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Wednesday, 6 December 2023

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

Councillor Ashley Tilling, Elmbridge Borough Council (Chair)  
Councillor Peter Graves, Woking Borough Council (Vice Chair)  
Councillor Natalie Bramhall, Surrey County Council  
Councillor Rosemary Hobbs, Mole Valley District Council  
Councillor Morgan Rise, Surrey Heath Borough Council

A meeting of the **Joint Waste Collection Services Committee** will be held at on **Thursday, 14 December 2023 at 11.30 am**. The agenda will be set out as below.

Please note that this meeting will be recorded.

## AGENDA

	<b>Pages</b>
<b>1 Apologies of Absence</b>	-
To receive any apologies for absence and to note the attendance of any substitute members.	
<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 28 September 2023.	
<b>3 Declaration of Interests</b>	-
Members are asked to declare any Disclosable Pecuniary Interests in respect of any matters to be considered at this meeting.	
<b>4 Quarterly Waste and Recycling Performance Report (Quarter 2: July to September 2023)</b>	<b>7 - 20</b>
To consider a report summarising the performance in respect of waste and recycling collections at the end of the second quarter (July to September 2023) of the of the 2023/24 financial year.	

<b>5</b>	<b>Amey Improvement Plan Update</b>	<b>Verbal</b>
	To receive a presentation summarising the work taking place to meet the priorities aims and objectives set out in Amey's Contract Improvement Plan since the Committee's last meeting.	
<b>6</b>	<b>Quarterly Budget Report</b>	<b>21 - 24</b>
<b>7</b>	<b>Joint Waste Solutions programme progress report</b>	<b>25 - 34</b>
	To receive a report summarising the work of Joint Waste Solutions since the Committee's last meeting.	
<b>8</b>	<b>Joint Waste Solutions budget proposal 2024-25</b>	<b>35 - 46</b>
<b>9</b>	<b>Dates of Future Meetings</b>	<b>-</b>

The next scheduled meeting of the Joint Waste Collection Services Committee will take place on Thursday 21<sup>st</sup> March 2024 at 11.30am.

It is proposed that future meetings of the Joint Waste Collection Services Committee are held at 11.30am on the following dates in the 2024/25 municipal year:

- Thursday 20<sup>th</sup> June 2024
- Thursday 26<sup>th</sup> September 2024
- Thursday 12<sup>th</sup> December 2024
- Thursday 27<sup>th</sup> March 2025



**Minutes of a Meeting of the Joint Waste  
Collection Services Committee held on 28  
September 2023**

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**Present:** Councillor Ashley Tilling, Elmbridge Borough Council (Chairman)  
Councillor Peter Graves, Woking Borough Council (Vice Chairman)  
Councillor Rosemary Hobbs, Mole Valley District Council  
Councillor Morgan Rise, Surrey Heath Borough Council

**In Attendance:** Jo Chauhan, Joint Waste Solutions  
Jean Cole, Surrey Heath Borough Council  
Kelly Goldsmith, Joint Waste Solutions  
Ray Lee, Elmbridge Borough Council  
Richard Parkinson, Surrey County Council  
Nick Steevens, Surrey Heath Borough Council  
Mark Tabner, Woking Borough Council  
Seonaid Webb, Mole Valley District Council  
Danielle Wright, Amey

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

**10/JW Minutes of Last Meeting**

**RESOLVED** that the minutes of the meeting of the Joint Waste Collection Services Committee held on 29<sup>th</sup> June 2023 be approved as being a correct record and signed by the Chairman.

**11/JW Declaration of Interests**

There were no declarations of interest.

**12/JW Waste Management Internal Audit Annual Report**

The Committee received a report setting out the outcomes of the annual audit of Joint Waste Solutions (JWS).

The audit, which had been completed by Woking Borough Council's Internal Audit Team during March and April 2023, had concluded that the joint waste contract was being managed in accordance with the principles set out within the agreements and no recommendations had been identified.

It was noted that the Joint Waste Partnership Board had agreed that future audits would be completed on a rota basis and Elmbridge would be completing the annual review in 2023/24.

The Committee noted the report.

### 13/JW Quarterly Waste and Recycling Performance Report (Quarter 1: April to June 2023)

The Committee received a report summarising the quarterly position of both recycling and operational performance at the end of the first quarter (April to June 2023) of the 2023/24 financial year.

It was reported that across Surrey the tonnages of residual waste, dry mixed recycling (DMR) and food waste collected had decreased when compared to the same period in the previous year; a trend that was reflected across the four partner authorities. In respect of the joint contract authorities the following year on year changes in tonnages for each waste stream was noted:

Moving Annual Tonnages Collected to June 2023 (Year on Year percentage change in brackets)					
	DMR	Food Waste	Residual Waste	Garden Waste	Total Waste
Elmbridge	12,725 (-9.1%)	4,374 (-9.1%)	22,173 (-1.4%)	11,251 (46.5%)	53,026 (3.3%)
Mole Valley	8,243 (-7.5%)	2,782 (-5.8%)	13,125 (0.0%)	6,824 (37.0%)	32,715 (2.5%)
Surrey Heath	8,784(-8.5%)	3,477 (-5.7%)	11,442 (-1.0%)	5,935 (41.7%)	31,761 (2.3%)
Woking	8,264 (-3.3%)	3,702 (-4.7%)	14,935 (-3.7%)	7,585 (48.2%)	37,125 (5.3%)

The increase in missed collections per 100,000 collections (KPI 1) in Elmbridge from 127 in May to 216 in June and missed collections not rectified (KPI 3) from 112 in May to 302 in June was attributed to non-completion of garden waste rounds due to vehicle breakdowns which had been exacerbated by long lead times for replacement vehicle parts. It was agreed that the missed collection KPI targets would be included in future reports.

It was clarified that performance against KPI 13, customer contact response times, related to the call centre's ability to deal with a query and was not area specific.

It was reported that approximately 8% of the materials sent by the joint contract authorities for recycling through Grundon were rejected and approximately 9% was rejected by Viridor; figures which were in line with the reject rates of Surrey authorities outside the joint contract area. Levels of contamination and rates of rejected loads from across Surrey were increasing and the Surrey Environment Partnership would be focusing on this as part of their work in the coming year.

The Group noted the report.

### 14/JW Quarterly Budget Report

The Committee received a report summarising the financial position of Joint Waste Solutions at the end of the first quarter (April to June 2023) of the 2023/24 financial year.

The Committee was informed that at the end of the 2023/24 financial year there was a projected underspend of £82,353 on the agreed budget of £2,642,190. Material budget variances included a projected underspend of £75,000 on staff salaries due to vacant posts, an underspend of £409,907 in the Core Contract budget and £78,206 in the Variable Contract budget due to the inflationary uplift figures which had been applied to the contract from January 2023 being lower than the percentage budgeted for (6.85% compared to 10%).

It was noted that whilst some of the vacant posts would be reviewed as part of a before a decision was taken as to whether they would be either deleted or filled recruitment to other posts had to date been unsuccessful.

The Committee noted the report.

## **15/JW Amey Improvement Plan Update**

The Committee received a presentation summarising the progress made by Amey towards achieving the aims, priorities and objectives set out in the contract improvement plan for 20223/24.

Amey continued to be concerned about aggressive behavior directed towards operatives by members of the public. This cumulated on 31<sup>st</sup> July 2023 when a loader was knocked down by a third party vehicle which had attempted to overtake a waste collection vehicle. Fortunately the employee had not been seriously injured however this was the second time that a loader had been hit in the joint contract area. A review of safety measures in place had found that there were already sufficient lights and safety beacons on the vehicles to alert people to the presence of staff operating in the vicinity of the vehicle however vehicle dust curtains would be replaced with new ones with improved signage on them. It was agreed that all partner authorities would support any publicity messages and campaigns around loader safety.

It was reported that notwithstanding vehicle breakdowns, which had impacted on the completion of the garden waste collection rounds, the service had across the partner area had been subject to minimal disruptions since the Committee's last meeting. Leafing routes had been scheduled and two additional large mechanical sweepers would be deployed to each depot the week commencing 16<sup>th</sup> October 2023. An external review of the street sweeping programme had been completed to ensure that the best use of resources was being made and the learning from this would be applied to the leafing work in the coming months.

The pay offer had been accepted by the Mole Valley depot and the pay uplift had been applied and back pay paid. Unions representing workers at the Elmbridge, Surrey Heath and Woking depots had balloted their members about strike action and the outcome of these ballots was awaited. Feedback from the unions had confirmed that the workforce was happy with the conditions and the pay rates were the main concern.

A review of the sweeper and caged vehicle provision as part of work to replace the fleet was underway. Within the vehicle replacement programme, thirteen 3.5tonne sweepers and nine compact sweepers were scheduled for replacement before the end of the contract in 2027. A proposal to maintain the 3.5tonne vehicles until the end of the contract, reduce the number of compact sweepers across the joint contract area and bring in two additional large sweepers to supplement the fleet was under consideration. It was noted that the proposal to replace compact sweepers with large sweepers would enable further distances to be covered and bigger loads to be collected in a single round thus introducing efficiencies into the contract. The larger sweepers were operated by two members of staff so staff numbers would remain the same.

It was clarified that the turnaround time on replacement bins was governed by a Service Level Agreement. Where an order for a single bin had been placed by a resident then a replacement should be delivered within five working days. Bulk orders from developers would require a longer lead time. Delivery of new bins in Woking took slightly longer because delivery had been contracted to a third party whereas in other areas deliveries were supported by the Street Cleansing teams.

It was agreed that the Garden Waste Subscription Renewal pages on the website would be reviewed to improve their user friendliness.

Reports of incorrect liners being used in the dual waste bins had been followed up with supervisors and JWS had been carrying out spot checks to ensure the situation had not recurred.

It was thought that a recent incident in Elmbridge which had resulted in a dead fox being left on the roadside for a number of days had occurred because it may not have been reported properly and the matter would be followed up. The integration of Elmbridge's customer service forms into Whitespace would ensure that any future reports were followed up in a timely manner.

The Committee noted the update and asked that their best wishes be conveyed to the employee injured on 31<sup>st</sup> July 2023.

## **16/JW Joint Waste Solutions Work Programme Progress Update**

The Committee received a report summarising the progress made towards delivering the aims and objectives within the Joint Contract Work Programme for the 2023/24 financial year.

The Group was informed that the report's format had been reviewed to improve its clarity and a RAG status had been added to provide an easy visual reference as to whether tasks were on target or not. Following feedback from the Committee Objective 1 had been revised to make specific reference to carbon reduction work. The following key pieces of work had been completed since April:

- Completion of the Quarter 1 litter and detritus surveys in Elmbridge, Mole Valley and Surrey Heath.
- Elmbridge's Waste and Street Cleaning Forms had now been fully integrated into WhiteSpace.
- Dual recycling bins had been installed in Elmbridge and Surrey Heath.
- Reviews of the assisted collection service in Elmbridge, Surrey Heath and Woking had been completed. The review of the service in Mole Valley was due to be completed by the end of September 2023.
- The food waste recycling service had been rolled out to approximately 1,873 flats in Mole Valley during August and the outcomes of this were being reviewed.
- Textile and WEEE contracts had been extended for a year.
- A funding bid to Materials Focus to enable the expansion of the WEEE and battery collections across the joint contract area had been successful.

Currently a significant amount of data analysis was required to generate invoices correctly and work was taking place to try and automate this process through WhiteSpace. It was clarified that whilst the contract to use WhiteSpace was between Amey and Whitespace it was an industry specific piece of software and it was considered likely that it could continue to be used when a new contract was let after 2027.

It was reported that Rethink Waste scheme, which aimed to encourage residents to reduce their waste and recycle more, had been launched across the Joint Contract area. Since June 2023, 73 residents in Elmbridge, 164 residents in Mole Valley, 362 residents in Surrey Heath and 394 residents in Woking had signed up to join the scheme without any direct marketing having occurred. It was noted that due to the pilot scheme having been run in the area there were significantly more residents participating in Elmbridge

than in other areas. The success of the pilot scheme had been influenced by the introduction of a competition between schools for cash prizes and the possibility of repeating this across Surrey was being explored.

The Committee expressed disappointment about the Government delays to the introduction of Extended Producer Responsibility (EPR) for packaging. It was noted that that there was still a significant amount of uncertainty over what exactly would be required when the EPR scheme was launched consequently it might be necessary to rescope any activities associated with the scheme.

The Committee noted the contents of the report and commended its new format.

CHAIRMAN

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# Joint Contract authority performance

Q2 2023-24



## **Introduction**

This report provides a summary for the Joint Contract Partnering Committee of the latest quarterly position on both recycling performance and operational performance under the Joint Collection contract.

Recycling performance is based on data sourced from the SEP waste data system. Operational performance under the Amey contract is based on data from the modelling work done by Eunomia. 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 – Q2 2023-24**

The first section of each dashboard reports on recycling performance. Performance is reported monthly, up to and including September 2023, 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. Comparisons are based on performance for the 12 months to September 2023 compared with that for the 12 months to September 2022.

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. Please note that disposal tonnages are subject to change.

## **Surrey-wide performance**

Surrey-wide performance is provided here for context.

In the year to September 2023 DMR and food waste tonnages decreased by approximately 5.5% and 5.4% respectively.

Overall garden waste tonnages have increased by 19.1% in the 12 months to September 2023 compared with the same period for the previous year. Garden waste tonnages excluding material collected at the CRC was up by 24.6%.

Residual waste remained stable with a small increase of 0.03% in September 2023 compared to the same period in the previous year.

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

In Q2 2023-24, the joint contract areas were mostly in line with the rest of Surrey. DMR saw decreases in Elmbridge, Mole Valley, and Surrey Heath, however Woking had a slight increase with 1.1%.

All the joint contract areas had decreases in food waste which was in line with Surrey. Elmbridge was slightly higher whilst the remaining authorities were lower than the Surrey average.

For green waste, all joint authorities experienced increases which was in line with Surrey. However, due to the disruption to garden waste services in the previous year the joint authorities saw a higher increase than the Surrey-wide average.

Residual waste had a decrease in Mole Valley with 2.5% and Woking with 3.7%, whilst Surrey Heath had a slight increase with 1.5%. Elmbridge was mostly stable with a small decrease of 0.4% and was most in line with the Surrey-wide average.

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 all authorities seeing a decrease in tonnages from the previous year.

### Elmbridge

In the year to September 2023, DMR tonnages saw a decrease of 6.3% year-on-year. Food waste tonnages have also decreased by 7.6% year-on-year.

Garden waste tonnages increased by 57.7%. It should be noted that the garden waste service was disrupted in the year leading up to June 2022 which led to lower tonnages in that year.

Residual waste tonnages have decreased by -0.4% year-on-year.

Fly-tipping volumes have decreased by 66.7% from 130 tonnes to 43 tonnes.

The quarterly recycling rate for Elmbridge is estimated as 53.7%. The 12-month rolling rate to September 2023 is 54.3%.

### Mole Valley

DMR tonnages was down by 6.9% in the year to September 2023 when compared to the previous 12-month period. Food waste tonnages also decreased by 3.4% year-on-year.

Garden waste tonnage is up by 34.6% year-on-year, this largely caused by the service disruption seen in 2021/22. It should be noted that the garden waste service

was disrupted in the year leading to June 2022, which would lead to lower tonnages in that year.

The residual waste tonnage has also decreased, by 2.5% year-on-year.

There were about 28 tonnes of fly-tipping collected in the 12-month period to September 2023, down from 50 tonnes from the same period in the previous year.

The quarterly recycling rate for Mole Valley is estimated as 60.2%. The 12-month rolling rate to September 2023 is 56.6%.

### Surrey Heath

In the year to September 2023, DMR tonnages were down by 5.3% year-on-year. Food waste tonnage has also decreased by 2.8%.

Garden waste tonnages have increased by 50.6%, due to the reduced garden waste service in the previous year. It should be noted that the garden waste service was disrupted in the year leading to June 2022, which would lead to lower tonnages in that year.

Residual waste tonnages were up year-on-year by 1.5%.

Fly-tipping volumes have decreased by 80.5% from 39 tonnes to 8 tonnes. There are no known factors that could explain this decrease.

The quarterly recycling rate for Surrey Heath is estimated as 60.0%. The 12-month rolling rate to March 2023 is 59.4%.

### Woking

DMR tonnages in the year to September 2023 increased by 1.1% compared to the previous year. Food waste tonnages decreased by 4.2%.

Garden waste tonnages have seen a year-on-year increase at 44.8%. It should be noted that the garden waste service was disrupted in the year leading to June 2022, which would lead to lower tonnages in that year.

Residual waste tonnages have also seen a reduction of 3.7%.

Fly-tipping volumes have decreased by 57.6% from 141 tonnes to 60 tonnes. This service is not run by Amey.

The quarterly recycling rate for Woking is estimated as 54.8%. The 12-month rolling rate to June 2023 is 56.1%.

## **SEP Joint Strategy performance – Q1 2023-24**

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 Q1 2023-24 and is based on data sourced from Waste Data Flow. Please note this is subject to change as data is confirmed by DEFRA throughout the year.

## **Amey contract performance – Q2 2023-24**

The lower section of each dashboard reports operational performance under the Joint Collection contract, against each of the 15 contract KPIs.

Performance is reported here based on the work done by Eunomia to model operational performance based on data provided by Amey. The data presented are the outputs from the Eunomia model. This modelling has only been applied to data from Q1 2019/20 onwards.

Where data are not available for a given indicator, the cell in the table has been left blank. A zero has been shown where we do have the data and the figure is zero. For some authorities, certain indicators are not included in the contract; where this is the case, those indicators have been greyed out.

### Elmbridge

Missed collections per 100,000 (KPI 1) saw decreases in Q2 and was below the target of 80, hitting 71 in September, the lowest for the year.

Missed assisted collections (KPI 2) saw a decrease in Q2 and was 17 in September. Missed collections not rectified (KPI 3) decreased in Q2 and was 24 in August, the lowest of the year so far.

Repeat missed collections decreased in Q2 and was 14 September. Repeated missed assisted collections remained low and was 0 in September.

### Mole Valley

Missed collections (per 100,000) had an increase in Q2 and increased to 89 in September, above the target.

Missed assisted collections saw an increased in Q2 and was 38 in September. Missed collections not rectified also increased in Q2 and was 13 in September.

Repeated missed collections increased in Q2 and was 28 in July. Repeated missed assisted collections remained low in Q2 but did increase and was 4 in August.

### Surrey Heath

Surrey Heath's missed collections per 100,000 decreased at the end of Q2 and was 37 in September. Missed assisted collections increased in early Q2 but decreased in September at 14.

Missed collections not rectified remained at low levels and was at 0 in August and September.

Repeat missed collections increased in Q2 and was 7 in August, the highest of the year so far. Repeated missed assisted collections remained low in Q1 and was 3 in September.

### Woking

In Q2, missed collections (per 100,000) decreased and was 32 in September. Missed assisted collections decreased and was 31 in September the lowest in the year and missed collections not rectified decreased in Q2 and was 4 in August, the lowest in the year so far.

Repeated missed collections decreased in Q2 and was at 0 in August and September. Repeated missed assisted collections remained low in Q2 and was 0 in August and September.

It should also be noted that for KPI13, customer contact service response times, the figures in the Woking dashboard represent the combined response times for both Surrey Heath and Woking, as we are unable to separate the source of calls for each area.

JWS have queried for some time the lack of provision of call centre stats, data which we had been receiving fairly regularly from Amey prior to 2022. While we still have not received the call centre data, call centre performance information has been provided as part of the monthly service report for the majority of the intervening period. As such we have used the data given there to calculate the relevant performance is for KPI 13.

The dashboard shows in April 23 104 calls were answered outside of target, 394 in May 2023 and 41 in July 2023 with the remaining months in Q1 and 2 having 0.

### **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 the 21<sup>st</sup> March 2024 Partnering Board meeting. It is expected that this will report on performance up to and including Q3 2023/24, 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.

### **Version control**

<b>Version</b>	<b>Author</b>	<b>Date</b>	<b>Changes</b>	<b>Distribution</b>
V0	Kingsley Lu	01/12/2023		Surrey Heath Democratic Services

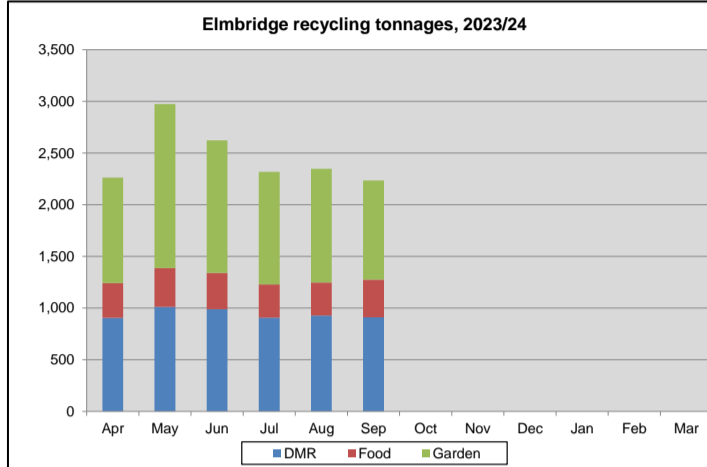
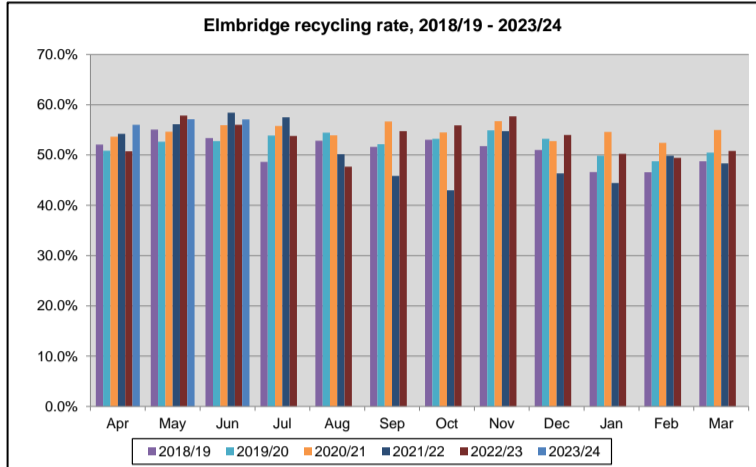
Council **Elmbridge**  
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Monthly indicators

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								
Mar 2020	Sep 2022	Sep 2023	Change	Mar 2020	Sep 2022	Sep 2023	Change	Mar 2020	Sep 2022	Sep 2023	Change	2020 Change
1,094	1,125	992	-11.8%	50	51	47	-7.6%	12,691	13,498	12,650	-6.3%	-0.3%
428	371	365	-1.4%	19	17	17	3.3%	4,838	4,648	4,293	-7.6%	-11.3%
829	1,003	959	-4.4%	38	46	46	0.1%	11,478	7,637	12,044	57.7%	4.9%
0	1	0	-100.0%	0	0	0	-100.0%	12	13	6	-55.5%	-50.4%
2	2	5	103.0%	0	0	0	112.7%	32	42	67	58.5%	113.4%
1	3	0	-100.0%	0	0	0	-100.0%	17	13	10	-19.1%	-37.5%
2,353	2,504	2,321	-7.3%	107	114	111	-2.9%	29,067	25,852	29,070	12.4%	0.0%
1,881	1,873	1,730	-7.6%	85	85	82	-3.2%	21,548	22,059	21,979	-0.4%	2.0%
211	187	175	-6.4%	10	8	8	-1.9%	2,896	2,130	2,786	30.8%	-3.8%
14	11	0	-100.0%	1	1	0	-100.0%	282	130	43	-66.7%	-84.6%
4,460	4,575	4,226	-7.6%	203	208	201	-3.2%	53,793	50,171	53,879	7.4%	0.2%



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-23	May-23	Jun-23	Jul-23	Aug-23	Sep-23	Oct-23	Nov-23	Dec-23	Jan-24	Feb-24	Mar-24
906	1,012	988	907	927	911						
337	375	351	322	320	365						
1,020	1,587	1,283	1,088	1,100	959						
0	1	1	1	1	0						
15	3	14	3	10	5						
93	59	44	59	82	52						
2,371	3,036	2,682	2,379	2,441	2,291						
1,614	2,129	1,912	1,917	2,025	1,812						
249	150	106	112	131	123						
1	0	0	0	0	0						
4,234	5,315	4,699	4,408	4,597	4,226						

Recycling rate	Current month
	Quarterly
	Last 12 months

Apr-23	May-23	Jun-23	Jul-23	Aug-23	Sep-23	Oct-23	Nov-23	Dec-23	Jan-24	Feb-24	Mar-24
56.0%	57.1%	57.1%	54.0%	53.1%	54.2%						
		56.8%			53.7%						
		54.0%			54.3%						

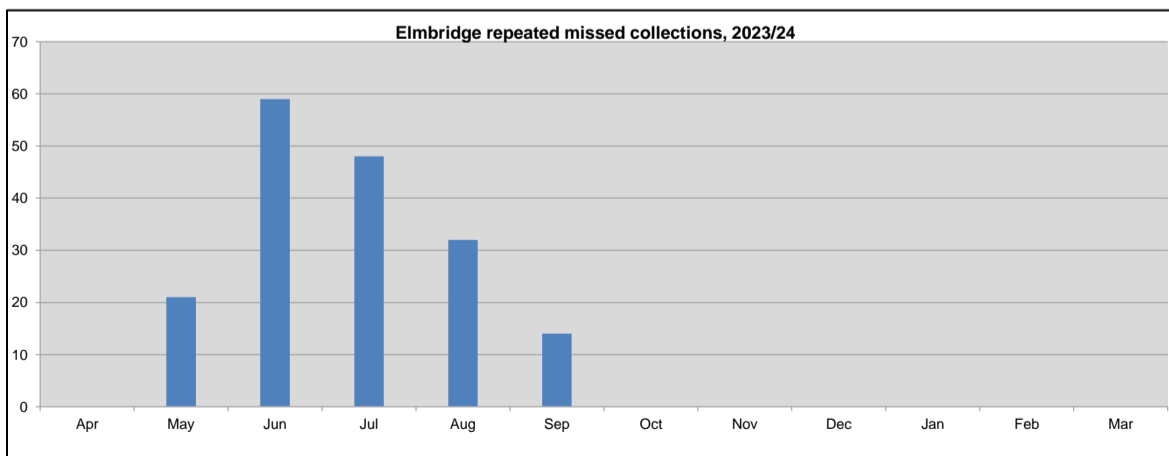
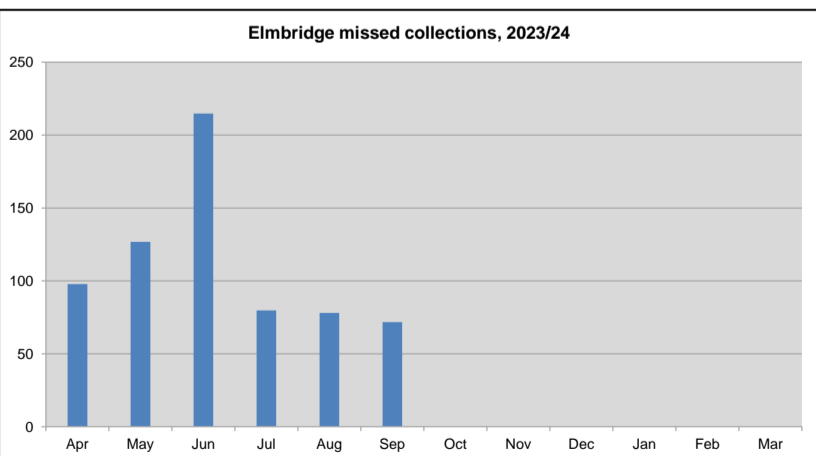
Quarterly indicators

Performance against SEP Joint Strategy	2021/22				2022/23				2023/24				Moving Annual Average (rolling 12 months)				
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Jun 2019	Jun 2022	Jun 2023	Change	2019 Change
Total waste & recycling per person (kg)	109.8	98.4	88.8	85.8	99.9	89.9	99.1	89.9	102.2					373	380	1.8%	
Recycling rate (Defra definition)	55.7%	51.9%	48.6%	47.6%	55.1%	52.3%	55.9%	50.3%	56.8%					51.0%	54.0%	3.0%	

Key Performance Indicators

Performance against Amey contract	Target	Apr-23	May-23	Jun-23	Jul-23	Aug-23	Sep-23	Oct-23	Nov-23	Dec-23	Jan-24	Feb-24	Mar-24
Missed collections per 100,000 collections	80	98	127	215	80	78	72						
Missed assisted collections	0	38	53	45	35	31	17						
Missed collections not rectified	0	26	7	276	25	24	29						
Repeated missed collection	0	0	21	59	48	32	14						
Repeated missed assisted collections	0	0	2	1	2	1	0						
Reported spillage	0	0	1	0	0	0	0						
Reported waste separation failure	0	0	0	1	0	0	0						
Failure to carry out collection (assisted)	0	1	0	0	0	1	0						
Failure to carry out collection (non-assisted)	0	0	5	4	7	4	0						
Missed bulky collection	0	9	3	0	0	0	0						
Street cleaning performance failure not...	0	14	9	9	11	48	0						
Flytipping, flyposting or graffiti non-removal	0	14	8	22	13	67							
Customer contact service response times	0												
Garden waste cancellation missed	0	-	-	-									
Litter and Detritus Survey	4%			1.5%		2.8%							
Detritus survey	8%			7.3%		5.5%							

Notes



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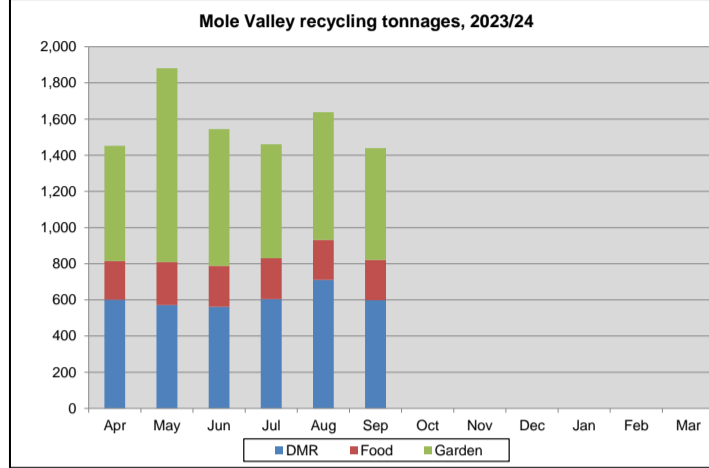
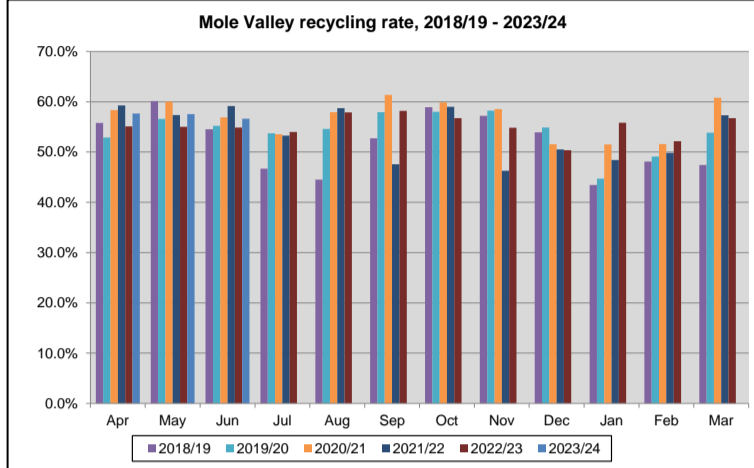
Council **Mole Valley**  
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Monthly indicators

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				Mar 2020	Sep 2022	Sep 2023	Change	2020 Change
Mar 2020	Sep 2022	Sep 2023	Change	Mar 2020	Sep 2022	Sep 2023	Change	Mar 2020	Sep 2022	Sep 2023	Change	2020 Change
809	734	653	-11.1%	73	61	59	-3.1%	8,860	8,758	8,153	-6.9%	-8.0%
249	222	223	0.6%	12	10	11	5.4%	2,873	2,876	2,778	-3.4%	-3.3%
518	651	618	-5.1%	25	30	29	-0.6%	7,433	5,365	7,219	34.6%	-2.9%
2	8	0	-100.0%	0	0	0	-100.0%	30	78	79	0.5%	161.6%
6	2	1	-14.9%	0	0	0	-10.1%	98	26	25	-5.0%	-74.4%
1	1	0	-100.0%	0	0	0	-100.0%	7	0	0	N/A	-100.0%
1,585	1,618	1,495	-7.6%	110	101	99	-1.8%	19,301	17,104	18,255	6.7%	-5.4%
1,011	1,007	999	-0.8%	101	101	100	-0.8%	12,487	12,951	12,626	-2.5%	1.1%
191	123	58	-52.4%	9	6	3	-50.2%	2,743	1,722	1,773	2.9%	-35.4%
0	7	0	-100.0%	0	0	0	-100.0%	8	50	28	-43.3%	270.4%
2,787	2,755	2,553	-7.3%	220	208	202	-2.8%	34,538	31,828	32,683	2.7%	-5.4%



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-23	May-23	Jun-23	Jul-23	Aug-23	Sep-23	Oct-23	Nov-23	Dec-23	Jan-24	Feb-24	Mar-24
601	572	562	604	711	598						
213	238	226	226	221	223						
638	1,072	757	629	706	618						
0	10	10	10	10	0						
1	5	1	1	1	1						
66	49	51	41	46	24						
1,519	1,946	1,607	1,512	1,695	1,465						
864	1,389	1,188	996	910	1,054						
253	48	43	44	53	34						
0	0	0	0	0	0						
2,636	3,383	2,838	2,552	2,658	2,553						

Recycling rate	Current month
	Quarterly
	Last 12 months

Apr-23	May-23	Jun-23	Jul-23	Aug-23	Sep-23
57.6%	57.5%	56.6%	59.3%	63.8%	57.4%
		57.3%			60.2%
		55.8%			56.6%

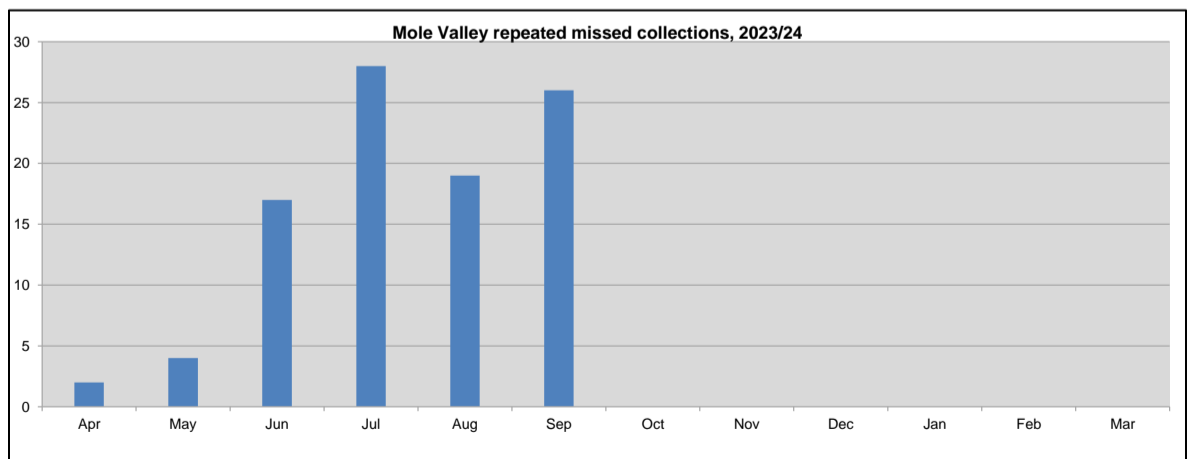
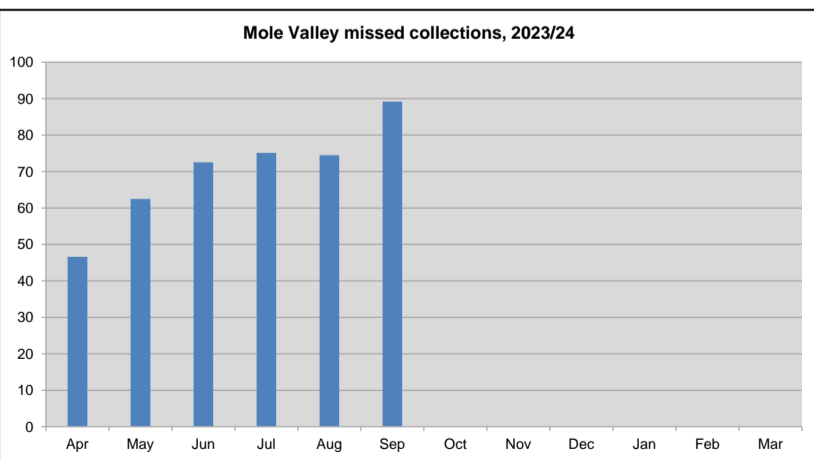
Quarterly indicators

Performance against SEP Joint Strategy	2021/22				2022/23				2023/24				Moving Annual Average (rolling 12 months)				
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Jun 2019	Jun 2022	Jun 2023	Change	2019 Change
Total waste & recycling per person (kg)	108.5	90.3	94.5	85.3	94.8	88.8	96.5	86.7	101.1					365	373	2.2%	
Recycling rate (Defra definition)	58.2%	53.6%	51.9%	52.2%	54.9%	56.7%	54.0%	55.0%	57.2%					53.2%	55.7%	2.6%	

Key Performance Indicators

Performance against Amey contract	Target	Apr-23	May-23	Jun-23	Jul-23	Aug-23	Sep-23	Oct-23	Nov-23	Dec-23	Jan-24	Feb-24	Mar-24
Missed collections per 100,000 collections	80	47	62	73	75	74	89						
Missed assisted collections	0	24	25	32	31	39	38						
Missed collections not rectified	0	3	0	1	9	5	13						
Repeated missed collection	0	2	4	17	28	19	26						
Repeated missed assisted collections	0	2	1	1	3	4	3						
Reported spillage	0	5	0	0	0	0	0						
Reported waste separation failure	0	0	0	0	3	0	0						
Failure to carry out collection (assisted)	0	1	1	3	2	3	0						
Failure to carry out collection (non-assisted)	0	1	3	10	3	4	0						
Missed bulky collection	0	0	0	0	0	0	0						
Street cleaning performance failure not...	0	6	18	8	8	34	0						
Flytipping, flyposting or graffiti non-removal	0	20	12	11	3	25	0						
Customer contact service response times	0												
Garden waste cancellation missed	0												
Litter and Detritus Survey	4%			1.5%		0.7%							
Survey	8%			4.5%		3.0%							

Notes



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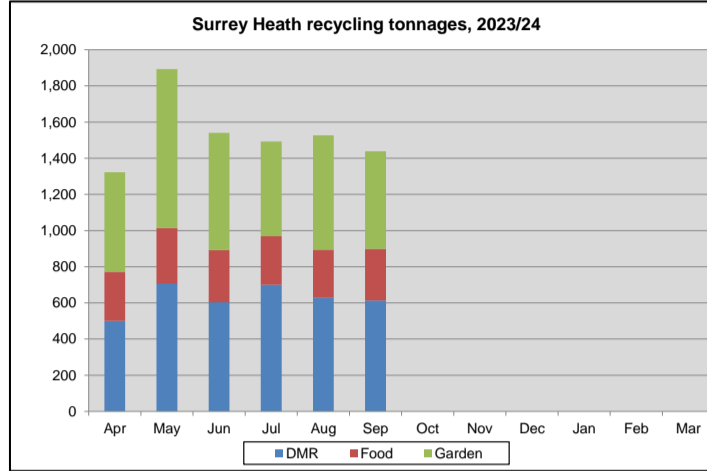
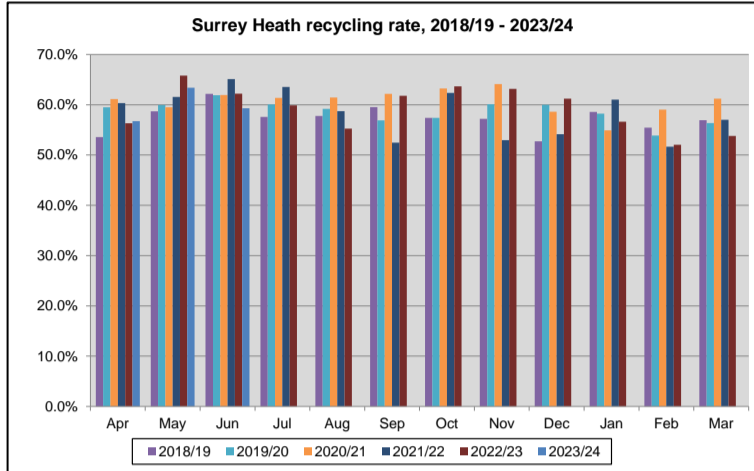
Council **Surrey Heath**  
 User to select from drop-down list

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				Average daily tonnages				Moving Annual Total (rolling 12 months)				
Mar 2020	Sep 2022	Sep 2023	Change	Mar 2020	Sep 2022	Sep 2023	Change	Mar 2020	Sep 2022	Sep 2023	Change	2020 Change
793	809	688	-15.0%	37	36	33	-10.4%	9,587	9,389	8,894	-5.3%	-7.2%
300	285	286	0.3%	14	13	14	5.1%	3,450	3,578	3,479	-2.8%	0.8%
373	509	540	6.0%	18	23	26	11.0%	5,024	4,254	6,405	50.6%	27.5%
20	28	0	-100.0%	1	1	0	-100.0%	341	269	117	-56.5%	-65.7%
3	3	4	3.5%	0	0	0	8.8%	36	37	33	-10.9%	-7.2%
4	5	0	-100.0%	0	0	0	-100.0%	145	49	9	-81.3%	-93.7%
1,492	1,640	1,517	-7.5%	70	74	72	-2.2%	18,583	17,575	18,937	7.8%	1.9%
933	943	932	-1.2%	44	43	44	3.5%	10,742	11,332	11,503	1.5%	7.1%
180	105	48	-54.5%	9	5	2	-52.3%	2,155	1,569	1,946	24.0%	-9.7%
18	4	0	-100.0%	1	0	0	-100.0%	220	39	8	-80.5%	-96.5%
2,623	2,692	2,496	-7.3%	124	122	119	-2.3%	31,700	30,515	32,394	6.2%	2.2%



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-23	May-23	Jun-23	Jul-23	Aug-23	Sep-23	Oct-23	Nov-23	Dec-23	Jan-24	Feb-24	Mar-24
500	709	603	700	630	612						
273	306	289	269	265	286						
550	879	648	523	632	540						
13	13	2	12	15	0						
1	4	1	4	1	4						
74	117	101	118	68	25						
1,410	2,028	1,645	1,626	1,611	1,467						
1,055	1,145	1,103	985	1,068	1,007						
21	27	26	26	29	23						
1	0	0	0	0	0						
2,486	3,199	2,774	2,638	2,708	2,496						

Recycling rate	Current month
	Quarterly
	Last 12 months

Apr-23	May-23	Jun-23	Jul-23	Aug-23	Sep-23	Oct-23	Nov-23	Dec-23	Jan-24	Feb-24	Mar-24
56.7%	63.4%	59.3%	61.6%	59.5%	58.8%						
		60.1%			60.0%						
		59.2%			59.4%						

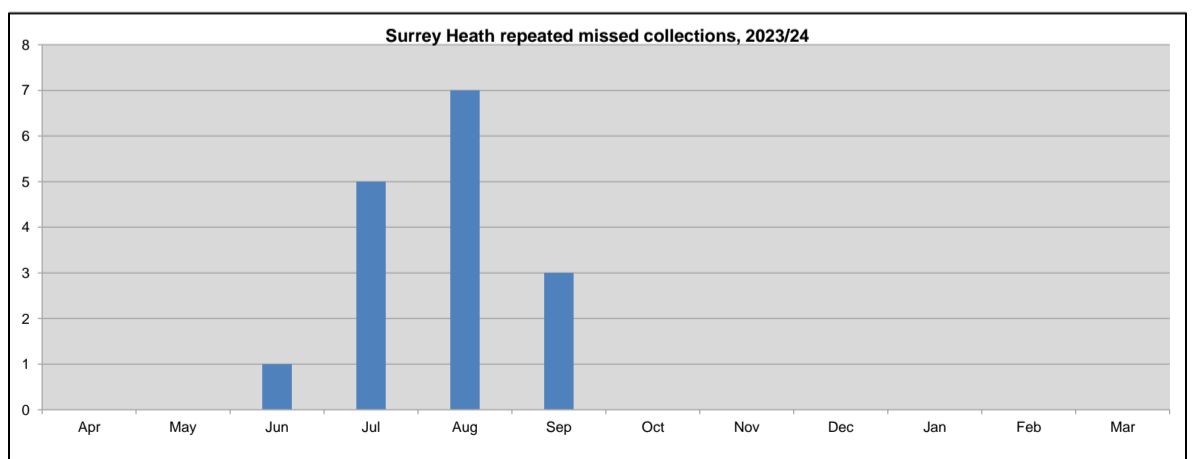
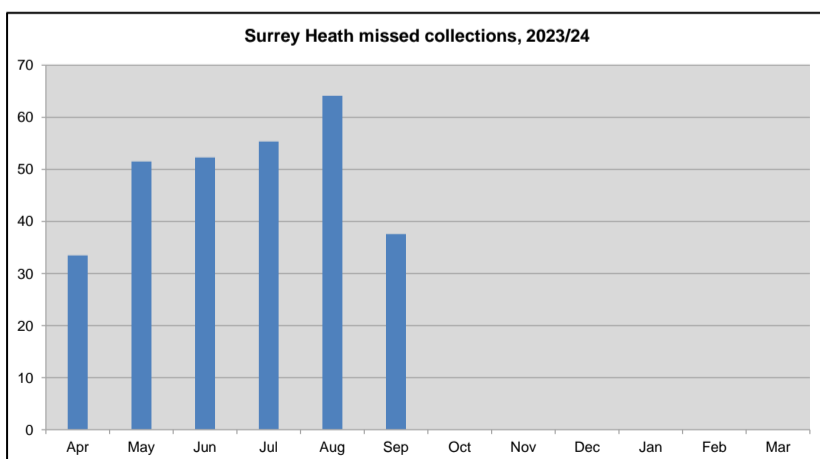
Quarterly indicators

	2021/22				2022/23				2023/24				Moving Annual Average (rolling 12 months)				
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Jun 2019	Jun 2022	Jun 2023	Change	2019 Change
<b>Performance against SEP Joint Strategy</b>																	
Total waste & recycling per person (kg)	99.2	87.8	82.4	88.3	91.9	81.6	90.6	84.6	92.4					350	348	-0.7%	
Recycling rate (Defra definition)	61.7%	59.2%	58.0%	57.6%	61.9%	59.1%	61.0%	54.7%	60.6%					59.2%	58.9%	-0.3%	

Key Performance Indicators

Performance against Amey contract	Target	Apr-23	May-23	Jun-23	Jul-23	Aug-23	Sep-23	Oct-23	Nov-23	Dec-23	Jan-24	Feb-24	Mar-24
Missed collections per 100,000 collections	80	33	52	52	55	64	38						
Missed assisted collections	0	19	20	21	31	30	14						
Missed collections not rectified	0	0	1	0	1	0	0						
Repeated missed collection	0	0	0	1	5	7	3						
Repeated missed assisted collections	0	0	2	0	2	0	3						
Reported spillage	0	0	0	0	0	0	0						
Reported waste separation failure	0												
Failure to carry out collection (assisted)	0	0	0	0	1	2	0						
Failure to carry out collection (non-assisted)	0	7	9	10	5	5	0						
Missed bulky collection	0	0	10	0	0	1	0						
Street cleaning performance failure not...	0	0	0	0	0	0	0						
Flytipping, flyposting or graffiti non-removal	0	0	0	0	0	0	0						
Customer contact service response times	0	0	0	0	0	0	0						
Garden waste cancellation missed	0												
Litter and Detritus Survey	4%			0.2%			0.7%						
Survey	8%			6.2%			3.5%						

Notes  
 Customer contact service response times (KPI13) \* Included in line for Woking



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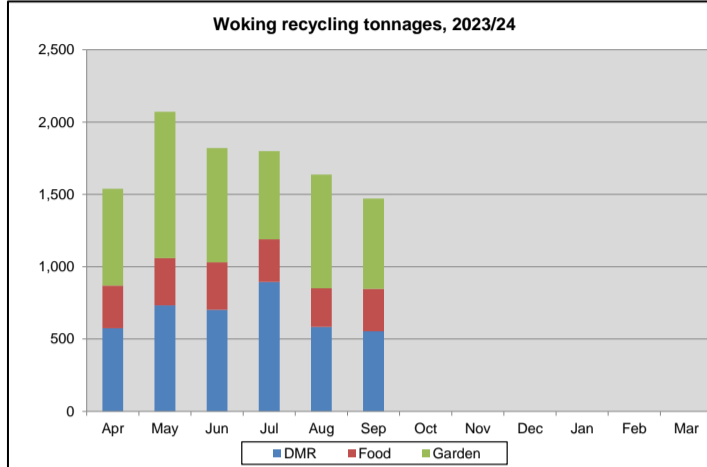
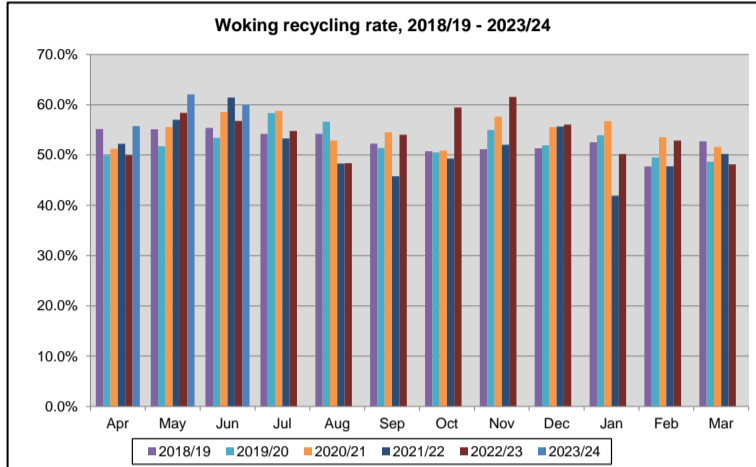
Council **Woking**  
 User to select from drop-down list

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								
Mar 2020	Sep 2022	Sep 2023	Change	Mar 2020	Sep 2022	Sep 2023	Change	Mar 2020	Sep 2022	Sep 2023	Change	2020 Change
647	669	620	-7.4%	64	67	62	-7.4%	8,492	8,416	8,506	1.1%	0.2%
326	317	293	-7.4%	16	14	14	-2.9%	3,923	3,814	3,653	-4.2%	-6.9%
535	688	624	-9.3%	25	31	30	-5.0%	7,175	5,492	7,952	44.8%	10.8%
11	8	0	-100.0%	0	0	0	-100.0%	158	81	54	-33.9%	-66.0%
2	4	2	-42.6%	0	0	0	-42.6%	41	23	35	56.8%	-13.0%
10	3	0	-100.0%	0	0	0	-100.0%	63	27	16	-42.9%	-75.2%
1,531	1,689	1,539	-8.8%	106	113	106	-6.5%	19,851	17,853	20,216	13.2%	1.8%
1,343	1,332	1,219	-8.4%	122	111	111	-0.1%	14,415	15,314	14,749	-3.7%	2.3%
222	159	137	-13.6%	11	7	7	-9.5%	2,704	1,974	2,532	28.2%	-6.4%
17	10	0	-100.0%	1	0	0	-100.0%	224	141	60	-57.6%	-73.3%
3,114	3,189	2,896	-9.2%	239	232	223	-3.7%	37,195	35,283	37,557	6.4%	1.0%



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-23	May-23	Jun-23	Jul-23	Aug-23	Sep-23	Oct-23	Nov-23	Dec-23	Jan-24	Feb-24	Mar-24
575	733	702	895	584	553						
295	327	329	295	268	293						
670	1,012	790	610	786	624						
5	7	4	8	3	0						
1	4	3	3	4	2						
94	82	96	49	59	72						
1,640	2,165	1,924	1,860	1,703	1,545						
1,237	1,256	1,192	1,283	1,437	1,286						
64	68	93	59	84	65						
1	0	0	0	0	0						
2,942	3,488	3,208	3,202	3,223	2,896						

Recycling rate	Current month
	Quarterly
	Last 12 months

Apr-23	May-23	Jun-23	Jul-23	Aug-23	Sep-23	Oct-23	Nov-23	Dec-23	Jan-24	Feb-24	Mar-24
55.8%	62.1%	60.0%	58.1%	52.8%	53.4%						
		59.4%			54.8%						
		55.5%			56.1%						

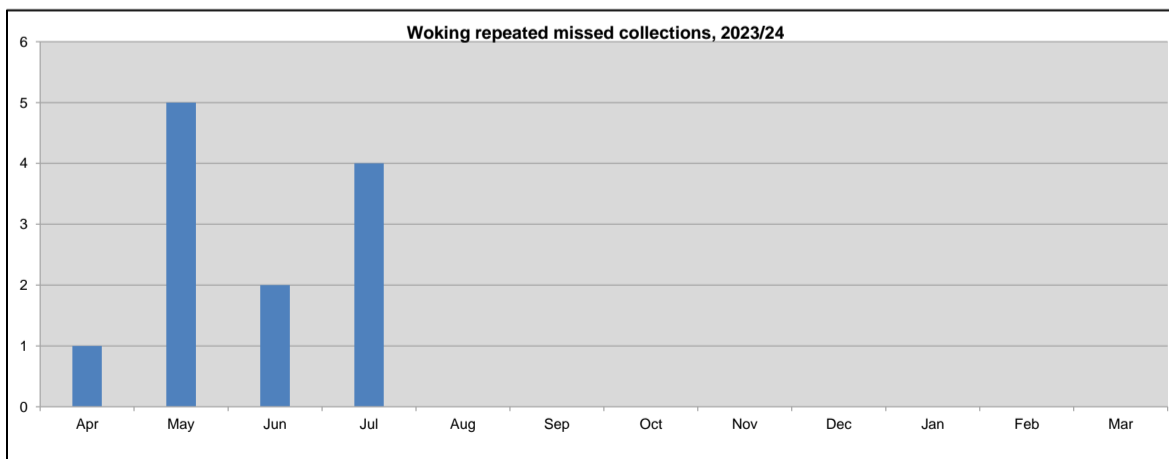
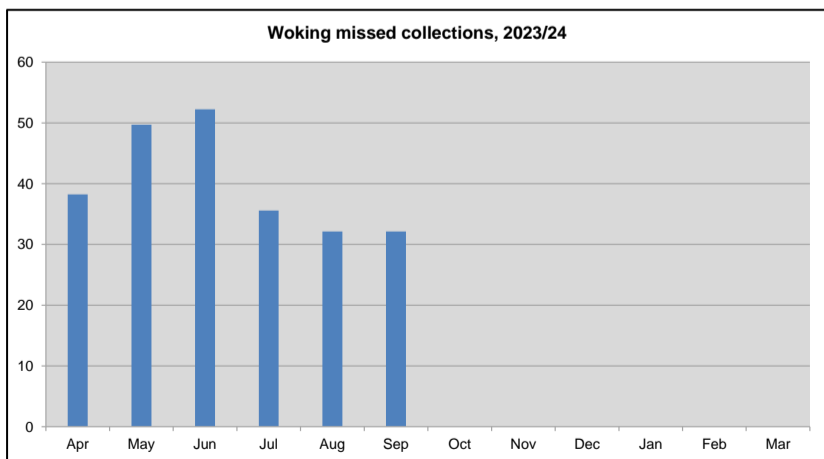
Quarterly indicators

	2021/22				2022/23				2023/24				Moving Annual Average (rolling 12 months)				
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Jun 2019	Jun 2022	Jun 2023	Change	2019 Change
<b>Performance against SEP Joint Strategy</b>																	
Total waste & recycling per person (kg)	100.2	88.3	85.7	80.4	90.9	88.1	92.5	80.4	89.8					345	348	0.7%	
Recycling rate (Defra definition)	56.3%	49.8%	53.1%	45.5%	57.2%	54.6%	60.9%	49.7%	61.3%					51.6%	56.9%	5.3%	

Key Performance Indicators

Performance against Amey contract	Target	Apr-23	May-23	Jun-23	Jul-23	Aug-23	Sep-23	Oct-23	Nov-23	Dec-23	Jan-24	Feb-24	Mar-24
Missed collections per 100,000 collections	80	38	50	52	36	32	32						
Missed assisted collections	0	40	62	57	45	35	31						
Missed collections not rectified	0	10	14	17	8	4	11						
Repeated missed collection	0	1	5	2	4	0	0						
Repeated missed assisted collections	0	0	3	5	3	0	0						
Reported spillage	0	0	0	1	0	2	0						
Reported waste separation failure	0	0	0	0	0	0	0						
Failure to carry out collection (assisted)	0	1	0	2	1	5	0						
Failure to carry out collection (non-assisted)	0	7	2	7	6	3	0						
Missed bulky collection	0	1	1	0	0	0	0						
Street cleaning performance failure not...	0												
Flytipping, flyposting or graffiti non-removal	0												
Customer contact service response times	0	104	394		41								
Garden waste cancellation missed	0	0	0	0	0	0	0						
Litter and Detritus Survey	4%												
Survey	8%												

Notes  
 Customer contact service response times (KPI13) \* This total is for Woking and Surrey Heath combined and based on call answering times only. The calls cannot be separated out for each area.



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**Title: Joint Waste Solutions: Q2 2023-24 Budget and Finance Report**

**Author: Marco Arcangeli**

**Date: 14<sup>th</sup> December 2023**



**Introduction**

This report sets out the position for Joint Waste Solutions as at quarter two and the projected outturn for the 2023-24 financial year.

**Budget Update**

Annex 1 shows the Contract Management Office (CMO) income and expenditure to the end of quarter two 2023-24. CMO year-end expenditure is projected to be £2,642,128 which when set against a combined annual budget and carry forward allocation of £2,642,190 represents an overall projected underspend for the year of £62.

**Budget Variances**

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

CMO Variances

The Salaries budget is projecting a £26,591 overspend which is due to having to pay a fixed pension charge estimated to be £115,728 which was not included in this year’s budget. This charge would normally be included in the budget as part of salary on-costs but due to an accounting oversight this was not accounted for. There are two elements to the contribution that partners should pay towards pension on-costs, a primary charge, and a fixed charge, but unfortunately only the primary charge was included in the budget.

Year	Pension Deficit	JWS share	Distributed Share (based on current agreed salary split)					
			SHBC	Elmbridge	Mole Valley	Woking	SCC	SEP
23/24	£976,000	£115,728	£17,308	£17,308	£17,308	£17,308	£22,162	£24,333

Expenditure against the Team budget is projected to be £22,050 lower than budgeted. This is mainly from reduced spending on training and travel budgets. Expenditure on parking has also greatly reduced because working from home has cut down the number of parking spaces needed at Dukes Court.

Contract Variances

The Core contract budget is projecting an underspend of £409,903. This is because the budget approved by members in November 2022 for 2023-24 included an estimated 10% inflationary uplift, which is more than the final figure of 6.85% from January 2023.

The Variable contract budget is affected by the same lower than budgeted inflation figure and is projecting an underspend of £78,206.

## Indexation

The rate of uplift to be applied from 1<sup>st</sup> April this year has still not been agreed. When the calculation is performed in the usual way the uplift is 6.85%, however, Amey is trying to change the way the calculation is done and has so far produced two different uplift figures, 7.2% and 7.28%. The first of these was calculated using an out-of-date labour index. Amey's second attempt used labour indices that were not published by the Office for National Statistics until 16<sup>th</sup> May 2023. This is not in line with paragraph 10.2 of schedule 7 of the joint contract which states that the indexation adjustment must be applied on the first day of April. Amey has proposed holding a meeting to discuss this further, which JWS has agreed to. However as yet no dates for the meeting have been offered by Amey.

## **Recommendation**

The Committee is asked to note the report.





Budget Area	23/24 Budget	22/23 Carry Forwards	23/24 Budget including Carry Forwards	Q2 Profiled Budget	Q2 Actuals	Q2 Variance	Year-end Projection	Year-end Variance	Elmbridge Borough Council	Woking Borough Council	Surrey Heath Borough Council	Mole Valley District Council	Surrey County Council	Surrey Environment Partnership	Totals
<b>Contract Management Office Budget Summary</b>															
Budget									399,875	399,875	399,875	399,875	453,481	497,917	2,550,898
Budget carry forward									22,823	22,823	22,823	22,823	-	-	91,292
Budget totals									422,698	422,698	422,698	422,698	453,481	497,917	2,642,190
Expenditure															
Salaries	2,049,825		2,049,825	1,024,505	863,600	-160,905	2,076,416	26,591	129,160	129,160	129,160	129,160	165,377	181,582	863,600
Office	109,725		109,725	65,096	80,262	15,166	108,478	-1,247	12,004	12,004	12,004	12,004	15,370	16,876	80,262
Team	98,450		98,450	49,073	26,749	-22,324	76,400	-22,050	4,001	4,001	4,001	4,001	5,122	5,624	26,749
Support	107,578		107,578	53,724	58,744	5,020	104,222	-3,356	8,786	8,786	8,786	8,786	11,249	12,352	58,744
Contract Legal & Technical Support	54,320	45,642	99,962	49,786	73,693	23,907	99,962	0	18,423	18,423	18,423	18,423	-	-	73,693
Comms & Engagement	125,500	45,650	171,150	85,412	15,475	-69,937	171,150	0	3,869	3,869	3,869	3,869	-	-	15,475
Health and Safety Support	2,500		2,500	1,248	2,015	767	2,500	0	301	301	301	301	386	424	2,015
Business Continuity & Risk Mgt	2,500		2,500	1,248	0	-1,248	2,500	0	0	0	0	0	-	-	0
Other Contractor	500		500	250	0	-250	500	0	0	0	0	0	-	-	0
Totals	2,550,898	91,292	2,642,190	1,330,342	1,120,539	-209,803	2,642,128	-62	176,544	176,544	176,544	176,544	197,505	216,858	1,120,539
Budget carry forward income									-22,823	-22,823	-22,823	-22,823	-	-	-91,292
Income received from authorities to Q2									-199,875	-199,875	-199,875	-199,875	-226,741	-248,959	-1,275,199
Q3 to Q4 income estimate (based on budget)									-200,000	-200,000	-200,000	-200,000	-226,741	-248,959	-1,275,700
Year-end income projection (based on budget)									-422,698	-422,698	-422,698	-422,698	-453,481	-497,917	-2,642,191

Service Provider Budget Summary

	Elmbridge	Woking	Surrey Heath	Mole Valley	Total
Core budget	4,480,932	2,568,867	4,117,425	3,165,015	14,332,239
Core payments to Q2	2,176,307	1,247,908	1,999,763	1,537,190	6,961,168
Core charges year-end projection	4,352,614	2,495,816	3,999,526	3,074,380	13,922,336
Year-end projected (Under)/Overspend	-128,318	-73,051	-117,899	-90,635	-409,903
Variable budget	944,648	636,556	523,166	626,637	2,731,007
Variable payments to Q2	128,734	144,147	100,283	82,127	455,291
Variable charges year-end projection	917,597	618,327	508,184	608,692	2,652,801
Year-end projected (Under)/Overspend	-27,051	-18,229	-14,982	-17,945	-78,206
Garden/bulky waste income received to Q2	-	-361,806	-374,126	-	-735,932

IT Equipment Contingency Fund

Balance brought forward from 22-23	-8,939
22-23 carry forward	-30,000
Expenditure to Q2	0
Current balance	-38,939

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## Joint contract work programme 2023-24 progress update

**Report Author:** Nick Meadows

### Introduction

A report has been produced in **Annex 1** to keep members of the Joint Waste Collection Services Committee (JWCSC) updated on progress with the delivery of the joint contract work programme 2023-24. This report period covers 1 September to 30 November 2023 and builds upon the last update given to the JWCSC when it met on 28 September 2023. A summary of the key outputs, outcomes and achievements for this latest period has been provided in the section below.

An earlier version of this report was presented to the Joint Waste Contract Partnering Board (JWCPB) at their briefing meeting on 16 November 2023.

### Key outputs, outcomes and achievements for this period

- Q2 litter and detritus surveys have been completed in Elmbridge, Mole Valley and Surrey Heath, and targets have been met.
- Solar litter bins have been placed in Elmbridge and are now in use. Additional funding has been secured to replace old litter bins in Surrey Heath, which are now being planned for implementation next year.
- The Government have released details of their Simpler Recycling reforms with the picture becoming clearer on what additional materials the joint contract authorities will need to collect over the next few years.
- The assisted collection review has been completed in Mole Valley and Woking with nearly 2,000 properties being removed from the list that need these collections.
- A rollout of food waste recycling services to 1,923 flats in Elmbridge was delivered during November 2023 with post monitoring to establish take up now underway.
- Improvements to recycling bins for 329 flats in Elmbridge, were delivered in October 2023 to help increase the quality of recycling collected.
- Service guides and calendars for 2024 were sent to households in the joint contract area between 30 October and 6 November 2023.
- Food waste interventions designed to increase recycling were delivered to 5,294 households in Mole Valley during October 2023 and to 16,924 households in Elmbridge during November 2023 with post-monitoring now underway.
- The food waste reduction phase of the countywide Own Your Impact campaign ran from 4 September to 15 October 2023 with messaging amplified in the joint contract area with almost 900,000 views of online adverts by residents. The next phase of the campaign focusing on pre-festive messaging started from mid-November 2023.
- As of 27 November 2023, 4,239 residents in the joint contract area have signed up to the Rethink Waste scheme, who are committing to reduce the amount of waste they produce. The Rethink Waste schools donation scheme launched on 20 November 2023 with 7 primary schools in the joint contract area signed up.

### Recommendations

It is recommended that members note this progress update and the key outputs, outcomes and achievements delivered during the period.

## Annex 1: Joint contract work programme 2023-24 progress update 1 September to 30 November 2023

### RAG rating key

Colour	Criteria description
	The activity is being, or is on course to be, successfully delivered.
	There are issues that exist at this stage, which are impacting the successful delivery of the activity, but appear to be resolvable.
	The successful delivery of the activity is no longer possible meaning that the scope of the work may need to be reassessed.

### Progress updates by objective and activity

<b>Objective 1:</b> Improve the efficiency and effectiveness of the service enabling a better customer experience and support the joint contract authorities' carbon reduction plans.			
Activity	Measure of success	RAG	Commentary to support RAG status
Customer enquiries and complaints	Customer enquiries and FOI requests dealt with within authority service level agreements.		Customer enquiries and FOI requests are being dealt with within authority service level agreements.
Complaints process improvements	Complaints process recommendations agreed with Customer Service teams and Amey and implemented.		The focus of the suggested improvements to be delivered from the complaints process review continues to be on the integration of the customer relationship management (CRM) systems with the Whitespace (Amey IT system). An update on this can be found in the IT system improvements section below.
Support Amey Improvement Plan 2023-24	Successful contribution to Amey improvement plan projects enabling these to be delivered.		Amey gave an update on their improvement plan at the September 2023 cycle of meetings. Regular meetings have been held on the IT system improvements. A meeting has taken place to progress the mid-contract replacement of street cleaning vehicles, following the report Amey brought to the September 2023 JWCPB meeting. Other projects will be supported on request.
Contract management and performance monitoring	Contract performance indicators met or exceeded.		<ul style="list-style-type: none"> <li>Q2 litter and detritus surveys have been completed in Elmbridge, Mole Valley and Surrey Heath and targets have been met. Results have been shared with Amey.</li> <li>KPI data is being reviewed monthly so that relevant deductions can be applied to the monthly variable invoice.</li> </ul>

			<ul style="list-style-type: none"> <li>Quarterly performance reports have been produced and statutory data returns have been completed on behalf of the four partner authorities.</li> <li>Contract meetings have been held as expected.</li> </ul>
IT system improvements	<ul style="list-style-type: none"> <li>Authority reporting forms integrated with the operational IT system.</li> <li>Automated processes for performance reporting and invoice generation.</li> <li>Increase in customers accessing services online.</li> </ul>		<ul style="list-style-type: none"> <li>As reported last period, full integration of the reporting forms for waste and street cleaning with Whitespace has been achieved in Elmbridge.</li> <li>In Mole Valley, work is ongoing to integrate their forms and JWS will continue to provide support.</li> <li>Amey continues to work on creating a dashboard capable of invoice generation, KPI reporting and provide an overview of the garden waste accounts administration. This is yet to be demonstrated to JWS.</li> </ul>
Litter bin and dog poo bin improvements	<ul style="list-style-type: none"> <li>Identify funding routes for litter bin replacements, procure and install new containers where required.</li> <li>Streamlined reporting processes for overflowing litter bins introduced.</li> </ul>		<ul style="list-style-type: none"> <li>Solar litter bins have been placed in Elmbridge and are now in use. Single litter and dual recycling bins are in the process of being placed.</li> <li>In Mole Valley, work is in progress to identify litter bins, design and print QR codes, and develop a bid for CIL funding to replace old bins.</li> <li>Additional funding has now been secured to replace old litter bins in Surrey Heath with a plan being developed for delivery next year.</li> </ul>
Textile and WEEE collections contract renewals	Disposal arrangements for textiles and WEEE secured.		The project to update the textile and WEEE collection contracts that are due to expire in July 2024 will begin from January 2024.
Contract re-procurement	Procurement strategy developed and agreed by partners.		Initial discussions have started on what the budget for this work might be ahead of the project kicking off in Q4 2023-24.

Collection and Packaging Reforms (CPR)	Understanding of the required changes to be developed to allow implementation plans to be produced so they can be introduced into the service by the stated deadlines.		<p>The Government released details of their Simpler Recycling Reforms on 21 October 2023. In summary what this means for the joint contract authorities is by <b>31 March 2026</b> that they'll need to collect additional dry recyclables (such as aerosols and food and drinks cartons) and that separate food waste collections will need to be expanded to the remaining flats without a service (estimated at 4,000 currently), and by <b>31 March 2027</b> that they'll need to collect plastic films and flexible including bags for recycling. The Government have said that <b>all dry recyclables including films</b> can be collected in <b>one recycling bin</b>, pending consultation and regulations confirmation (expected in the spring of 2024). In terms of funding provision it appears that New Burdens Funding will allow for the reasonable costs of bringing in separate food waste collections to be claimed. It will include capital, resource and ongoing service costs. A further announcement will follow in due course from the Government (expected by the end of the 23-24 financial year).</p> <p>A presentation was given on the latest position above and the other CPR measures at the SEP Members Group on 15 November 2023. At this stage, there is still a great deal to understand especially with the other CPR reforms (extended producer responsibility and the deposit return scheme) and the new funding streams that are due to come in. Therefore, the remainder of 2023-24 will likely be spent on obtaining more clarity on these reforms to support the development of an implementation plan from 2024-25 onwards.</p>
Surrey Environment Partnership (SEP) - Fleet Decarbonisation Plan	Pathway developed for working towards a net-zero emissions vehicle fleet.		The draft baseline on current services has been produced by Cenex. This has been reviewed with feedback sent to Cenex to make the necessary amends. The different scenarios to model and the assumptions have been agreed by a SEP working group with modelling and user testing now underway. The team with Cenex have organised a seminar to be held on 6 December 2023 to upskill staff at district & borough Councils (D&Bs).

Data management	Accurate data available to inform contract improvement and service efficiency work.		The assisted collection review has now been completed in Mole Valley and Woking. A total of 75 properties in Mole Valley and 535 properties initially in Woking will be removed off the list, as they don't require assisted collections. A further 1,300 properties in Woking, who did not respond to the two letters are to be removed in a phased approach.
GIS improvements	GIS training delivered and improvements plan produced.		The scope is still being determined, but likely to split focus across litter bins, communal bin stores and training.

<b>Objective 2: Deliver operational improvements that enable reductions in waste and increase the quantity and quality of recycling.</b>			
<b>Activity</b>	<b>Measure of success</b>	<b>RAG</b>	<b>Commentary to support RAG status</b>
Review of collection services at existing developments	Direct engagement with residents and other stakeholders on site improvements.		JWS are continuously working directly with Amey, residents, managing agents and other stakeholders to implement improvements to existing services where enquiries are reported as a BAU responsibility.
Set up of collection services at new developments	Participation in all available services at new developments from first occupation.		JWS provide waste related planning consultations for all full planning applications. All available services are detailed through the consultations and adapted to each development on a case-by-case basis.
Improve WEEE collections	Funding bid for improvements to WEEE collections submitted and, subject to funding award, trial interventions undertaken.		Detailed planning has continued on the WEEE interventions. The focus of this has been on installing segregated capacity to street cleaning vehicles and installation of advertising boards on blank refuse collection vehicles. Egress issues with the Amey vehicles have reduced the current number of vehicles which can have additional capacity fitted from 15 to 5. With this limited extra capacity, the scope of the general communications campaign will be altered to focus more on locations where Amey is able to provide reliable collections.
Bring bank review	Bring bank summary and recommendations for each of the contract areas completed.		An initial survey of all known bring sites together with a baseline review has been completed. A report on the findings has been drafted and will now be shared with key stakeholders. The main takeaway so far is that we appear not to be maximising SCC recycling credits, so there might be an opportunity to claim more.

<p>Benefit from countywide service improvement initiatives.</p>	<ul style="list-style-type: none"> <li>• DMR improvements and Food waste collections rolled out to flats in Elmbridge and Mole Valley.</li> <li>• Communal food bin trial cleans delivered to participating joint contract authorities (not Surrey Heath).</li> <li>• Support joint contract authorities with the execution and monitoring of activities in the 2023-24 SEP 2025 delivery plans.</li> </ul>		<ul style="list-style-type: none"> <li>• The take up of the food waste collection roll-out to 1,703 flats in Mole Valley delivered in August 2023 has shown some really encouraging results from the weighing of communal bins, which suggests good participation in the service from the residents. Full analysis and a report write-up is underway. A further 183 properties are due to receive the service later in 2023-24, as part of a trial to use food waste housing units, to see if this is a viable solution where the current infrastructure isn't suitable for a collection. The roll out of food waste collection services to 1,923 flats in Elmbridge was completed in mid-November with post monitoring now underway.</li> <li>• Improvements to recycling bins, to update lids, locks and labelling for 329 flats in Elmbridge, were delivered in October to help increase the quality of recycling collected. Post monitoring of these improvements is now underway.</li> <li>• The trial of food bin cleaning at flats continues to be delivered to test different approaches and methods. The third and final round of cleaning took place at the end of October 2023. The findings from the different cleans undertaken will be established to help determine the optimum arrangement for maximising benefits from this type of intervention.</li> <li>• Implementation of the SEP 2025 delivery plans has continued in this period with Q2 (Jul – Sep) updates on progress given to the SEP Funding Board when they met on 30 October 2023. Plans for the joint contract authorities are mostly on track and where any issues exist at this stage they are actively being worked on with the relevant officers confident that they can be resolved.</li> </ul>
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<b>Objective 3:</b> Ensure residents are informed about their collection service.			
<b>Activity</b>	<b>Measure of success</b>	<b>RAG</b>	<b>Commentary to support RAG status</b>



Service delivery communications	Materials produced as needed for crews to use in service delivery.		Production and delivery of garden waste bin tags for Elmbridge and Mole Valley and communal food bins stickers for Elmbridge.
Service change communications	Communications undertaken to update residents about any changes or reviews in service delivery.		<ul style="list-style-type: none"> <li>• Development and delivery of reminder letters for assisted collection provision.</li> <li>• Further preparatory work undertaken in case of industrial action.</li> <li>• Communications about leafing work developed and shared.</li> </ul>
Digital channel management	Digital channels successfully used to communicate messages to residents and handle queries received via X (previously known as Twitter).		<p>JWS website</p> <ul style="list-style-type: none"> <li>• Daily service updates published when needed.</li> <li>• Banners and news articles published about SEP campaigns.</li> <li>• 282,612 page views of the JWS website from 1 April to 30 November 2023.</li> </ul> <p>JWS X (Twitter)</p> <ul style="list-style-type: none"> <li>• 121 queries dealt with from 1 April to 12 November 2023.</li> </ul>
Media management	Media queries responded to promptly resulting in positive or balanced coverage.		No media queries were received during this period.
Garden waste communications	Increased sign-ups to the garden waste service.		Data on current subscriptions and capacity on rounds is being collated with a view to promoting the service on a targeted basis in March 2024.

<b>Objective 4:</b> Inspire and encourage residents to prevent, reduce, reuse, and recycle.			
<b>Activity</b>	<b>Measure of success</b>	<b>RAG</b>	<b>Commentary to support RAG status</b>
Countywide campaign amplification	<p>Reach and engagement with SEP campaign activity targeted to joint contract postcodes.</p> <p>Campaign evaluation through interviews with residents is also carried out annually in March and will be reported at countywide level in the end of year report. Breakdown by D&amp;B is not possible due to the sample size which is limited by budget.</p>		<p>The Own Your Impact (OYI) campaign phase focusing on food waste reduction ran from 4 September to 15 October 2023. Results of the additional activity carried out in the joint contract area included:</p> <ul style="list-style-type: none"> <li>• More than 27,000 views of the campaign video.</li> <li>• Over 686,000 Facebook impressions and 5,550 engagements (likes, shares, comments) and 4,659 link clicks.</li> <li>• Almost 900,000 views of online adverts by local residents, with almost 8,000 click throughs to the campaign web page.</li> </ul>

			The next phase of the OYI campaign started from mid-November 2023 and is focussing on the festive season starting with pre-festive messages encouraging people to buy sustainably. Planning is also underway for the food waste recycling campaign phase which is due to launch on 22 January 2024.
Textile communications	TBC once campaign plan is developed.		Scheduled for March 2024 to follow on from the WEEE communications.
Gain maximum benefit from countywide engagement initiatives	<p>Joint contract authority inclusion in SEP initiatives.</p> <p>Outcomes of specific projects, e.g., number of food waste interventions delivered and increased tonnages; sign-ups to Rethink Waste.</p>		<ul style="list-style-type: none"> <li>The 2024 service guides and calendars for all four authorities were distributed to households between 30 October and 6 November 2023.</li> <li>Food waste interventions designed to increase recycling were delivered to 5,294 households in Mole Valley during October 2023. Communications were also delivered to the majority of 16,942 households in Elmbridge during November 2023. Further deliveries may take place in Elmbridge during February 2024, if budget allows. Where communications are delivered, post-monitoring will take place with data collected and then analysed. An evaluation report is then expected to be ready from early 2024.</li> <li>The Rethink Waste scheme continues to be promoted to residents in all four authorities. As of 27 November, 1,262 residents in the joint contract area had signed up to the 2023-24 scheme. If we include the sign-ups from the Elmbridge trial last year of 2,977, this puts us at 4,239 residents who are committing to reduce the amount of waste they produce. Also, the Rethink Waste schools donations scheme launched on 20 November 2023, with 7 of the 16 schools that have signed up so far located in joint contract areas.</li> </ul>

**Objective 5:** Manage the joint waste contract to ensure it is resilient, operating safely, and performing effectively.

Activity	Measure of success	RAG	Commentary to support RAG status
Operational Health and Safety monitoring	Compliance with relevant legislation and H&S best practice.	Green	Close calls raised by Amey are being responded to in agreed timescales. Depot audits for 23-24 are taking place through the autumn/winter, with the site visits in Elmbridge, Surrey Heath and Woking complete and Mole Valley scheduled for 11 December 2023. Updates have been provided by Amey on actions required following the last cycle of audits.
Business Continuity Plan (BCP)	Contingency plans in place.	Yellow	Amey's review of their BCP is ongoing, and a final draft submitted to JWS to review. A review meeting will be scheduled to consider additional feedback and comments before a test exercise is scheduled.
Industrial action lessons learnt report	Implement actions from the industrial action lessons learnt report.	Green	Actions from the report have been allocated and are completed or in progress. An updated contingency plan has been produced and was taken to the JWCPB for sign off in September.

<b>Objective 6: Manage the joint waste contract to ensure it is resilient, operating safely, and performing effectively.</b>			
Activity	Measure of success	RAG	Commentary to support RAG status
Joint contract governance	Decision making and reporting requirements of the IAA met.	Green	Q2 JWCPB and JWCSC meetings held on 7 and 28 September 2023.
Programme management	2023-24 work programme monitored, and progress reported back to JWCPB and JWCSC. 2024-25 work programme designed, and budgets approved.	Green	Updates on the joint contract work programme for 2023-24 were delivered at the above meetings in September 2023. Planning for the 2024-25 work programme will begin later in Q3.
Networking	Good relationships built with industry and authority colleagues.	Green	We continued to monitor updates in this period from Department for Food and Rural Affairs (Defra), Association of Directors of Environment, Economy, Planning & Transport (ADEPT), Local Authority Recycling Advisory Committee (LARAC) and National Association of Waste Disposal Officers (NAWDO) updating officers accordingly.
Financial management	<ul style="list-style-type: none"> <li>Timely and accurate reports available for partners to review.</li> <li>Payments are made in a timely manner</li> </ul>	Green	<ul style="list-style-type: none"> <li>The Q1 budget outturn report was reviewed at the September 2023 JWCPB and JWCSC meetings.</li> </ul>

			<ul style="list-style-type: none"> <li>• Variable invoicing is progressing with Q1 variable invoices quantities and KPI values agreed. Q2 invoices are under review.</li> <li>• A meeting has been held with S.151 officers to review contract.</li> </ul>
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<b>Objective 7: Enhance our ways of working to deliver organisational efficiencies.</b>			
<b>Activity</b>	<b>Measure of success</b>	<b>RAG</b>	<b>Commentary to support RAG status</b>
Savings opportunities	Savings and/or income generation proposals shared with Board for development and approval.		There has been limited progress on this so far, due to commercial discussions with Amey taking priority. The joint contract authorities have requested that we revisit fees and charges ahead of budget setting, to discuss proposals and consider impact on being able to align them.



**JWS Budget Proposal 2024-25**

**Date: 14 December 2023**

**Report Authors: Kelly Goldsmith, Helen Trew & Jo Chauhan**

**Introduction**

For Joint Waste Solutions (JWS), the annual budgeting process brings together the costs from the joint contract authorities, Surrey County Council (SCC) and the Surrey Environment Partnership (SEP) into a single budget. In 2020-21, a comprehensive zero-based budgeting exercise was carried out to ensure that all components of the budget were fully understood, cost-effective and relevant. The proposed budget for 2024-25 builds on this exercise. However, it should be noted that in October 2023 when JWS had been working with SEP partners to develop a four-year medium term financial strategy (MTFS), SCC outlined their desire to reduce their contribution to the SEP by £300k. Unfortunately, the late arrival of this position has not allowed sufficient time for the potential implications on the inter-authority agreement (IAA) of a reduction in SCC funding to be fully understood, and for the SEP programme and resources to be developed. As such, the proposed budget for 2024-25 should be treated as draft.

**Budget Areas**

JWS are responsible for managing a range of budgets, which are set out in Figure 1 below.

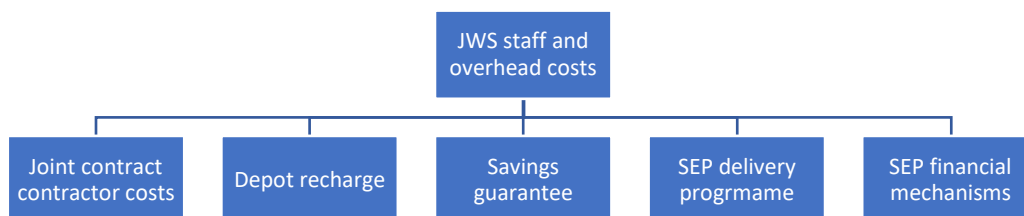


Figure 1: JWS budget areas

The SEP delivery programme and SEP financial mechanisms will be considered by the SEP. The remaining four budget areas set out in Figure 1 will be discussed in turn.

**JWS staff and overhead costs**

Staff and overhead costs are projected to be £262,014 higher in 2024-25 than in 2023-24. Appendix 3 shows the projected costs in 2024-25 and Appendix 4 the cost changes by budget heading when compared to 2023-24. These costs are divided into eight budget areas, which are discussed in more detail below.

*Salaries*

Salary costs are projected to increase by £187,165 to £2,236,990. The increase is as a result of a proposed 4% pay award by SHBC and additional overheads for pension contributions and the apprenticeship levy that have not been applied to JWS salaries up until now.

The salaries budget has been split into partner shares based on the allocation of staff time on work for the joint contract authorities, SCC and SEP. These allocations remain the same as last year and are shown at the top of Appendix 3 for 2024-25. The partner shares of the salaries budget are then applied to other shared fixed costs, as detailed below.

#### *Team costs*

Team costs have been reduced by £12,382 compared to 2023-24. This is mostly due to lower estimates of mileage and parking expenses which have been based on more recent expenditure. There has also been a £5,000 reduction in the staff training budget.

#### *Support costs*

Support costs total £128,401 and include software licenses as well as support from Finance, Legal, ICT, HR and Democratic Services. Support service costs have mostly increased in line with the 4% pay award, and also include the additional overheads as set out in the salaries section above. In addition to this, the Finance support costs have been re-based and IT software costs are expected to increase slightly.

#### *Office costs*

The office costs budget has been reduced by £21,000. This is based on the assumption that JWS will leave Dukes Court in Woking when the lease expires in August 2023, and will then occupy somewhere that has 50% of the cost from then on.

Investigations into alternative locations are currently being explored so depending on the outcome of this work office costs could be reduced further once JWS vacates Dukes Court, but this cannot be quantified at the present time.

#### *Health and safety support*

This budget for this has remained unchanged at £2,500.

#### *Joint contract authority only budgets*

The three remaining JWS budgets are divided four ways between the joint contract authorities as they relate exclusively to joint contract activity.

Contract specific legal support is provided by both the Surrey Heath legal team and external consultants.

The proposed communications and engagement budget has reduced by £4,500. This is mostly due to revised estimates on the required quantities of business-as-usual materials such as bin hangers, stickers, parking notices and recycling bags.

The remaining contract specific budget relates to business continuity. This remains at £2,500.

### **Amey contract costs**

#### *Core charges and variable charges*

Core charges are based on projecting the number of properties requiring each type of service and the kilometres of streets that need to be cleaned in 2023-24 and multiplying these sums by the contractual unit rates. There is an agreed mechanism for reviewing household numbers based on the number of additional properties that are projected to be built in the following financial year. The unit rates are then inflated by contract indexation.

The variable charges include those costs that can vary from month to month, such as bulky waste collections and garden waste subscriptions. These have been estimated based on available data from preceding contract years and multiplied by the contractual unit rates. Again, these rates have been inflated by contract indexation. A full breakdown of the variable budgets by service area will be provided to the authorities after the meeting.

Contract indexation is calculated using the percentage increase or decrease in each applicable index published for the 12 months ending on 31st January each year. The weighting of the applicable indices is shown in the table below:

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

When agreeing the budget for 2023-24 an uplift rate of 10% was used, however the final figure was 6.85%. This has resulted in core and variable rates being lower than budgeted for – a variance which will carry forward into 2023-24 figures. It should be noted, as set out on the budget monitoring report, that this figure is still to be agreed with Amey.

The most recent figures available at the time of writing show a contract inflation of 2.55% for the year to date, this has been increasing steadily throughout the year. Estimating how these figures will change is always difficult. The recent figures had started to show a downward trend in fuel prices, this has now plateaued at the last update, while both CPI and Labour elements continue to rise.

As such, and following discussion with finance leads from the authorities, a figure of 7% has been built into this proposal. A final calculation of indexation will take place in March 2022 using the published January figures as per the contract, and revised estimated costs will then be shared with the Joint Contract authorities.

Appendix 1 shows the budgeted core and variable contract costs for both 2022-23 and 2023-24.

Given the probability that further changes to each of the indices are to be anticipated between the writing of this report and final published figures being available, details have also been provided in Appendix 1 for the impact that an additional 1% in indexation would have to both the core and variable costs in each area.

### *Driver market supplement*

In December 2021 the authorities agreed to support increased HGV driver wages through a market supplement payment. This was agreed separately to the 2022-23 budget. The terms around this were further discussed in March 2022. The market supplement agreement includes a condition which each year reduces the rate paid in line with the Labour index used in the uplift calculation. Applying this condition (using the figures utilised in the estimated 7% uplift for 2024-25) reduces the rate payable by the Authorities to zero for 2024-25.

The driver market supplement was included in the variable budget line last year, and therefore this accounts for the overall reduction to the variable budget, offsetting increases that are seen as a result of changes in quantities and the uplift to contract rates. The exception to this is in Elmbridge, which sees a greater reduction as garden waste customer numbers budgeted for in 2023-24 have been reassessed and revised down.

### **Other contract costs**

Other contract costs relate to the cost of managing WEEE and textiles. While there is no direct cost to either of these the small budget here has been retained in the event that excessive contamination at a bring bank results in recharged disposal costs, as is allowed under the respective agreements. This has not happened to date.

### **Depot rental and business rates recharge**

All four joint contract depots were valued before contract mobilisation and an estimated rental value was provided by an independent valuer. These have been applied to a steady state partnership share calculated as per the Inter Authority Agreement (IAA) and this has been allocated to each authority. This does not include the full value of the depots but rather the reapportionment of depot values according to the partnership share. The details of this calculation can be found in Appendix 5 and does not change from year to year.

It has been agreed that business rates and depot insurance will be paid directly by the authority who owns the depot rather than any apportionment being carried out. These costs have therefore not been included in this budget.

### **Savings guarantee**

During the procurement of the joint contract, it was agreed that all partners would benefit from going to market together and therefore all should benefit financially from any collective savings. The IAA states that all authorities should save at least £100k per year, with those authorities making the greatest savings compensating those that saved less than this threshold.

In March 2018, Section 151 officers from each authority agreed a formula to calculate these savings for the length of the contract. The implications of this for each authority are set out in Appendix 1 and does not change from year to year.

### **Procurement project (additional funding)**

In order to commence work to review the Inter Authority Agreement (IAA) and develop a procurement strategy for a new contract (when the existing contract expires in June 2027), financial provision will need to be made for a procurement team and legal, procurement and technical support.



The Head of Commercial will lead the review of the IAA and the development and implementation of the procurement strategy. It is envisaged that the Head of Commercial will require support from 2 x Senior Officer roles. These have been costed in the table below.

During year 1 of this project, procurement support will be required to develop the procurement strategy, legal support will be required to review and update the existing contract, and technical support will be required to develop the contract specification and undertake modelling to forecast future service provision (tonnage to be collected and method(s) of collection). It is hoped that procurement and legal support could be purchased from one of the joint contract authorities, but financial provision has been made for this to be outsourced if resources are not available. Technical support is likely to be procured from a technical waste consultancy. Assumptions have been made to support the costings in the table below.

For Year 1 of the project, we are seeking approval for a budget of £284,696. Wherever possible, we will aim to minimise the cost of resources by delivering the project through the procurement team and staff from JWS who are funded to work on the joint contract. Consultancy support will only be procured where necessary.

Support for Year 1 (2024-25)	Salary / Consultancy Cost	NI @13.80%	Pension (Primary) @17.20%	Pension (Fixed) @7.30%	Apprenticeship Levy @0.50%	Total Budget
Senior Officer 1	£39,515	£5,453	£6,797	£2,885	£198	<b>£54,848</b>
Senior Officer 2	£39,515	£5,453	£6,797	£2,885	£198	<b>£54,848</b>
Procurement	£25,000	N/A	N/A	N/A	N/A	<b>£25,000</b>
Legal	£75,000	N/A	N/A	N/A	N/A	<b>£75,000</b>
Technical	£75,000	N/A	N/A	N/A	N/A	<b>£75,000</b>
<b>Total Budget</b>	<b>£254,030</b>	<b>£10,906</b>	<b>£13,594</b>	<b>£5,770</b>	<b>£396</b>	<b>£284,696</b>

## Recommendations

The Joint Committee is asked to:

- Agree the 2024-25 JWS staff and overheads budgets, subject to any changes in the funding provided by SCC to SEP.
- Agree the 2024-25 joint contract budgets, including the removal of an allowance for the driver market supplement.
- Agree the additional financial provision to review the IAA, develop a procurement strategy for the new contract and commence the tender process.
- Commend the above to their individual authorities for approval.

## Appendix 1: Summary

### Budget breakdown 2023-24

Budget area	Joint Contract Authorities					SCC	SEP	Total
	EBC	WBC	SHBC	MVDC	Total			
Amey core contract costs	£4,480,932	£2,568,867	£4,117,425	£3,165,015	£14,332,239	£0	£0	£14,332,239
Amey variable contract costs	£944,648	£636,556	£523,167	£626,637	£2,731,007	£0	£0	£2,731,007
Other contract costs	£125	£125	£125	£125	£500	£0	£0	£500
JWS staff and overhead costs	£399,750	£399,750	£399,750	£399,750	£1,599,000	£453,481	£497,917	£2,550,398
Depot cost to authority	-£52,797	£125,370	-£117,329	£44,756	£0	£0	£0	£0
Savings guarantee	£245,709	-£529,375	£43,804	£239,862	£0	£0	£0	£0
<b>Total</b>	<b>£6,018,366</b>	<b>£3,201,293</b>	<b>£4,966,942</b>	<b>£4,476,145</b>	<b>£18,662,746</b>	<b>£453,481</b>	<b>£497,917</b>	<b>£19,614,144</b>

### Budget breakdown 2024-25

Budget area	Joint Contract Authorities					SCC	SEP	Total
	EBC	WBC	SHBC	MVDC	Total			
Amey core contract costs	£4,667,200	£2,682,724	£4,284,468	£3,300,802	£14,935,194	£0	£0	£14,935,194
Amey variable contract costs	£802,301	£616,023	£502,339	£536,247	£2,456,909	£0	£0	£2,456,909
Other contract costs	£125	£125	£125	£125	£500	£0	£0	£500
JWS staff and overhead costs	£447,717	£447,717	£447,717	£447,717	£1,790,868	£486,916	£534,628	£2,812,412
Depot cost to authority	-£52,797	£125,370	-£117,329	£44,756	£0	£0	£0	£0
Savings guarantee	£245,709	-£529,375	£43,804	£239,862	£0	£0	£0	£0
<b>Total</b>	<b>£6,110,255</b>	<b>£3,342,584</b>	<b>£5,161,123</b>	<b>£4,569,509</b>	<b>£19,183,471</b>	<b>£486,916</b>	<b>£534,628</b>	<b>£20,205,015</b>

**Impact of additional 1% uplift on contract costs 2024-25**

Budget area	Joint Contract Authorities					SCC	SEP	Total
	EBC	WBC	SHBC	MVDC	Total			
Amey core contract costs	£43,619	£25,072	£40,042	£30,849	£139,581	£0	£0	£139,581
Amey variable contract costs	£7,498	£5,757	£4,695	£5,012	£22,962	£0	£0	£22,962
<b>Total</b>	<b>£51,117</b>	<b>£30,829</b>	<b>£44,737</b>	<b>£35,860</b>	<b>£162,543</b>	<b>£0</b>	<b>£0</b>	<b>£162,543</b>

**Appendix 2: Change from 2023-24 to 2024-25**

Budget area	Joint Contract Authorities					SCC	SEP	Total
	EBC	WBC	SHBC	MVDC	Total			
Amey core contract costs	£186,269	£113,857	£167,042	£135,788	£602,955	£0	£0	£602,955
Amey variable contract costs	-£142,347	-£20,533	-£20,828	-£90,390	-£274,099	£0	£0	-£274,099
Other contract costs	£0	£0	£0	£0	£0	£0	£0	£0
JWS staff and overhead costs	£47,967	£47,967	£47,967	£47,967	£191,868	£33,435	£36,712	£262,014
Depot cost to authority	£0	£0	£0	£0	£0	£0	£0	£0
Savings guarantee	£0	£0	£0	£0	£0	£0	£0	£0
<b>Total</b>	<b>£91,889</b>	<b>£141,291</b>	<b>£194,181</b>	<b>£93,364</b>	<b>£520,724</b>	<b>£33,435</b>	<b>£36,712</b>	<b>£590,871</b>

### Appendix 3: JWS 2024-25 staff and overheads budget breakdown

Proportions	Joint Contract authorities					SCC	SEP	Total
	EBC	WBC	SHBC	MVDC	Total			
Office	14.96%	14.96%	14.96%	14.96%	59.82%	19.15%	21.03%	100.00%
Salaries	14.96%	14.96%	14.96%	14.96%	59.82%	19.15%	21.03%	100.00%
Team costs	14.96%	14.96%	14.96%	14.96%	59.82%	19.15%	21.03%	100.00%
Support costs (SHBC)	14.96%	14.96%	14.96%	14.96%	59.82%	19.15%	21.03%	100.00%
Health & Safety support	14.96%	14.96%	14.96%	14.96%	59.82%	19.15%	21.03%	100.00%
Contract legal and technical support	25.00%	25.00%	25.00%	25.00%	100.00%			100.00%
Comms & engagement	25.00%	25.00%	25.00%	25.00%	100.00%			100.00%
Business Continuity and Risk Management	25.00%	25.00%	25.00%	25.00%	100.00%			100.00%
SEP county-wide work programme							100.00%	100.00%

Costs	Joint Contract authorities					SCC	SEP	Total
	EBC	WBC	SHBC	MVDC	Total			
Salaries	£334,564	£334,564	£334,564	£334,564	£1,338,258	£428,378	£470,354	£2,236,990
Team costs	£12,872	£12,872	£12,872	£12,872	£51,489	£16,482	£18,097	£86,068
Support costs (SHBC)	£19,204	£19,204	£19,204	£19,204	£76,815	£24,589	£26,998	£128,401
Office	£13,269	£13,269	£13,269	£13,269	£53,074	£16,989	£18,654	£88,717
Health & Safety support	£374	£374	£374	£374	£1,496	£479	£526	£2,500
Contract legal support	£36,559	£36,559	£36,559	£36,559	£146,236			£146,236
Comms & engagement	£30,250	£30,250	£30,250	£30,250	£121,000			£121,000
Business Continuity and Risk Management	£625	£625	£625	£625	£2,500			£2,500
<b>Total</b>	<b>£447,717</b>	<b>£447,717</b>	<b>£447,717</b>	<b>£447,717</b>	<b>£1,790,868</b>	<b>£486,916</b>	<b>£534,628</b>	<b>£2,812,412</b>

**Appendix 4: JWS 2023-24 to 2024-25 staff and overheads budget change**

Costs	Joint Contract Authorities				Total JCAs	SCC	SEP	Total
	EBC	WBC	SHBC	MVDC				
Salaries	£27,992	£27,992	£27,992	£27,992	£111,969	£35,841	£39,354	£187,165
Team costs	-£1,852	-£1,852	-£1,852	-£1,852	-£7,407	-£2,371	-£2,603	-£12,382
Support costs (SHBC)	£3,114	£3,114	£3,114	£3,114	£12,457	£3,988	£4,378	£20,823
Office	-£3,142	-£3,142	-£3,142	-£3,142	-£12,568	-£4,023	-£4,417	-£21,008
Health & Safety support	£0	£0	£0	£0	£0	£0	£0	£0
Contract legal and technical support	£22,979	£22,979	£22,979	£22,979	£91,916			£91,916
Comms & engagement	-£1,125	-£1,125	-£1,125	-£1,125	-£4,500			-£4,500
Business Continuity and Risk Management	£0	£0	£0	£0	£0			£0
<b>Total change</b>	<b>£47,967</b>	<b>£47,967</b>	<b>£47,967</b>	<b>£47,967</b>	<b>£191,868</b>	<b>£33,435</b>	<b>£36,712</b>	<b>£262,014</b>

**Appendix 5: Depot Recharge calculation – 2019-20 onwards**

	<b>EBC</b>	<b>WBC</b>	<b>SHBC</b>	<b>MVDC</b>	<b>Total</b>
Depot valuation	£294,000	£25,000	£328,000	£116,300	£763,300
Partnership share*	31.60%	19.70%	27.60%	21.10%	100.00%
Share of depot costs based on partnership share	£241,203	£150,370	£210,671	£161,056	£763,300
<b>Net cost to authority</b>	<b>-£52,797</b>	<b>£125,370</b>	<b>-£117,329</b>	<b>£44,756</b>	<b>£0</b>

\*Partnership share calculation based on 2017-18 quantities x agreed rates plus indexation of 2.78%

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