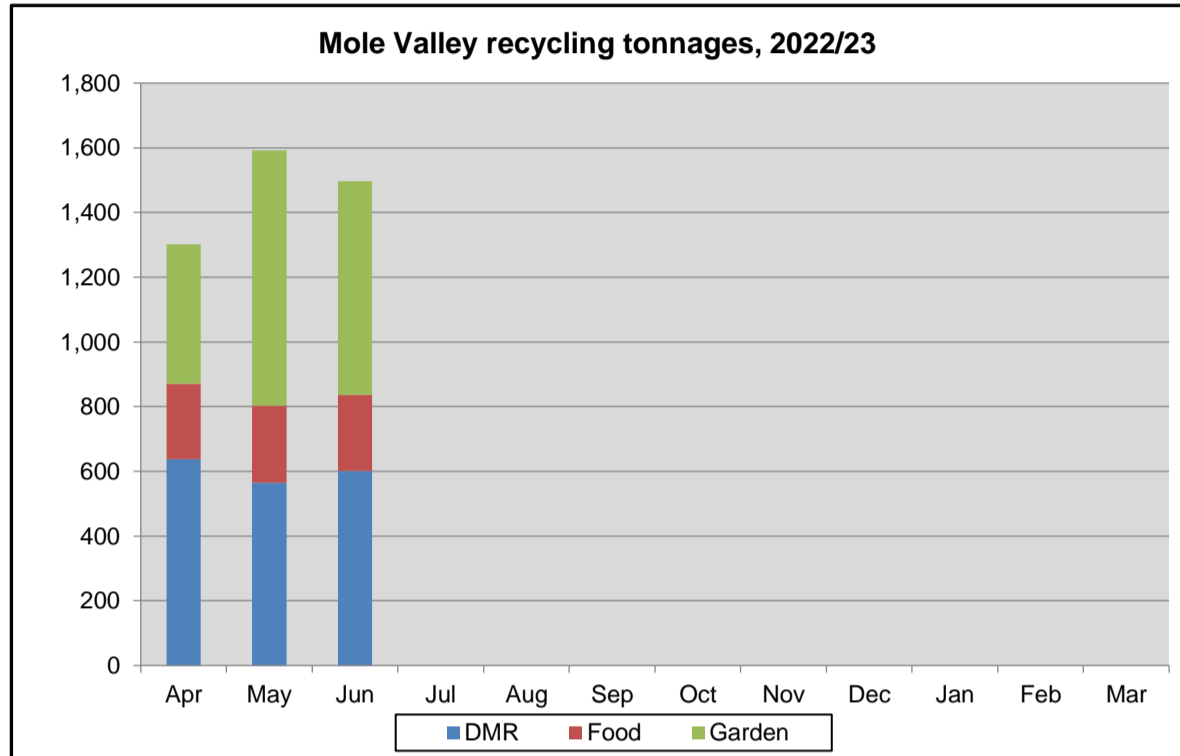
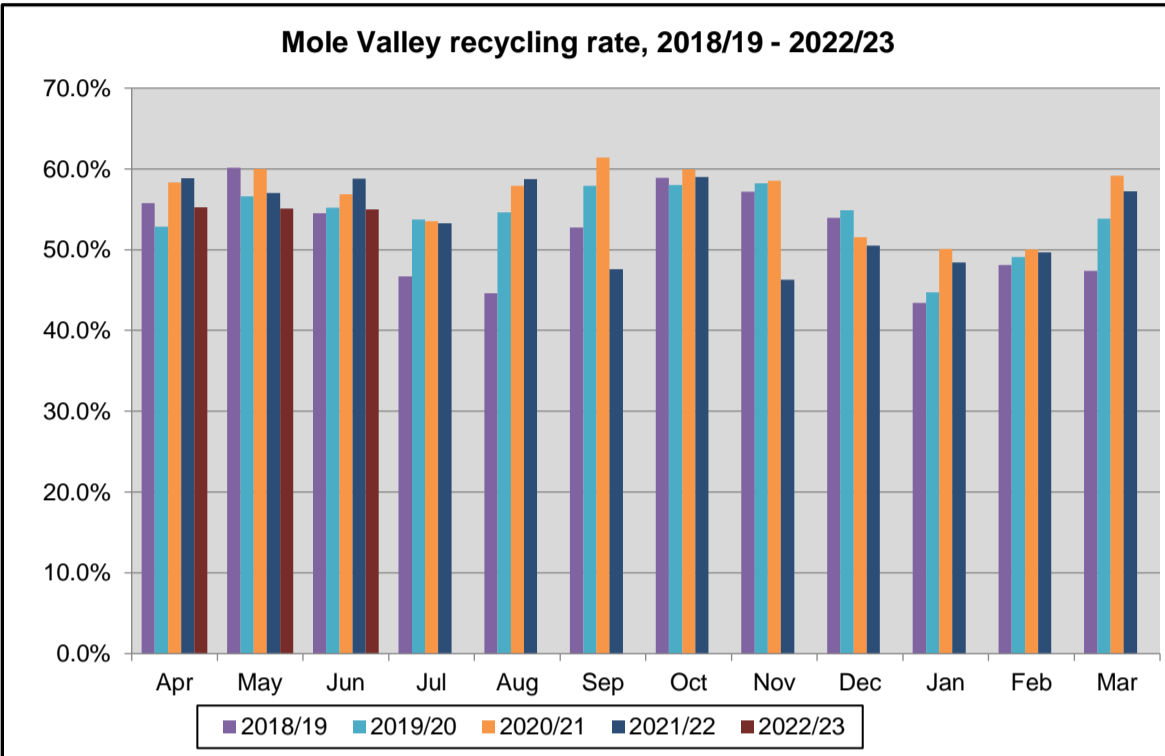
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**Monthly indicators**

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					
Jun 2021	Jun 2022	Change	Jun 2021	Jun 2022	Change	Jun 2021	Jun 2022	Change
726	643	-11.4%	24	21	-11.4%	9,628	8,900	-7.6%
251	236	-6.3%	8	8	-6.3%	3,194	2,954	-7.5%
1,078	661	-38.7%	36	22	-38.7%	7,794	4,981	-36.1%
4	6	51.7%	0	0	51.7%	50	62	25.5%
4	3	-39.8%	0	0	-39.8%	124	28	-77.3%
0	0	-100.0%	0	0	-100.0%	1	0	-100.0%
2,064	1,548	-25.0%	69	52	-25.0%	20,791	16,925	-18.6%
1,282	1,168	-8.9%	43	39	-8.9%	13,840	13,132	-5.1%
132	111	-16.1%	4	4	-16.1%	3,017	1,838	-39.1%
0	3	1640.0%	0	0	1640.0%	6	26	360.7%
3,478	2,829	-18.6%	116	94	-18.6%	37,653	31,921	-15.2%



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-22	May-22	Jun-22	Jul-22	Aug-22	Sep-22	Oct-22	Nov-22	Dec-22	Jan-23	Feb-23	Mar-23
638	565	601									
233	238	236									
431	789	661									
6	7	6									
5	1	3									
62	47	47									
1,374	1,648	1,553									
1,050	1,279	1,209									
64	64	63									
6	5	3									
2,488	2,991	2,826									

Recycling rate	Current month
	Last 12 months

55.2%	55.1%	55.0%									
53.9%	53.7%	53.3%									

**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	Mar 2021	Mar 2022	Change
Total waste & recycling per person (kg)	115.3	106.2	117.2	99.5	108.5	90.3	94.5	85.3	437	379	-13.4%
Recycling rate (Defra definition)	58.4%	57.5%	56.6%	53.6%	58.2%	53.6%	51.9%	52.2%	56.6%	54.2%	-2.4%

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Council

Surrey Heath

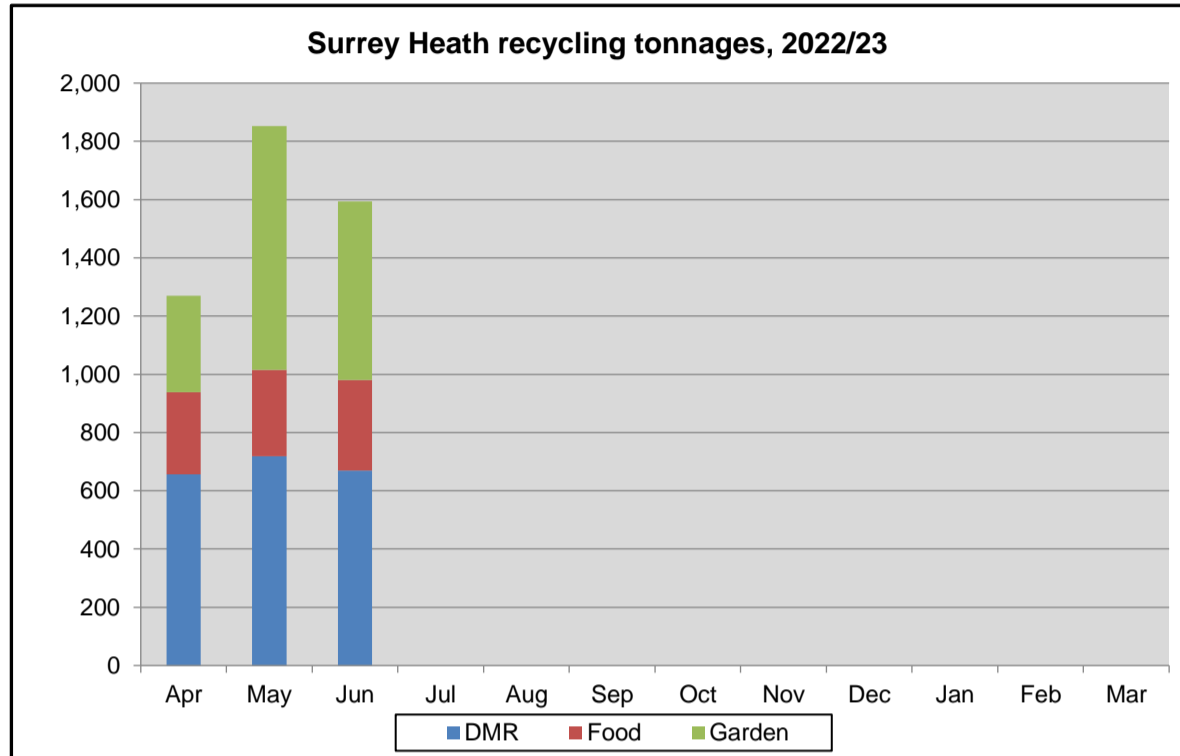
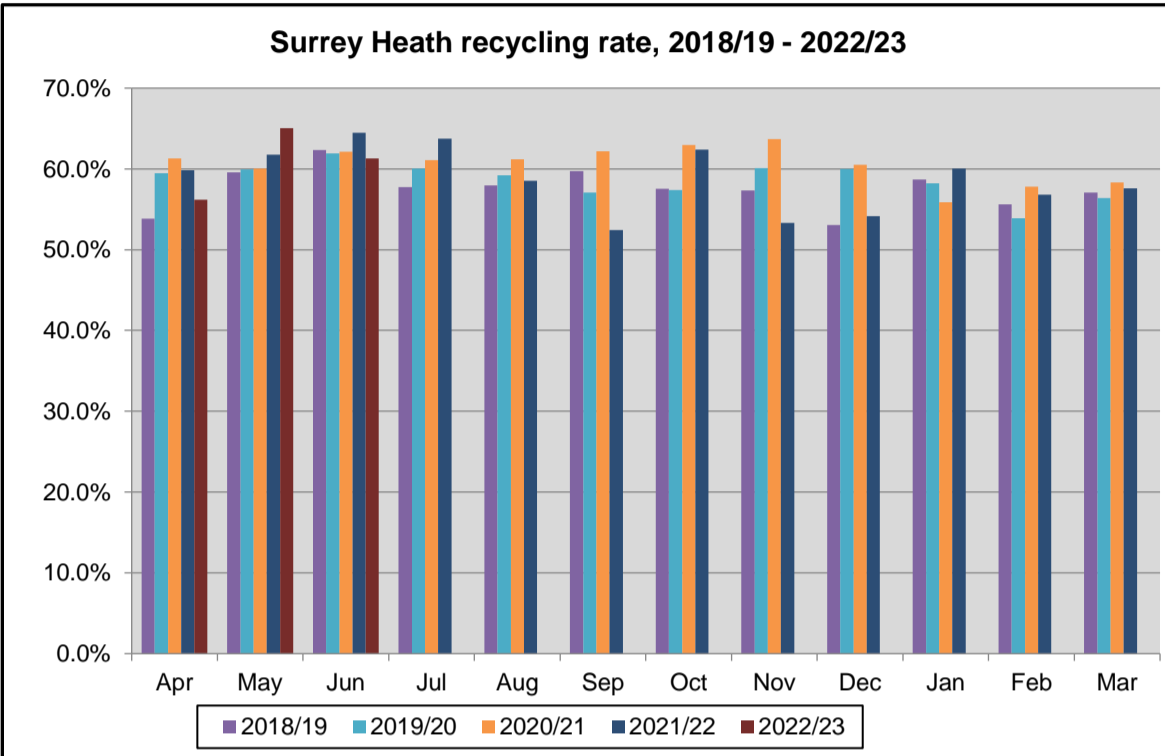
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Monthly indicators

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					
Jun 2021	Jun 2022	Change	Jun 2021	Jun 2022	Change	Jun 2021	Jun 2022	Change
847	760	-10.3%	28	25	-10.3%	10,273	9,610	-6.5%
335	310	-7.6%	11	10	-7.6%	3,881	3,698	-4.7%
829	613	-26.0%	28	20	-26.0%	6,146	4,378	-28.8%
21	12	-45.2%	1	0	-45.2%	183	139	-24.3%
5	4	-16.6%	0	0	-16.6%	57	43	-24.2%
9	0	-100.0%	0	0	-100.0%	42	8	-81.0%
2,047	1,699	-17.0%	68	57	-17.0%	20,581	17,875	-13.1%
1,029	958	-6.9%	34	32	-6.9%	11,879	11,583	-2.5%
99	134	35.2%	3	4	35.2%	1,945	1,532	-21.2%
12	3	-79.7%	0	0	-79.7%	197	62	-68.4%
3,187	2,794	-12.3%	106	93	-12.3%	34,601	31,053	-10.3%



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-22	May-22	Jun-22	Jul-22	Aug-22	Sep-22	Oct-22	Nov-22	Dec-22	Jan-23	Feb-23	Mar-23
657	719	670									
282	296	310									
331	837	613									
10	11	12									
3	2	4									
51	127	102									
1,334	1,992	1,712									
1,007	1,038	1,048									
34	34	32									
1	4	3									
2,375	3,063	2,792									

Recycling rate	Current month
	Last 12 months

56.2%	65.0%	61.3%									
58.9%	59.2%	58.9%									

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	Mar 2021	Mar 2022	Change
Total waste & recycling per person (kg)	103.3	96.5	99.9	96.9	99.2	87.8	82.4	88.3	397	358	-9.9%
Recycling rate (Defra definition)	64.2%	62.0%	63.3%	55.4%	61.7%	59.2%	58.0%	57.6%	61.3%	59.2%	-2.1%

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Council

Woking

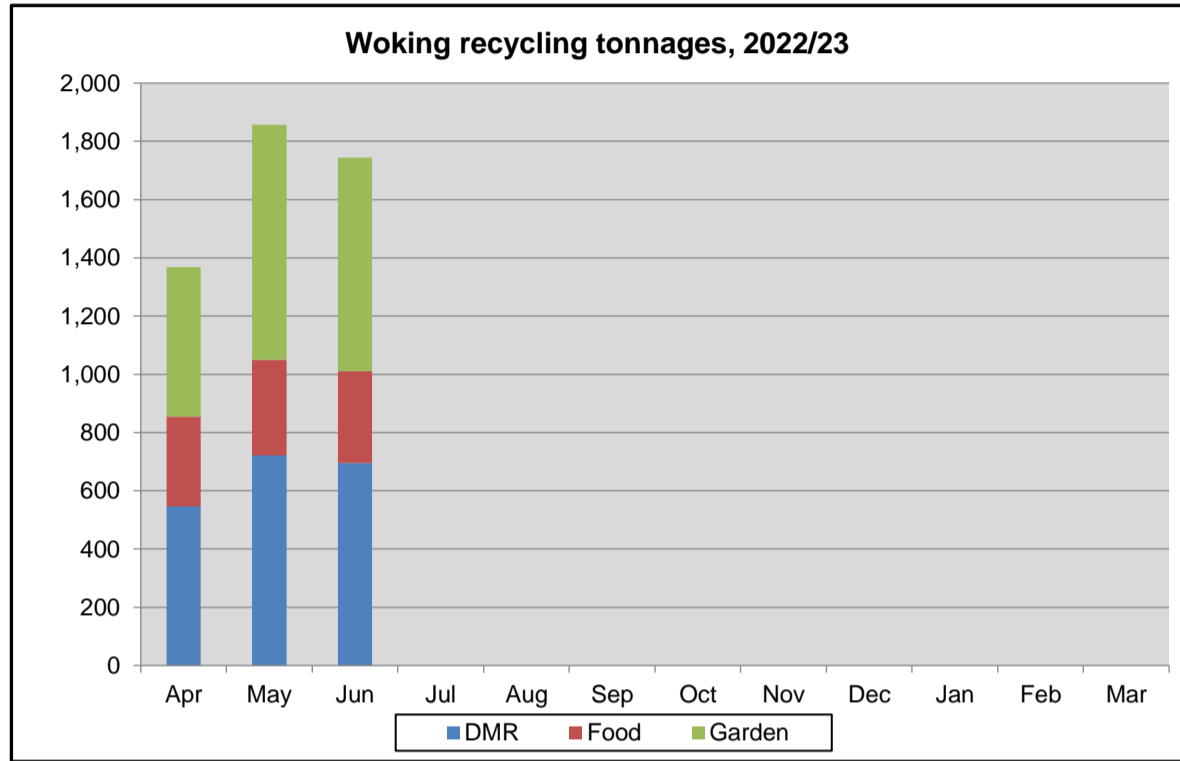
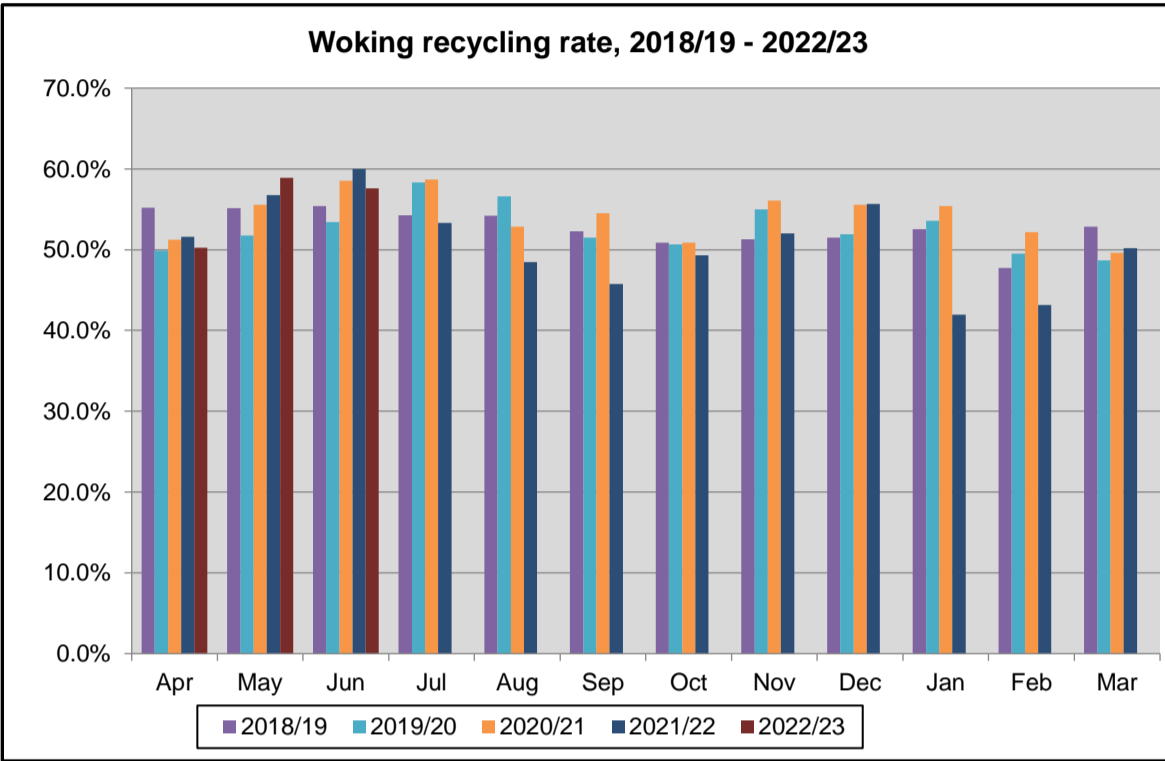
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Monthly indicators

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					
Jun 2021	Jun 2022	Change	Jun 2021	Jun 2022	Change	Jun 2021	Jun 2022	Change
755	760	0.8%	25	25	0.8%	9,117	8,610	-5.6%
348	315	-9.5%	12	10	-9.5%	4,229	3,894	-7.9%
1,004	734	-26.9%	33	24	-26.9%	7,906	4,931	-37.6%
12	7	-44.4%	0	0	-44.4%	162	74	-54.5%
4	1	-60.4%	0	0	-60.4%	39	18	-54.0%
3	0	-100.0%	0	0	-100.0%	19	19	1.4%
2,125	1,817	-14.5%	71	61	-14.5%	21,471	17,546	-18.3%
1,287	1,219	-5.3%	43	41	-5.3%	15,937	15,498	-2.8%
175	135	-23.1%	6	4	-23.1%	2,663	1,951	-26.7%
12	10	-18.6%	0	0	-18.6%	216	139	-35.7%
3,599	3,181	-11.6%	120	106	-11.6%	40,287	35,133	-12.8%



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-22	May-22	Jun-22	Jul-22	Aug-22	Sep-22	Oct-22	Nov-22	Dec-22	Jan-23	Feb-23	Mar-23
547	722	696									
308	327	315									
513	807	734									
2	6	7									
3	4	1									
79	61	73									
1,452	1,927	1,826									
1,376	1,285	1,283									
64	60	61									
17	13	10									
2,892	3,272	3,171									

Recycling rate	Current month
	Last 12 months

50.2%	58.9%	57.6%									
51.0%	51.2%	50.9%									

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	Mar 2021	Mar 2022	Change
Total waste & recycling per person (kg)	106.1	97.6	104.6	97.4	100.2	88.3	85.7	80.4	408	355	-13.2%
Recycling rate (Defra definition)	55.0%	55.3%	54.1%	52.6%	56.3%	49.8%	53.1%	45.5%	54.3%	51.5%	-2.8%

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## **Joint Waste Solutions: Q1 2022-23 Budget and Finance Report 29 September 2022**

Report Author: Marco Arcangeli

### **Introduction**

This report sets out the position for Joint Waste Solutions as at quarter one and the projected outturn for the 2022-23 financial year.

### **Budget Update**

Annex 1 shows the Contract Management Office (CMO) income and expenditure to the end of quarter one 2022-23. CMO year-end expenditure is projected to be £2,385,061 which when set against a combined annual budget and carry forward allocation of £2,390,850 represents an overall projected underspend for the year of £5,789.

### **Budget Variances**

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

#### Contract Variances

The Core contract budget is projecting an overspend of £329,607. This is because the budget approved by members in November 2021 for 2022-23 included an estimated 4% inflationary uplift, which is less than the final figure of 6.71% from January 2022.

The Variable contract budget is also affected by this higher than budgeted inflation, and sees its costs increasing by £55,335. However, savings from the disruption to the garden waste service are expected to offset these additional inflation costs and therefore no overspend is being projected. It has not been possible to calculate these savings because data verification problems has meant that Amey has not yet submitted any invoices for this financial year, but progress in this area is being made and this information will form part of quarter two's report.

### **Recommendation**

The Committee is asked to note the report.

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Budget Area	22/23 Budget	21/22 Carry Forwards	22/23 Budget including Carry Forwards	Q1 Profiled Budget	Q1 Actuals	Q1 Variance	Year-end Projection	Year-end Variance	EBC	WBC	SHBC	MVDC	SCC	SEP	Totals
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**Contract Management Office Budget Summary**

Budget									368,170	368,170	368,170	368,170	426,893	447,276	2,346,850										
Budget carry forward									11,000	11,000	11,000	11,000	-	-	44,000										
Budget totals									379,170.38	379,170.38	379,170.38	379,170.38	426,892.92	447,275.55	2,390,850										
Expenditure	Salaries	1,856,500		1,856,500	463,941	434,726	-29,215	1,856,500	0	65,018	65,018	65,018	65,018	85,291	89,364	434,725									
	Office	105,250		105,250	26,681	55,389	28,708	104,661	-589	8,284	8,284	8,284	8,284	10,867	11,386	55,389									
	Team	98,200		98,200	24,475	11,116	-13,359	95,200	-3,000	1,662	1,662	1,662	1,662	2,181	2,285	11,116									
	Support	113,400		113,400	28,322	27,721	-601	111,200	-2,200	4,146	4,146	4,146	4,146	5,439	5,698	27,721									
	Contract Legal & Technical Support	54,000		54,000	13,446	1,218	-12,228	54,000	0	305	305	305	305	-	-	1,218									
	Comms & Engagement	112,500	44,000	156,500	39,098	10,237	-28,861	156,500	0	2,559	2,559	2,559	2,559	-	-	10,237									
	Health and Safety Support	2,500		2,500	627	50	-577	2,500	0	7	7	7	7	10	10	50									
	Business Continuity & Risk Mgt	2,500		2,500	627	0	-627	2,500	0	0	0	0	0	-	-	0									
	Other Contractor	2,000		2,000	500	0	-500	2,000	0	0	0	0	0	-	-	0									
Totals									2,346,850	44,000	2,390,850	597,717	540,457	-57,260	2,385,061	-5,789	81,981	81,981	81,981	81,981	103,788	108,743	540,456		
Budget carry forward income																		-11,000	-11,000	-11,000	-11,000	-	-	-44,000	
Income received from authorities to Q1																			-92,043	-92,043	-92,043	-92,043	-106,723	-111,819	-586,712
Q2 to Q4 income estimate (based on budget)																		-276,128	-276,128	-276,128	-276,128	-320,170	-335,457	-1,760,138	
Year-end income projection (based on budget)																			-379,170	-379,170	-379,170	-379,170	-426,893	-447,276	-2,390,850

**Service Provider Budget Summary**

		EBC	WBC	SHBC	MVDC	Total
Core budget		3,956,511	2,268,356	3,629,273	2,794,502	12,648,642
Core payments to Amey to Q1		1,014,902	581,867	930,963	716,830	3,244,562
Core income from authorities to Q1		-1,014,902	-581,867	-930,963	-716,830	-3,244,562
Core charges year-end projection		4,059,609	2,327,469	3,723,851	2,867,320	12,978,249
Year-end projected (Under)/Overspend		103,098	59,112	94,579	72,818	329,607
Variable budget	22-23	737,665	466,927	411,642	507,335	2,123,569
Variable payments to Amey to Q1		8,958	4,977	7,299	6,321	27,555
Variable income from authorities to Q1		8,958	4,977	7,299	6,321	27,555
Variable charges year-end projection		737,665	466,927	411,642	507,335	2,123,569
Year-end projected (Under)/Overspend		0	0	0	0	0
Garden/bulky/container income received to Q1		-	61,210	17,002	-	78,211

**IT Equipment Contingency Fund**

Balance brought forward from 21-22	-35,500
Expenditure to Q1	0
Balance remaining	-35,500

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## Joint Contract Work Programme 2022-23 Progress Update

29 September 2022

Report Author: Nick Meadows

### Report purpose

The purpose of this report is to update members of the Joint Waste Collection Services Committee (JWCSC) on progress with the delivery of the joint contract work programme for 2022-23.

### Introduction

The focus for the joint contract work programme 2022-23 is 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 has continued to be applied on ensuring services in the joint contract area are operating safely and effectively and that service improvements are made. We are also ensuring 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 also includes planning alignment with emerging national policy on new collection arrangements including how we will work towards ambitions to have net-zero emission vehicle fleets in the future. The 8 objectives in the work programme for 2022-23 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.

The joint contract work programme 2022-23 is being delivered by the single officer team known as Joint Waste Solutions (JWS). This team not only oversees the joint waste contract for services in Elmbridge, Mole Valley, Surrey Heath and Woking, but also manages and delivers a separate programme of work for all authorities in the Surrey Environment Partnership (SEP). Through this setup, the joint contract area can gain maximum benefit from the countywide service improvement and engagement initiatives that are being carried out.

A report has been produced below (**Annex 1**) to give an update on progress during April – mid August 2022 with the individual projects and activities under each objective. More information on what each project and activity entails can be found in the joint contract programme of work 2022-23 document, which was approved at the JWCSC on 3 March 2022.

## Recommendations

It is recommended that members note this update.

## Version control

Version	Author	Date	Changes	Distribution
1.0	Nick Meadows	20/09/22	Final draft	JWCSC members

## Annex 1: Joint contract work programme 2022/23 progress update April – mid-August 2022

<b>Objective 1:</b> Improve the efficiency and effectiveness of the service enabling a better customer experience.	
<b>Projects/Activities</b>	<b>Progress update</b>
Customer enquiries and complaints	<p><u>Management of customer enquiries and complaints</u></p> <p>The team continue to work with the relevant customer services teams in the joint contract authorities and Amey's Contact Centre, to respond in a timely and attentive manner to the hundreds of enquiries we receive about the services that we deliver.</p> <ul style="list-style-type: none"> <li>• In Elmbridge and Mole Valley customer enquiries are managed via their own authority customer relationship management systems (CRMs). Unfortunately, it's not straightforward to compare information from these systems, as different categorisations are used by the customer services teams. However, the JWS Operations East Team estimate that they dealt with an average of 150-200 complaints each week across these areas.</li> <li>• Customer enquires in Surrey Heath and Woking are managed by the Amey contact centre via Whitespace. Amey have recorded 472 complaints in Surrey Heath of which 24 were stage 2 complaints, and 644 complaints in Woking of which 44 were stage 2 complaints. In addition to this, the JWS Operations West Team estimate that they receive an average of 80-100 complaints a week directly to them for these areas.</li> <li>• Part of the team's role also involves investigating and responding to Freedom of Information (FOI) requests. Since 1 April 2022, the JWS Operations Teams have responded to 20 FOI requests.</li> </ul> <p><u>Complaints process review</u></p> <p>Work has started on a complaints process review. An assessment of complaint routes has been completed, and are being mapped to identify the pressure points in the process, and where improvements could be made. As a quick win, the team have set up new auto responses on the joint email inboxes to help manage customer expectations.</p>

Amey Improvement Plan	<p>The JWS Operations Teams continue to support Amey in delivering their improvement plan where required. Progress against this will be reported separately by Amey.</p>
Contract management and performance monitoring	<p><u>Contract management and performance reporting</u></p> <p>The JWS Operations Teams are responsible for analysing and managing contract performance by Amey. They do this by reviewing performance reports that are submitted by Amey, checking if Key Performance Indicators (KPIs) and local performance indicators (including litter and detritus surveys) are being met, and carrying out checks on contamination and street cleaning.</p> <p>The team have attended regular contract meetings with Amey to discuss performance ensuring these sessions are documented, and that they work with Amey to resolve any performance issues in a timely manner.</p> <p>Quarterly performance reports have been produced for the Joint Waste Contract Partnering Board (JWCPB) and JWCSC meetings held in June and July respectively. Statutory data returns have been completed on behalf of the four partner authorities (including Waste Data Flow reporting).</p> <p><u>Contract monitoring processes</u></p> <p>To ensure that the team carry out best practice in contract management, they are working to ensure all work processes are defined, documented and maintained, and opportunities for process improvement are identified.</p> <ul style="list-style-type: none"> <li>• An annual work schedule continues to be used to help prioritise work.</li> <li>• A series of operations processes are to be defined in a contract manual. Sections have been assigned within the team to draft. It's hoped that the high priority sections of this manual will be drafted by the end of September.</li> </ul>
Contract IT system improvements	<p><u>Whitespace</u></p> <p>The Whitespace system has been introduced which has brought significant resilience, as demonstrated by the cross boundary work to support Surrey Heath depot during industrial action. A snagging list of issues continues to be managed between Amey and Whitespace with support from the JWS Operations Teams.</p> <p>A new project has commenced, alongside Amey to look at how the data in Whitespace will be used to improve invoicing and KPI's. The first phase will agree the process for creating the variable invoice, allowing for a quicker</p>

	<p>approval process, and the second phase will review how KPIs are calculated to develop an agreed methodology for KPI reporting moving forward. Amey hosted a workshop on the variable invoice for us to understand the process on how they calculate the variable invoice with Whitespace. We now have a better understanding on this process and have been given a “how to” guide. The next step for us is an internal action to replicate and compare Amey’s figure to ensure we get the same results. This process is still being finalised. Once the variable invoice process has been fully checked and agreed, the project will move on to KPI’s. At this stage, the KPI process will remain unchanged.</p> <p><u>CRMs</u></p> <p>Elmbridge have begun the process of moving the resident facing waste forms to their new CRM provider, IEG4. Whitespace and Amey are looking forward to supporting the integration of these forms directly with the Whitespace system. Doing so will bring increased resilience and improved customer service and as such it is hoped integration will be expanded to cover all forms, including street cleaning. Meetings are being scheduled in September.</p> <p>Mole Valley are reviewing resource available to deliver the integration, including whether external resource may be necessary. JWS will support this project as required.</p>
Future service delivery	<p><u>Resources and Waste Strategy (RWS)</u></p> <p>At the end of March, Defra published its response to the extended producer responsibility (EPR) consultation that was held in the spring of 2021. A full report on our evaluation of this response was presented to the SEP Members Group on 15 June. The key takeaways from this are that the implementation of EPR has been delayed to 2024 (from 2023), business packaging waste and payments for managing ‘on the ground litter’ have been dropped from the scheme and local authorities will be required to collect plastic film and flexible packaging by 31 March 2027.</p> <p>We have also learnt a bit more from Defra on how EPR payments to local authorities will work. Local authorities will be compensated for the necessary costs for managing packaging waste from households, HWRCs and street bins. However, deductions will be made from these payments on the income from packaging sales to re-processors and where a local authority delivers an ineffective and/or inefficient collection service. Defra haven’t confirmed yet what ‘effective and efficient’ actually means, but models of effective and efficient systems will be created to generate performance benchmarks against similar local authorities, and there will be guidance on this for local authorities to follow. Defra have confirmed though that no performance deductions will take place in year one of the scheme whilst they get this established. Also, if a local authority is deemed ineffective and/or inefficient, the expectation is that an</p>

	<p>improvement plan will be agreed with them, and adequate time given to make improvements before deductions are made. There will also be a complaints procedure and an appeals process. In summary though, there is still a great deal left to determine with local authority payments, and we should find out more in the coming months and year.</p> <p>We continue to wait on the government to publish its responses to the previous RWS consultations on the deposit return scheme and consistency in household and business recycling collections. Once the direction of travel is clear on this, we can begin work on developing an implementation plan (linking in with the work already being carried out on SEP 2025 mentioned below) of the changes that we'd need to bring in to align with this emerging policy. As part of this, it's very likely we'll need to carry out an exemption assessment, as we'd be required to evidence that moving from a comingled dry-mixed recycling collection is not technically or economically practicable or there is no significant environmental benefit in doing so.</p>
Data management	<p>Ensuring we have accurate data and agreed processes helps support the management of the joint contract, which gives improved oversight of the contract including a more robust procedure for annual sum setting. The team in this period have focused on working with Amey to ensure data within the Whitespace system is accurate.</p> <p>In addition there has been a progress on:</p> <ul style="list-style-type: none"> <li>• Alignment of the folder structure across the four authority areas, to support oversight and reporting as well as increasing service resilience.</li> <li>• Developing a performance dashboard and use of automated exception reports.</li> <li>• Utilise data to identify where improvements to the service can be made, both by identifying crews that need greater supervision or additional training, and residents to target in targeted interventions.</li> </ul> <p>Within quarter three work shall be directed at the integration of data from Whitespace with GIS (e.g., street priority zones and litter bins) and integrating information with other datasets owned by the authorities, such as park litter bins to enable clearer reporting by residents.</p>

<b>Objective 2: Deliver operational improvements that enable reductions in waste and increase the quantity and quality of recycling</b>	
<b>Projects/Activities</b>	<b>Progress update</b>
Dry mixed recycling (DMR) contamination reduction	<p>In response to contamination impacting DMR in the joint contract area (either through rejected loads or extracted from the sorting process) several activities were designed to address the issue. Unfortunately, a great deal of the planned engagement and improvement work continues to be on hold due to temporary resource constraints within the team and capacity from Amey. The latest updates are:</p> <ul style="list-style-type: none"> <li>• Crew training is currently paused and will not resume until collection services are resilient.</li> <li>• The Amey staff induction training video isn't ready to release yet, but the recording is available to use in Surrey Heath where required.</li> <li>• Work has continued with the JWS Operations Teams and the Surrey Heath depot on contamination rejections. We are currently analysing exceptions data to understand the problem areas and address these.</li> </ul> <p>Updates on the SEP funded initiatives to reduce contamination of DMR that have been delivered in the joint contract area are included in the relevant section below.</p>
Review of collection services at existing developments	Work is being scoped to document guidance for managing agents, including a collection policy, that lays out the roles and responsibilities for managing agents and other parties. This will assist when working with managing agents to resolve issues that are affecting services for residents.
Set up of collection services at new developments	The JWS Operations Teams have provided comments on requirements for waste storage and collections as part of submitted planning applications on new developments, to ensure they are fit for purpose. As part of the planning process, site visits are often undertaken to confirm requirements or answer developers' queries. The team estimate that they are reviewing about 50-55 planning applications a month, across all four areas. The team will then liaise with developers/agents to commence collections as new developments are occupied.
Waste reduction	We are seeking to target where waste can be reduced by developing a strategy and action plan for waste reduction in the joint contract area. However, before we can do this we need further direction from the government on their proposals to introduce consistency in household and business recycling collections, as to ensure we don't develop anything that is at odds with this. We expect to have more clarity on this by the end of the year.

Benefit from  
countywide service  
improvement initiatives.

The joint contract area is benefitting from the delivery of the following key countywide service improvement initiatives:

Improving food waste recycling for flatted properties with collection services

Trials took place at the start of June in several areas across Surrey including Woking to increase the use of food waste recycling services. The trials used a letter or leaflet to promote the benefits of using the food waste service, with bin labels and signage also updated. The impact of the different forms of communication will be compared to see which is most effective with a full project rolled out more widely later in the year. The results of the trial are expected imminently, which will tell us how many food caddies were ordered, and using this, the estimated tonnages of food waste that could be collected.

Introducing food waste collection services at flatted properties where there is currently no collection.

Work is underway to introduce additional food waste collection services to flatted properties across Surrey. The updates for the joint contract area:

- The plan for the rollout in Elmbridge should be finalised soon.
- Work will be restarting soon to survey properties in Mole Valley to help inform the plan for rollouts in this area.
- Plans are being agreed to introduce services to around 3,000 flatted properties in Surrey Heath this autumn.
- No rollouts are planned for Woking at this stage, but discussions will continue with the borough council to establish a plan.

Contamination reduction at flats

Work has continued to rollout measures to reduce the contamination of communal recycling bins at blocks of flats with significant issues. This includes 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. Improvements were rolled out in Surrey Heath at the end of April.

Contamination reduction targeted interventions



A second phase of the contamination reduction targeted interventions project is underway. The second phase is repeating what happened in the first phase with targeted letters to houses where bins had been contaminated on multiple occasions. However, adjustments have been made to the method using lessons learned from the first phase including revised wording in the letter for a sterner approach. The joint contract area is again signed up for this. The necessary data has been compiled, letters drafted, and the first batch of letters went out the week commencing 8 August to households in Mole Valley and Woking. It's not been possible to send letters to households in Elmbridge and Surrey Heath due to strike action in these areas. This will be revisited at a later date.

#### Shared contamination monitoring resource team

A shared contamination monitoring resource team project has begun. This team will split their focus on two areas; kerbside DMR bins (Part A) and communal property bins stores at flats (Part B). Inspections will take place at properties and areas/rounds determined by each D&B involved in the project. The joint contract area is signed up to this project. In Part A the team will travel ahead of collection crews inspecting and rejecting DMR bins on their behalf. This element aims to improve contamination performance by triggering behaviour change in residents in the short term and collecting data to inform future projects in the medium to long term. In Part B, the team will inspect bin stores for aspects that could impact contamination performance. The aim is to provide information on where further work might be required in the longer term to improve contamination performance. It is hoped both parts of the work will start by the end of September, but this is dependent on securing two temporary employees that have yet to be confirmed.

#### SEP 2025: A partnership approach to waste prevention and recycling

Work has continued on developing the SEP approach to waste prevention and recycling in Surrey for the next three years (SEP 2025). Independent sustainability consultant, Eunomia, was appointed to help develop a waste flow model. This model will help SEP understand what impact different proposed national policy scenarios, and what we are planning to implement and could introduce locally, would have on the quantities of recycling and waste in Surrey over the next 20 years. This modelling is set to be complete by the end of August.

The completion of the modelling will enable us to finalise an approach document (essentially a high level plan) for SEP 2025, which we'll seek partnership sign off on during November. We'll then begin an adoption process with individual authorities via their democratic processes.

Doman road redevelopment

We have undertaken a project with Surrey County Council (SCC) and Surrey Heath Borough Council (SHBC) to understand the potential costs and benefits to the options available for modernisation of the depot and waste transfer station at Doman Road, Camberley. Eunomia have been appointed to provide support in developing operational site designs and costings on the redevelopment. The aim is to then create a business case which will support the case for redeveloping Doman Road. It's hoped this business case will be ready to be signed off through the necessary democratic processes this autumn.

Waste data system

We have continued to manage the waste data system in this period to help ensure it is acting as the single source of accurate and timely tonnage data for the partnership. This work includes managing both the contract with OpenSky and the relationship with Suez, and also involves effective stakeholder engagement with SCC and the D&Bs.

Engagement with SCC and Suez has been productive with agreements on how processes will work. This includes expanding the recording of round codes to all waste transfer stations, which we understand should now be happening. We will be monitoring performance at each site.

Work with OpenSky on the data system has continued, and largely all fixes have been implemented. We continue to work closely with OpenSky to manage small tweaks that are required.

Work has also started on the future data management system. We have discussed the system requirements with SCC and defined these into two proposals. The short-medium term plan is to renew with OpenSky while the medium-long term plan is to either build an in-house product or procure a new contract on the basis that the functionality we require will be captured. In principle we are looking to align the new data contract with the general SCC procurement.

<b>Objective 3: Ensure residents are informed about their collection service</b>	
<b>Projects/Activities</b>	<b>Progress update</b>
Service delivery communications	<p>The initial focus for service communications during this period was the restart of the fortnightly garden waste collections in April and early May, following the suspension caused by the HGV driver shortage. Residents were advised via email or letter and the information was posted on the JWS website and social media. The website's garden waste and local service information pages were also updated to reflect the change.</p> <p>In July, the communications focus turned to the planned industrial action and this continued throughout the period of action and the recovery period. Work undertaken included.</p> <ul style="list-style-type: none"> <li>• JWS website updated as follows: <ul style="list-style-type: none"> <li>o Main news post, highlighted and linked to from the home page banners and updated as new information was available.</li> <li>o Service update pages for each area updated with localised information about collections that were taking place or suspended and links to local information such as pick-up points for clear plastic bags.</li> <li>o Q&amp;A page created with answers to common questions.</li> <li>o Advice page created to encourage waste reduction and provide guidance about what to do with recycling that was not collected.</li> </ul> </li> <li>• Use of social media to share messages.</li> <li>• Updates, copy, social posts, images and Q&amp;A provided to local comms teams and contact centres so messages could be shared via council channels.</li> <li>• Information also shared with Amey comms and customer service teams.</li> <li>• Ongoing monitoring of GMB website for news statements.</li> <li>• Weekly briefing for all members in the four authorities.</li> </ul> <p>Communications messages have also been developed to advise residents about bank holiday collections, changes to round times due to the heatwave conditions and a change to the Woking start time to help mitigate the ongoing driver shortage.</p> <p>In addition, materials such as bin tags and stickers have been produced as required for use by the crews.</p>

Digital channel management	<p>As highlighted above, the JWS website was updated regularly in response to the service issues caused by the HGV driver shortage, the industrial action and the heatwaves.</p> <p>From 1 April to 14 August there were 256,310 page views of the JWS website. The most visited page was where residents can check their collection day, followed by the page to report missed collections. The service update pages for Surrey Heath and Woking also feature highly in the web analytics and the news post about the strike action, published on 21 July, had received 17,937 views up to 14 August.</p> <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 14 August, 148 customer queries were received via Twitter and responses were managed in conjunction with the Operations Team.</p>
Media management	<p>Media enquiries during this period were primarily related to the industrial action and media were directed to the statements published on the JWS website, or to Amey if the query was directly related to the pay negotiations. Ongoing liaison took place with Amey comms to discuss and share statements.</p> <p>A query was also received from Surrey Live about recycling of pizza boxes and a response was drafted and provided to the journalist.</p>
Provide content for partner channels	<p>Toolkits related to the topics listed above were created for the joint contract partner communications teams to share via each council's own channels. Content has also been drafted for two issues of Surrey Heath's resident magazine Heathscene.</p>

<b>Objective 4: Inspire and encourage residents to prevent, reduce, reuse and recycle</b>	
<b>Projects/Activities</b>	<b>Progress update</b>
Own Your Impact campaign amplification	<p>The new SEP Own Your Impact campaign launched in May, with an initial focus on food waste reduction. This was further amplified in the joint contract area including additional online advertising on websites, Google and YouTube and promoted posts on social media, all targeted to postcodes in the joint contract area. Evaluation of this additional activity showed that during the campaign period there were 66,919 views of the campaign video, online ads were seen 1.8 million times, social media posts were seen more than 90,000 times and posts were shared in Facebook groups with almost 60,000 members.</p> <p>The focus then switched in late June to reducing the contamination of DMR which was also amplified in the joint contract area. As part of this, residents were encouraged to understand what is meant by 'wish-cycling' and how they can avoid it. Evaluation for this phase is underway and results will be included in the next report. The campaign also promoted Plastic Free July including Plastic Bag Free Day and SEP's August compost bin sale. In September, the campaign will focus on encouraging residents to recycle as much food waste as possible and promoting WRAP's Recycle Week, which this year has a theme of 'let's get real about recycling'.</p>
Contamination communications	<p>As referenced under objective 2, work has been undertaken to develop a training film to educate crews about contamination. Additionally, communications materials were developed to target households who have contaminated more than once as part of the SEP-funded targeted intervention trials.</p> <p>Additionally, a contamination campaign is planned to run in the joint contract area during September and October. This will coincide with WRAP's Recycle Week, 19-25 September, where this year's theme will focus on busting recycling myths and targeting contamination to improve recycling. We will use some of the template artwork from WRAP's new Let's Recycle Right toolkit and adapt it to reflect the kerbside recycling collections in the joint contract area.</p>
Social media	<p>As mentioned above, 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 (non-paid) 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 14 August was 57,294 and there were 3,100 engagements which are retweets, likes and comments. The biggest spikes were for strike comms, bank holiday messages and service changes due to the heatwaves.</p>
Community events	<p>The JWS team presented a recycling talk on 7 April 2022 to a WI group in Mytchett and delivered workshops and created an activity for children at two eco-school summit events (Hosted in Reigate on 16 March and in Woking on 23 March 2022). The aim of the eco-summit session was to discuss recycling and explain a waste related activity that could help Schools across Surrey gain their green flag accreditation.</p>
Gain maximum benefit from countywide engagement initiatives	<p><u>Rethink Waste</u></p> <p>Work has continued to promote the SEP funded waste reduction engagement and incentive scheme <a href="#">Rethink Waste</a> to residents and schools in the trial area of Elmbridge. The scheme includes a schools' donation initiative and in the first phase, 11 schools in Elmbridge signed up with each receiving a share of £2,500. The winning school that received the most points donated by residents was Grovelands Primary School in Walton-on-Thames. The school was <a href="#">awarded nearly £1,000</a> to fund the development of an outdoor area to help the children learn about the environment and sustainability. Funding has also contributed to projects at other schools including the development of a litter picking scheme, the building of a sensory garden and the introduction of compost and recycling bins.</p> <p>A second schools' donation phase is now underway with five more schools in Elmbridge taking part. They will be encouraging their pupils' families to sign up to Rethink Waste and donate points to help them win a share of funding for an environmental project. It's expected that this further promotion by schools and a proposed email to subscribers of Elmbridge's garden waste collection service (which we are awaiting permission from Elmbridge Borough Council to use) will lead to an increase in sign-ups to Rethink Waste. As of 18 August, 1,690 Elmbridge residents had signed up to the scheme (an increase of 367 since 25 March).</p> <p>The scheme was due to finish at the end of October, but we don't want to lose the engaged subscribers, whilst we evaluate the scheme and determine whether this could be rolled out to other areas in Surrey next year. Therefore, we'll keep activity going in Elmbridge at a reduced level until the end of the financial year.</p>

	<p><u>Recycling guides</u></p> <p>Work is underway on the SEP-funded recycling guides and calendars for 2023. The guides are based on a consistent template but localised with relevant service information and calendars. They are due to be delivered in November.</p> <p><u>Food waste targeted interventions</u></p> <p>In addition to the contamination interventions outlined under objective 2, work is also underway on a SEP project to increase food waste recycling participation and capture. This follows trials undertaken over the past two years and is now being rolled out more widely in the five areas that are capturing less than the average for Surrey according to the recent composition analysis. That includes Elmbridge and Mole Valley where properties to target will be identified using in-cab data reports. The interventions are expected to be delivered in October.</p> <p>Additional information about SEP projects that benefit the joint contract area can be found in the SEP progress reports which are distributed with SEP meeting agendas.</p>
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<b>Objective 5:</b> Manage the joint waste contract to ensure it is resilient, operating safely, and performing effectively.	
<b>Projects/Activities</b>	<b>Progress update</b>
Operational Health and Safety monitoring	<p>A variety of work has been undertaken to ensure the joint contract operates safely including:</p> <ul style="list-style-type: none"> <li>• Further depot audits have been carried out during July, meaning that all four sites have now been visited and assessed. The reports detailing the outcomes from this round of audits is being compiled.</li> <li>• The Health and Safety protocol has reached its final draft stage and has been circulated with September meeting papers for feedback from the JWCPB members.</li> <li>• Work has progressed with Amey to ensure that close calls requiring authority support are being addressed. The next stage of this is to try and get access for JWS employees to the Amey management system for more timely and accurate response.</li> <li>• JWS have attended SHBC’s quarterly Health and Safety committee meeting</li> </ul>

Business Continuity	<p>Quarter two has shown the importance of business continuity planning, both with the continued monitoring and review of the reintroduction of garden waste and the response to the industrial action held in Surrey Heath and Elmbridge.</p> <p>The industrial action demonstrated our management of and response to events which impact service resilience and/or have the potential to result in service disruption. The continuity of services during industrial action shall be reviewed as part of a debriefing process, covered by a separate report.</p> <p>While cross-authority cooperation was required less than in relation to the pandemic, it was used to great effect in the preparation for industrial action, with JWS joining a group of authorities from the region who have been impacted by industrial action to understand best practise.</p>
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<b>Objective 6:</b> Support the joint contract authorities' carbon reduction plans	
<b>Projects/Activities</b>	<b>Progress update</b>
Reporting emissions from waste collection activities	<p>JWS continues to lead on delivering the reporting on emissions associated with waste collection and disposal in Surrey. This includes reporting on emissions from the depots, collections, and disposal of material from the joint contract areas.</p> <p>The calculations for 2021-22 will start in September, and requests for updated date will be sent to D&amp;Bs shortly.</p>
Working towards a net-zero emissions vehicle fleet	<p><u>SEP Infrastructure and Delivery plan</u></p> <p>Work will start shortly on the SEP project which will look to develop an infrastructure &amp; transport delivery plan for Surrey. This project will seek to review and document existing recycling and waste infrastructure, it's capacity and usage, and understand existing vehicle fleets and fleet renewal dates for all partners in SEP. It will then consider what future infrastructure and vehicle requirements are needed in Surrey to deliver collection, disposal and street cleansing activities across the county to effectively manage recycling and waste, taking into account the RWS, and the need to decarbonise vehicle fleets.</p> <p><u>Amey low carbon fleet replacement</u></p> <p>Amey are reviewing options for low carbon fleet replacement for the street cleaning vehicles that are due for replacement on the contract and will bring a study forward for consideration by the authorities.</p>



<b>Objective 7: Work with partner authorities to ensure the work programme is delivered with appropriate governance and oversight.</b>	
<b>Projects/Activities</b>	<b>Progress update</b>
Joint contract governance	<p>With support from SHBC, we have assisted in agenda planning and administration of the JWCPB and JWCSC meetings held in June and July respectively. Briefings for partner authority officers and members were also provided beforehand.</p> <p>In addition ad-hoc meetings were held, as required by the circumstances – such as the daily officer briefing in the lead up to and during the industrial action.</p> <p>Work is also underway on a short film to explain the joint contract and the work undertaken by JWS on behalf of the partner authorities to council members.</p>
Programme management	<p>We have continued to manage the programme behind the scenes. This has included administering a process to plan and design projects and other work in the programme and making sure that project managers report progress monthly so that accurate progress reports can be reported back to the JWCPB and JWCSC. This process also ensures that risks are identified, and mitigations put in place, and that any issues can be identified as they arise and escalated accordingly.</p>
Networking	<p>We have continued to gain insight and intelligence from authorities and the wider industry by:</p> <ul style="list-style-type: none"> <li>• Contributing to SEP working groups and sharing/obtaining best practice (WORG, SEP Officers)</li> <li>• Attending meetings and monitor updates from groups such as ADEPT, South East Waste Partnership Managers, NAWDO and LARAC.</li> </ul>
Financial management	<p>End of finance process were completed, and details of accruals linked to JWS and contract budgets supplied to all authority budget holders/finance teams.</p> <p>As already documented in the IT improvements section, work is underway to review the processes of producing and auditing the Amey variable invoices, now that this is being produced using the Whitespace system. While this has impacted the timing of invoice payments, progress has been made and invoices for the current year are expected to start being agreed and paid during September.</p>

	<p>Quarterly budget update reports are produced in conjunction with SHBC's finance team to present to the JWCPB and JWCSC meetings.</p> <p>We have commenced the preparatory work required to review and build the contract and CMO budgets for 2023-24, so that these can be brought to the November cycle of meetings for approval.</p>
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<b>Objective 8:</b> Enhance our ways of working to deliver organisational efficiencies.	
<b>Projects/Activities</b>	<b>Progress update</b>
Review ways of working	<p><u>Savings opportunities</u></p> <p>We are currently working with the joint contract authorities to identify and develop a range of potential savings opportunities, service efficiencies and options for increased income generation without impacting on performance. This will then be developed into a shortlist to be considered by the JWCPB and JWCSC.</p> <p><u>Future office working</u></p> <p>A review is being undertaken to determine future requirements for office space and storage for all JWS staff. The plan is to produce an options document to outline the possibilities which could include a move away from the main office at Dukes Court, Woking. It's expected that this document should be ready by the end of September to help inform a decision moving forward.</p>