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Wednesday, 23 November 2022

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

Councillor Colin Dougan, Surrey Heath Borough Council (Chairman)  
Councillor Marisa Heath, Surrey County Council  
Councillor Rob Leach, Woking Borough Council  
Councillor Caroline Salmon, Mole Valley District Council  
Councillor Ashley Tilling, Elmbridge Borough Council

A meeting of the **Joint Waste Collection Services Committee** will be held at Virtually - Public Meeting on **Thursday, 1 December 2022 at 11.30 am**. The agenda will be set out as below.

Please note that this meeting will be recorded and broadcast on Surrey Heath Borough Council's YouTube channel.

## AGENDA

	<b>Pages</b>
<b>1 Apologies for Absence</b>	
<b>2 Minutes of Last Meeting</b>	<b>1 - 6</b>
To receive, and confirm as being a correct record, the minutes of the meeting of the Joint Waste Collection Services Committee on 29 <sup>th</sup> September 2022.	
<b>3 Declaration of Interests</b>	
Members are invited to declare any interests that they may in relation to any matters that are to be considered at this meeting.	
<b>4 Joint Waste Solutions Performance Report Quarter 2 (July to September 2022)</b>	<b>7 - 20</b>
To consider a report providing an update on the performance of the Joint Waste contract during the second quarter (July to September 2022) of the 2022/23 financial year.	

- |          |   |                |
|----------|---|----------------|
| <b>5</b> | <b>Amey Contract Improvement Plan</b>   | <b>Verbal</b>  |
|          | To receive an update from Amey on the progress made towards achieving the aims, priorities and objectives set out in Amey's Contract Improvement Plan.                |                |
| <b>6</b> | <b>Joint Waste Solutions Quarterly Budget Report (July to September 2022)</b>   | <b>21 - 24</b> |
|          | To receive a report summarising the budget position of Joint Waste Solutions at the end of the second quarter (July to September 2022) of the 2022/23 financial year. |                |
| <b>7</b> | <b>Joint Waste Solutions Programme Progress Update</b>  | <b>25 - 38</b> |
|          | To receive a report summarising the progress made to achieving the aims and objectives set out within the Joint Waste Solutions work programme.                       |                |
| <b>8</b> | <b>Joint Waste Solutions Budget Proposal 2023/24 Financial Year</b>   | <b>39 - 50</b> |
|          | To consider a report setting out a proposed budget for Joint Waste Solutions for the 2023/24 financial year.  |                |
| <b>9</b> | <b>Dates of Future Meetings</b>   |                |
|          | The next scheduled meeting of the Joint Waste Collection Services Committee will take place on Thursday 9 <sup>th</sup> March 2023 at 11.30am.                        |                |
|          | It is proposed that meetings of the Joint Waste Collection Services Committee take place at 11.30am on the following dates in the 2023/24 municipal year:             |                |
|          | <ul style="list-style-type: none"> <li>• 29th June 2023</li> <li>• 28th September 2023</li> <li>• 14th December 2023</li> <li>• 21st March 2024</li> </ul>            |                |



**Minutes of a Meeting of the Joint Waste Collection Services Committee held at Virtually - Public Meeting on 29 September 2022**

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**Present:** Councillor Colin Dougan, Surrey Heath Borough Council (Chairman)  
Councillor Paul Deach, Surrey County Council  
Councillor Rob Leach, Woking Borough Council  
Councillor Caroline Salmon, Mole Valley District Council  
Councillor Ashley Tilling, Elmbridge Borough Council

**In Attendance:** Nilufa Begum, Surrey Heath Borough Council  
Jo Chauhan, Joint Waste Solutions  
Kelly Goldsmith, Joint Waste Solutions  
Evelyn Gyandoh, Amey  
Ray Lee, Elmbridge Borough Council  
George Pargeter, Amey  
Nick Steevens, Surrey Heath Borough Council  
Mark Tabner, Woking Borough Council  
Neil Thompson, Joint Waste Solutions  
Danielle Wright, Amey

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

**9/JW Minutes of Last Meeting**

**RESOLVED** that the minutes of the last meeting of the Joint Waste Collection Services Committee held on 14<sup>th</sup> July 2022 be approved as a correct record and signed by the Chairman.

**10/JW Declaration of Interests**

There were no declarations of interest.

**11/JW Quarterly Performance Report**

The Committee received a report on the position in respect of recycling and operational performance across the joint contract area Quarter 1 of the 2022/23 financial year.

Surrey-wide performance information was provided for context, and stated that tonnages remained higher than pre-pandemic levels but there had been a decrease of 6.2% across all waste streams. Members were informed that there was no identifiable pattern in fly tipping across the Joint Contract area, and that future Board report would include a comparison of changes between current and pre-pandemic levels of fly tipping.

The Committee were presented with the following key figures regarding waste collection:

<b>Year up to June 2022 Waste Tonnages %</b>					
	<b>DMR (Dry mixed recycling)</b>	<b>Food Waste</b>	<b>Residual Waste</b>	<b>Garden Waste</b>	<b>12 Month Rolling Rate</b>
<b>Elmbridge</b>	-6.8	-9.5	-4.3	-39.2	51
<b>Mole Valley</b>	-7.6	-7.5	-5.1	-38.9	53.3
<b>Surrey Heath</b>	-6.5	-4.7	-2.5	-28	58.1
<b>Woking</b>	-5.6	-7.9	-2.8	-37.6	50.9

Following discussion between Members, the following key points were raised:

- The level of recycling in Surrey Heath had historically been higher than other areas. Prior to service changes, a wider range of refuse types was already being collected for recycling in Surrey Heath and this was thought to be a contributing factor.
- Different methodology used to collect and record across different authorities was thought to contribute to the fluctuations in the tonnages of fly tipping in the Joint Contract area.
- Amey had been working with Surrey Heath crews to consolidate the method by which fly tipping was recorded and if successful this would be rolled out across the Partnership.

The Committee noted the report.

## **12/JW Amey Contract Improvement Plan**

The Committee received a presentation on the progress of Amey toward achieving aims, priorities and objectives set out in Amey's Contract Improvement Plan at the end of the first quarter (April to June 2022) of the 2022/23 financial year.

It was reported that throughout the two week industrial action, Amey had maintained regular communication with staff throughout via face to face briefings and written communication. Regular services and support was offered to all that chose to continue to work and staff who participated in the industrial action.

Following the successful end to the industrial action, Amey continued to employ it's People Services department at sites to facilitate integration of the workforce. Monthly engagement/safety forums had been established on all sites to ensure all employees voices were heard. Quarterly Union consultations were being scheduled.

The Business Continuity Plan (BCP) had been revised following the industrial action to be applicable across the four sites and scenarios that would be likely to cause disruption in future, and a review of the BCP by the Committee had been planned in future. The Committee were informed that upon the agreement of the BCP with the Joint Waste Services, an emergency response plan would be agreed upon.

Garden waste services had been fully reinstated and the service had stabilised in all Joint Contract areas. Filled vacancies meant that garden waste collections had become standard practice, and only Mole Valley was not accepting new subscribers.

Members were informed that the pay deal in August had a positive impact on vacancies and that for the first time in 12 months there were no driver vacancies. The quality of applicants had also improved for all positions, and contracts to over recruit for positions to stabilise current services had been secured. These additional staff would be used to

support daily operations, allowing crews to attend training and enabling Site Management to focus on strategic matters and improvements. Support had been made available for all staff for issues related to the cost of living crisis.

The Committee was presented with the Amey 2022/23 Improve Strategy, with the suspension of the use of HVO fuel arising as the primary concern as a result an environmental agency report into the nature of the fuel.

After a period of discussion, the Members queried a number of issues raised as a result of the presentation, and the key points were as follows:

- Quarterly feedback had not found any complaints regarding working conditions with Amey staff.
- The integration of Elmbridge and Mole Valley's Customer Service Forms with Amey's ICT system was ongoing, and the majority of the work would be complete by the end of the year.
- Amey continued to recruit agency staff as it reduces turnover, and upon the completion of an 8 week probationary period, staff were offered full time contracts, with the majority of staff accepting the contract. There were currently 35 agency staff employed by Amey.
- Amey were keen to explore greener options for vehicles but understood that electric vehicles struggled in rural areas due to larger distances being covered.

The Committee noted the report and commended Amey for their work during the industrial action.

### **13/JW Quarterly Budget Report**

The Committee received a report that set out the position for Joint Waste Solutions (JWS) as it was at Quarter 1 April to June 2022 and for the projected outturn of the 2022-23 financial year.

Members were updated on the Contract Management Office's (CMO) income and expenditure to end of the quarter. Expenditure was projected to be £2,385,061, and when set against the combined annual budget and carry forward allocation of £2,390,850, there was a projected underspend of £5,789 for the year.

The Core Contract Budget was projected to be overspent by £329,607, and the Committee were informed that this was due to be approved by the Committee in November 2021 estimated a 4% inflationary uplift, which was less than the actual figure of 6.71% from January 2022. The Variable Budget was also affected by the increased inflation. It was expected that the savings made due to the interruption to garden waste collections would offset the additional inflation cost.

The Committee noted the report.

### **14/JW Joint Waste Solutions Programme Progress Report**

The Committee received a progress update on the Joint Contract Work Programme 2022-23, which itself was an evolution of the 2021-22 programme that had been paused due to driver shortages. The programme included planning to align with national policy on collection arrangements. The programme was to be delivered by a single Officer team, the JWS. JWS manages both the Joint Contract area and a separate work programme for all authorities in the Surrey Environment Partnership (SEP).

Eight objectives were set out, with key points arising as follows:

- Objective 1: Improved efficiency and effectiveness of services to enable better customer experiences.
  - More information was awaited from the Government in respect to the implication of the National Waste and Resources Strategy waste collection.
- Objective 2: Deliver operational improvements that enable reductions in waste and increase the quantity of recycling.
  - The JWS Operations Team was assessing 50-55 planning applications a month for new waste storage and collection sites, liaising with agents and developers to ensure adequate arrangements were provided in new developments.
  - The Doman Road redevelopment had begun in partnership with Surrey County Council (SCC) and Surrey Heath Borough Council (SHBC) with the hope that a business case would be signed off in Autumn.
- Objective 3: Ensure residents are informed about their collection service
  - Focus of communications on the restart of garden waste collections, which in July shifted to focus on the planned industrial action.
  - Communication messages have been designed to advise residents on collection information to supplement the stickers and tags used by crews.
  - Media enquires were largely related to the industrial action during the period between 1<sup>st</sup> April and 14<sup>th</sup> August and enquiries were directed to the JWS website or Amey if they related directly to pay negotiations.
  - Joint Contract Area partners were provide with a resource pack to share through their own channels.
- Objective 4: Inspire and encourage residents to prevent, reduce, reuse and recycle
  - The Own Your Impact campaign had been launched in the Joint Contract Area through a variety of media channels in May, with focus switching to DMR contamination reduction in late June.
  - Community events took place throughout April and March with the aim of discussing and education recycling to help schools gain a green flag accreditation.
  - The 'Rethink Waste' incentive pilot had been successful in Elmbridge, and would be assessed for roll out across Surrey in 2023
  - JWS had been shortlisted for a national award.
- Objective 5: Manage the joint waste contract to ensure it is resilient, operating safely and performing effectively.
  - Health and Safety Audits of the 4 depots had been complete and actions tracked where there is further information needed.
- Objective 6: Support the joint contract authorities' carbon reduction plans
  - The trials of alternative fuel vehicles will support the carbon reduction plans as the need to decarbonise vehicles had been identified as a component of the reduction plan.

- Objective 7: Work with partner authorities to ensure the work programme is delivered with appropriate governance and oversight
  - Key work that had been going on in the background since WhiteSpace was introduced was to review and audit the processes that take place for invoicing and performance reporting.
  - A new structure for how reports are produced and an increase in the data available, the JWS wanted to be comfortable with how the data was being used to produced reports and KPIs
  
- Objective 8: Enhance our ways of working to deliver organisational efficiencies
  - There was work ongoing between the JWS and Joint Contract Area authorities to review savings and efficiencies going forward.
  - This focused on a range of areas including office requirements and storage for JWS staff.

The Committee noted the report.

### **15/JW Date of Next Meeting**

It was noted that the next scheduled meeting of the Joint Waste Collection Services Committee would take place on Thursday 1<sup>st</sup> December 2022 at 11:30am.

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# Joint Contract authority performance

Q2 2022/23



## **Introduction**

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

Recycling performance is based on data sourced from the SEP waste data system. The Annexes to this paper show the latest available performance data for each of the four Joint Contract authorities. There is one performance dashboard for each authority.

## **Recycling performance – Q2 2022/23**

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

The report shows tonnages collected by type of material. The recycling rate is based on these as a percentage of total waste and recycling. Comparisons are based on performance for the 12 months to September 2022 compared with that for the 12 months to September 2021. It also now includes a comparison to the current performance period (up to September 2022) and the 12 months to September 2019, to reflect the pre-pandemic waste levels.

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

## **Surrey-wide performance**

Surrey-wide performance is provided here for context.

Across Surrey as a whole, tonnages in September 2022 are lower than pre pandemic levels, a 13.3% decrease compared to September 2019 across all waste streams. Comparing to last year there has been a decrease of 15.6% across all waste streams.

In the year to September 2022 DMR and food waste tonnages decreased by approximately 9.8% and 8.7% respectively. Compared to September 2019, DMR tonnages decreased by 2.2% whilst food waste 2.9% higher.

Residual waste decreased by 11.7% in September 2022, however, was 9.6% lower compared to the same 12-month period up to September 2019.

Overall garden waste tonnages, excluding those collected at the CRCs, have decreased by 22.9% in the 12 months to September 2022 compared with the same period for the previous year. This is in part due to the reduced service within the joint contract areas in the last financial year as most other authorities have seen an increase in this period. Compared to September 2019 it is 24.4% lower.

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

In Q2 2022/23, the joint contract areas have seen decreases in the four main material types (DMR, food, residual, and garden), these reductions are in line with the rest of Surrey.

The data also now compares to pre-pandemic tonnage (12 months up to September 2019).

The disruption to garden waste services in the last year is still impacting the rolling annual totals being reported, and this is reflected in the commentary for each authority area. However, it is worth noting that when looking at September tonnages in isolation we can see that these have recovered to seasonally normal levels in all areas now that the service is fully operational.

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

There is no clear pattern for fly-tipping tonnages, with three of the four authorities seeing a decrease in tonnages from the previous year.

### Elmbridge

In the year to September 2022, DMR tonnages saw a decrease of 9.6% year-on-year. However, it is still 6.3% higher than the 12-months to September 2019.

Food waste tonnages have also decreased, by 11.6% year-on-year. Comparing to pre-pandemic levels (Sept 2019), September 2022 tonnages were 2.1% lower.

Residual waste tonnages have decreased by 6.1% year-on-year. Comparing to pre-pandemic levels (Sept 2019), September 2022 tonnages were 3.2% higher.

The disruption to the garden waste service seen last year has meant the garden waste tonnages decreased by 34.0%. Comparing to pre-pandemic levels (Sept 2019), September 2022 tonnages were 30.1% lower.

Fly-tipping volumes have decreased by 22.2% from 168 tonnes to 130 tonnes. This is a noticeable improvement on pre pandemic levels (276 tonnes for the year to September 2019).

The quarterly recycling rate for Elmbridge is estimated as 52.2%. The 12-month rolling rate to June 2022 is 49.2%.

### Mole Valley

DMR tonnages and food tonnages were down by 9.0% in the year to September 2022 when compared to the previous 12-month period. Compared to year to September 2019, DMR was down by 1.0%.

Food waste tonnages also decreased, by 8.6% year-on-year. Comparing to pre-pandemic levels (Sept 2019), tonnages were 2.6% higher.

The residual waste tonnage has also decreased, by 5.0% year-on-year. Comparing to pre-pandemic levels (Sept 2019), tonnages were 4.9% higher.

Garden waste tonnage is down by 20.9% year-on-year largely caused by the service disruption seen in 2021/22. It was down by 24.6% compared to the year to September 2019.

There were about 50 tonnes of fly-tipping collected in the 12-month period to September 2022, up from 6 tonnes from the same period in the previous year. Comparing to pre-pandemic levels, the tonnage recorded was 12 tonnes for the 12-month period to September 2019.

The quarterly recycling rate for Mole Valley is estimated as 56.9%. The 12-month rolling rate to September 2022 is 54.0%.

### Surrey Heath

In the year to June 2022, DMR tonnages were down by 7.0% year-on-year and is at similar levels to pre-pandemic tonnages.

Food waste tonnage has also decreased by 7.7%. Comparing to pre-pandemic levels (Sept 2019), tonnages were 4.3% higher.

Residual waste tonnages were down year-on-year by 4.9%. Comparing to pre-pandemic levels (Sept 2019), tonnages were 7.7% higher.

Garden waste tonnages have decreased by 21.1%, due to the reduced garden waste service in the latest financial year. Comparing to pre-pandemic levels (Sept 2019), tonnages were 3.8% lower.

Fly-tipping volumes have decreased by 76.0% from 163 tonnes to 39 tonnes. There are no known factors that could explain this decrease. The results show a sustained improvement when compared to pre-pandemic levels, as 218 tonnes were collected in the 12-months to September 2019.

The quarterly recycling rate for Surrey Heath is estimated as 56.2%. The 12-month rolling rate to June 2022 is 60.9%.

### Woking

DMR tonnages in the year to June 2022 decreased respectively by 4.8% year-on-year and is at similar levels to pre-pandemic tonnages.

Food waste tonnage has also decreased by 8.6%. Comparing to pre-pandemic levels (Sept 2019), tonnages were 1.4% lower.

Residual waste tonnages have also seen a reduction of 4.5%. Comparing to pre-pandemic levels (Sept 2019), tonnages were 9% higher.

Garden waste tonnages have seen a year-on-year decrease, of around 24.8%. This is because of the reduced garden waste service experienced in 2021/22. Comparing to pre-pandemic levels (Sept 2019), tonnages were 23.2% lower.

Fly-tipping volumes have decreased by 24.3% from 186 tonnes to 141 tonnes. Comparing to pre-pandemic levels, the tonnage for the 12-months to September 2019 was 241 tonnes. This service is not run by Amey.

The quarterly recycling rate for Woking is estimated as 52.0%. The 12-month rolling rate to June 2022 is 49.9%.

## **SEP Joint Strategy performance – Q1 2022/23**

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 2022/23 and is based on data sourced from Waste Data Flow.

## **Recommendation**

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

## **Next steps**

The next performance report will be presented in the 9<sup>th</sup> March 2022 Partnering Committee meeting. It is expected that this will report on performance up to and including Q3 2022/23, for both recycling performance; in both cases, this will be dependent on whether data are received by the deadline, from Surrey County Council's waste contractor, SUEZ.

## **Version control**

<b>Version</b>	<b>Author</b>	<b>Date</b>	<b>Changes</b>	<b>Distribution</b>
V0	Kingsley Lu	21/11/2022		Joint Waste Partnership Committee

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Council **Elmbridge**

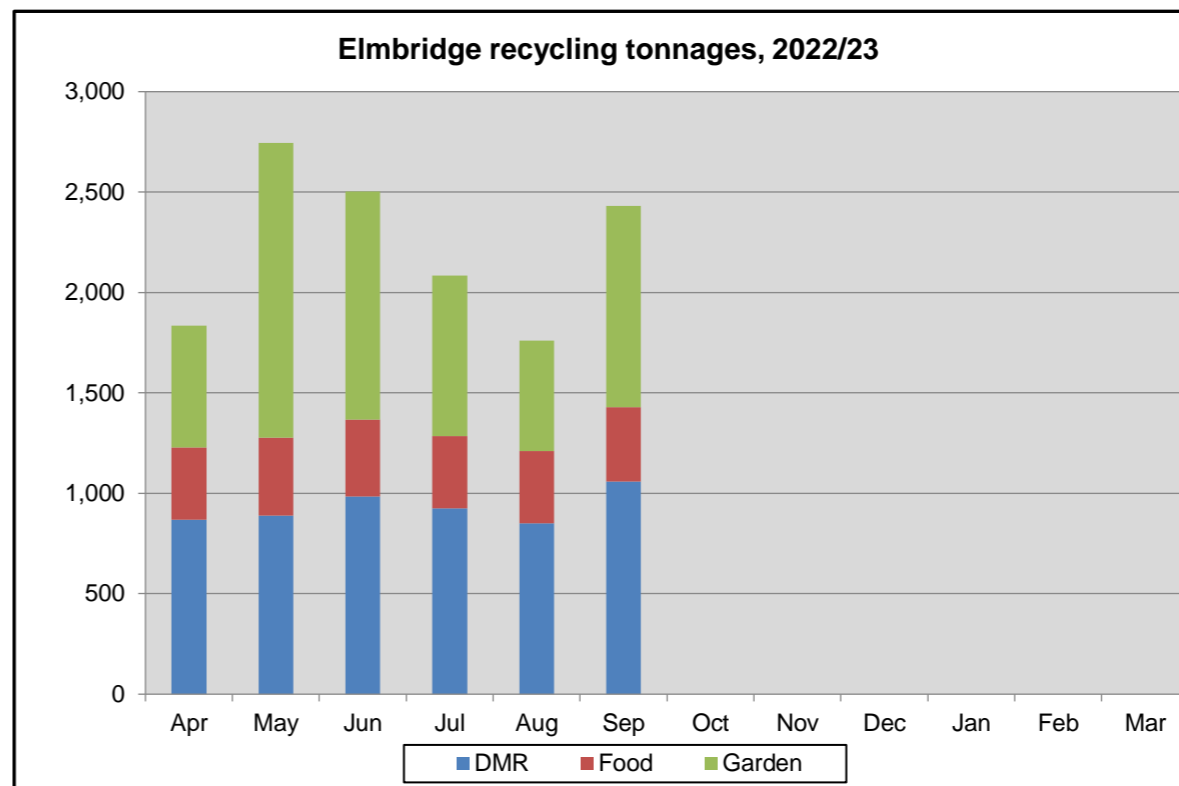
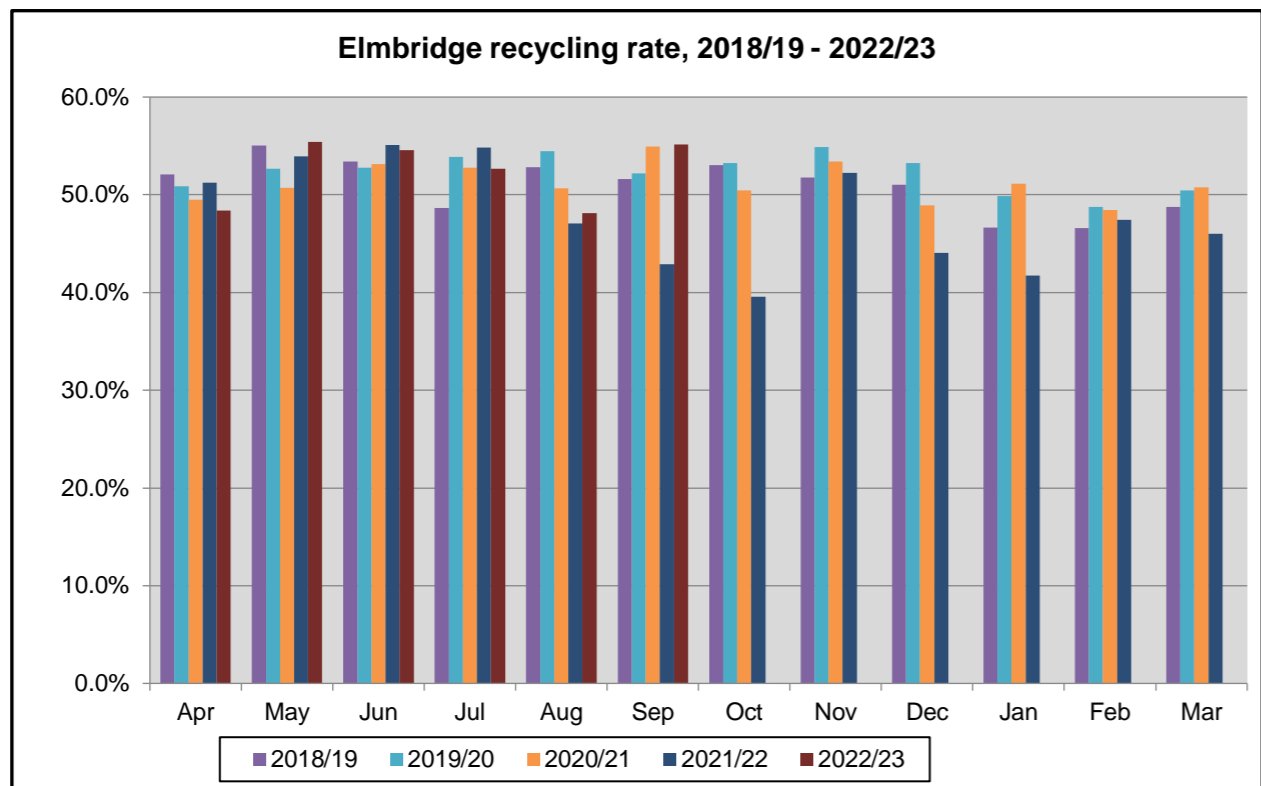
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Monthly indicators

Recycling performance

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

		Latest month				Average daily tonnages				Moving Annual Total (rolling 12 months)				
		Sep 2019	Sep 2021	Sep 2022	Change	Sep 2019	Sep 2021	Sep 2022	Change	Sep 2019	Sep 2021	Sep 2022	Change	2019 Change
850	1,175	1,125	-4.3%	28	78	37	-52.1%	12,705	14,939	13,499	-9.6%	6.3%		
382	415	371	-10.7%	13	14	12	-10.7%	4,749	5,261	4,648	-11.6%	-2.1%		
938	273	1,003	268.0%	31	9	33	268.0%	10,933	11,566	7,637	-34.0%	-30.1%		
2	0	0	-100.0%	0	0	0	-100.0%	83	19	12	-35.0%	-85.3%		
3	0	2	2120.0%	0	0	0	2120.0%	39	51	39	-23.2%	2.2%		
1	2	0	-100.0%	0	0	0	-100.0%	35	4	9	98.4%	-75.3%		
2,175	1,865	2,501	34.1%	73	101	83	-17.7%	28,543	31,840	25,844	-18.8%	-9.5%		
1,692	1,910	1,873	-1.9%	56	64	62	-1.9%	21,364	23,481	22,055	-6.1%	3.2%		
183	178	189	6.2%	6	6	6	6.2%	2,811	2,636	2,133	-19.1%	-24.1%		
34	8	11	39.5%	1	0	0	39.5%	276	168	130	-22.2%	-52.8%		
4,085	3,961	4,574	15.5%	136	171	152	-10.9%	52,994	58,125	50,162	-13.7%	-5.3%		



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

Apr-22	May-22	Jun-22	Jul-22	Aug-22	Sep-22	Oct-22	Nov-22	Dec-22	Jan-23	Feb-23	Mar-23
869	888	985	925	851	1,058						
360	390	381	359	359	371						
608	1,466	1,136	801	551	1,003						
1	1	1	1	0	0						
2	6	2	2	2	2						
89	47	40	46	28	83						
1,928	2,799	2,546	2,134	1,791	2,517						
1,950	2,150	2,011	1,812	1,851	1,939						
109	101	109	108	78	106						
4	6	7	18	11	11						
3,987	5,050	4,666	4,055	3,720	4,563						

Recycling rate	Current month	48.4%
Recycling rate	Last 12 months	48.4%

48.4%	55.4%	54.6%	52.6%	48.1%	55.2%						
48.4%	48.6%	48.4%	48.1%	48.2%	49.2%						

Recycling rate	Quarterly	53.1%
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53.1%      52.2%

Recycling Rate Projection 2022	
Recycling	Dry mixed recycling
	Food waste
	Garden waste
	Textiles
	WEEE
	Other recycling
	Total
Residual	Residual household waste
	Other waste
	Fly Tipping
Total waste & recycling	

Apr-22	May-22	Jun-22	Jul-22	Aug-22	Sep-22	Oct	Nov	Dec	Jan	Feb	Mar	Total
869	888	985	925	851	1,058	855	1,025	1,157	1,071	818	936	
360	390	381	359	359	371	377	426	437	416	357	416	
608	1,466	1,136	801	551	1,003	1,006	1,065	902	727	555	829	
1	1	1	1	0	0	2	2	1	2	1	1	
2	6	2	2	2	2	5	2	5	2	4	4	
89	47	40	46	28	83	79	100	132	50	60	104	
1,928	2,799	2,546	2,134	1,791	2,517	2,325	2,620	2,633	2,268	1,795	2,290	27,646
1,950	2,150	2,011	1,812	1,851	1,939	2,011	2,145	2,081	2,157	1,862	2,144	
109	101	109	108	78	106	118	123	126	100	89	124	
4	6	7	18	11	11	16	22	13	9	6	7	
3,987	5,050	4,666	4,055	3,720	4,563	4,454	4,888	4,841	4,525	3,746	4,558	53,051

Recycling rate	Projected	52.1%
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52.1%

Quarterly indicators

	2019/20				2021/22				2022/23				Moving Annual Average (rolling 12 months)				
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Jun 2019	Jun 2021	Jun 2022	Change	Change
Performance against SEP Joint Strategy													383	433	373	-13.8%	-2.6%
Total waste & recycling per person (kg)	99.4	97.3	101.1	92.5	109.8	98.4	88.8	85.8	99.9				50.1%	54.7%	51.0%	-3.8%	0.9%
Recycling rate (Defra definition)	51.9%	53.7%	53.8%	50.8%	55.7%	51.9%	48.6%	47.6%	55.1%								

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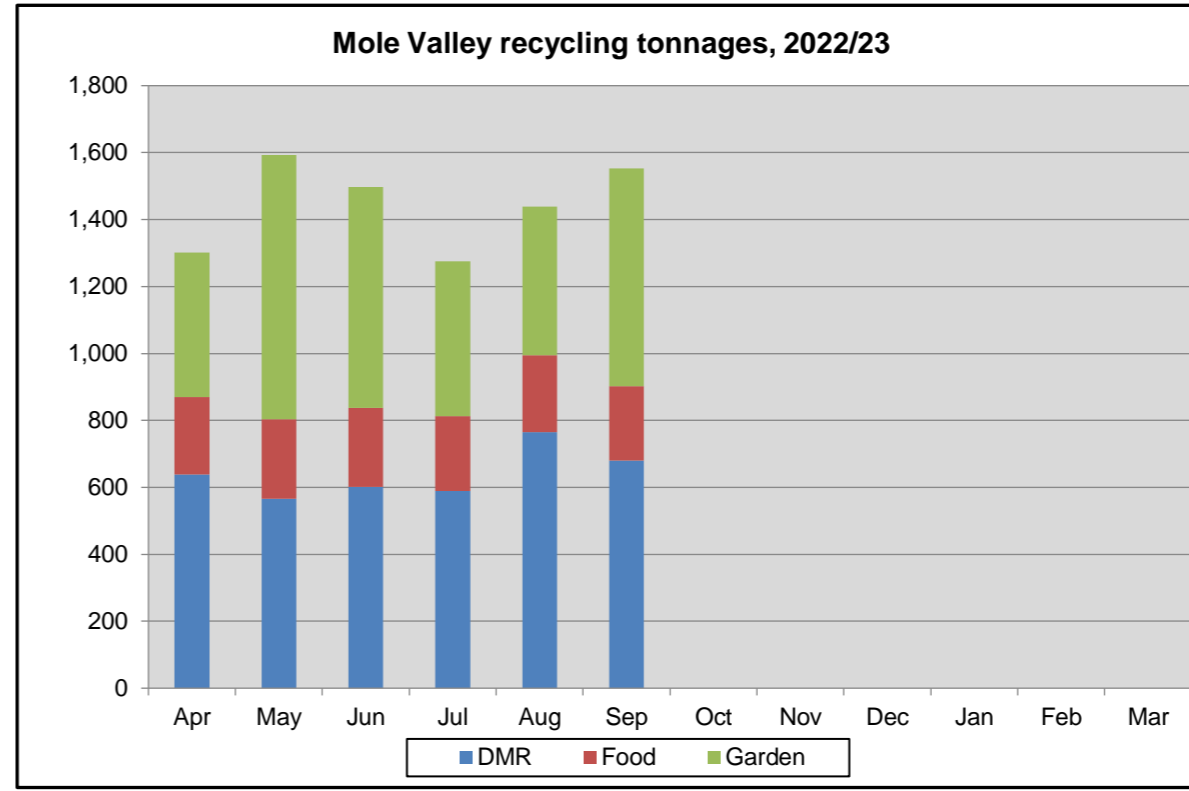
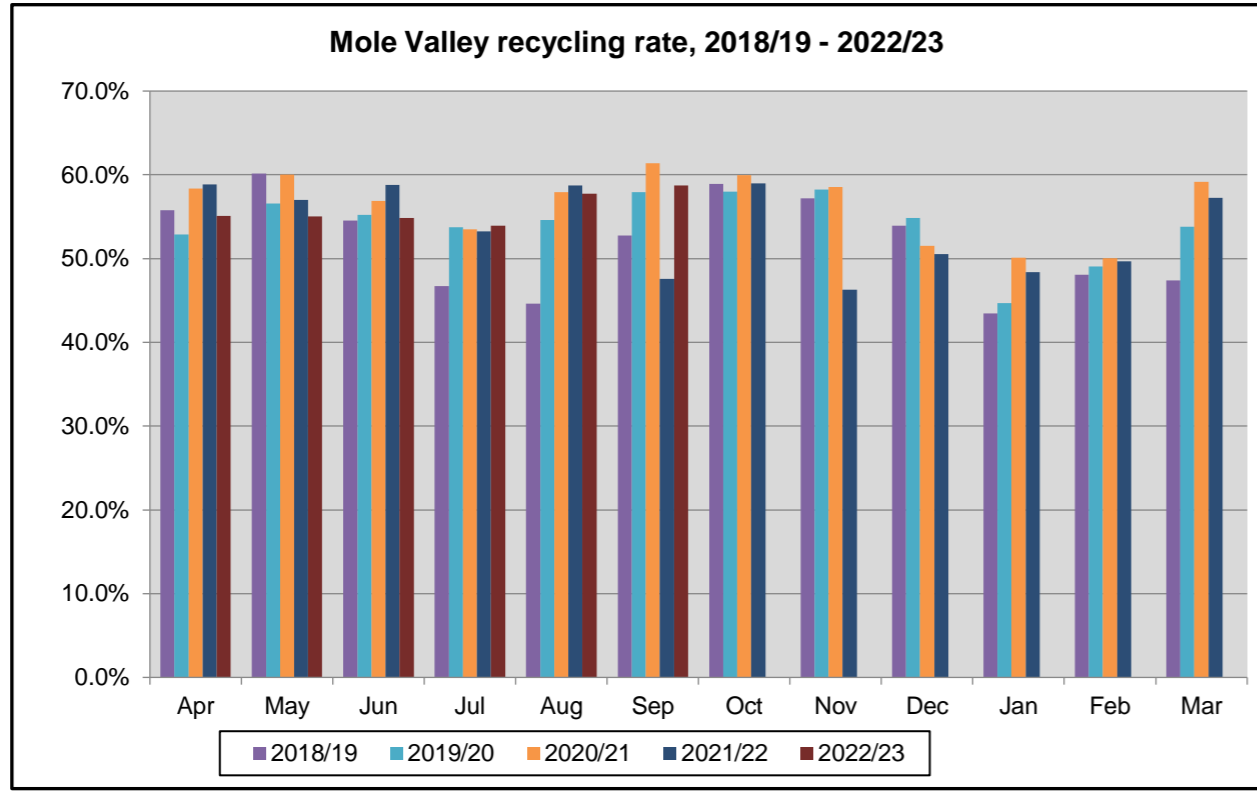
Council **Mole Valley**  
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Monthly indicators

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				Average daily tonnages				Moving Annual Total (rolling 12 months)				
		Sep 2019	Sep 2021	Sep 2022	Change	Sep 2019	Sep 2021	Sep 2022	Change	Sep 2019	Sep 2021	Sep 2022	Change	2019 Change
Recycling	Dry mixed recycling	724	808	728	-9.9%	24	27	24	-9.9%	8,833	9,601	8,740	-9.0%	-1.0%
	Food waste	230	248	222	-10.5%	8	8	7	-10.5%	2,804	3,146	2,876	-8.6%	2.6%
	Garden waste	645	1	651	59101.8%	22	0	22	59101.8%	7,120	6,782	5,365	-20.9%	-24.6%
	Textiles	3	0	0	N/A	0	0	0	N/A	25	46	68	46.1%	174.6%
	WEEE	6	1	2	170.0%	0	0	0	170.0%	75	102	26	-74.3%	-65.1%
	Other recycling	0	1	0	-100.0%	0	0	0	-100.0%	8	0	0	N/A	-100.0%
	Total recycling	1,608	1,058	1,602	51.4%	54	35	53	51.4%	18,864	19,677	17,076	-13.2%	-9.5%
Residual	Residual household waste	928	972	1,008	3.7%	31	32	34	3.7%	12,344	13,631	12,952	-5.0%	4.9%
	Other waste	149	112	123	9.6%	5	4	4	9.6%	2,409	2,989	1,722	-42.4%	-28.5%
	Fly tipping	2	0	7	1481.0%	0	0	0	1481.0%	12	6	50	691.9%	328.5%
	Total waste & recycling	2,687	2,143	2,740	27.9%	90	71	91	27.9%	33,629	36,302	31,800	-12.4%	-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-22	May-22	Jun-22	Jul-22	Aug-22	Sep-22	Oct-22	Nov-22	Dec-22	Jan-23	Feb-23	Mar-23
638	566	601	590	766	680						
233	238	236	223	229	222						
431	789	661	463	445	651						
6	7	6	6	6	0						
5	1	3	1	1	2						
58	44	45	38	42	50						
1,371	1,645	1,551	1,322	1,488	1,605						
1,050	1,278	1,209	1,074	1,023	1,056						
67	67	66	54	66	73						
6	5	3	12	7	7						
2,488	2,991	2,826	2,450	2,576	2,733						

Recycling rate	Current month	55.1%
	Last 12 months	53.9%

55.1%	55.0%	54.9%	54.0%	57.8%	58.7%						
53.9%	53.7%	53.2%	53.3%	53.2%	54.0%						

Recycling rate	Quarterly	55.0%	56.9%
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Recycling Rate Projection 2022	
Recycling	Dry mixed recycling
	Food waste
	Garden waste
	Textiles
	WEEE
	Other recycling
	Total
Residual	Residual household waste
	Other waste
	Fly Tipping
Total waste & recycling	

Apr-22	May-22	Jun-22	Jul-22	Aug-22	Sep-22	Oct	Nov	Dec	Jan	Feb	Mar	Total
638	566	601	590	766	680	670	692	641	805	595	760	
233	238	236	223	229	222	235	258	269	264	220	251	
431	789	661	463	445	651	651	656	533	372	315	518	
6	7	6	6	6	0	7	7	3	5	6	7	
5	1	3	1	1	2	2	3	3	2	2	1	
58	44	45	38	42	50	63	128	125	72	64	86	
1,371	1,645	1,551	1,322	1,488	1,605	1,627	1,744	1,575	1,521	1,202	1,624	18,274
1,050	1,278	1,209	1,074	1,023	1,056	1,078	1,258	1,340	1,189	1,046	1,088	
67	67	66	54	66	73	77	103	93	77	69	98	
6	5	3	12	7	7	1	3	4	0	0	2	
2,488	2,991	2,826	2,450	2,576	2,733	2,782	3,106	3,008	2,787	2,317	2,809	32,873

Recycling rate	Projected	55.6%
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Quarterly indicators

	2019/20				2021/22				2022/23				Moving Annual Average (rolling 12 months)				
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Jun 2019	Jun 2021	Jun 2022	Change	Change
Performance against SEP Joint Strategy																	
Total waste & recycling per person (kg)	98.9	98.8	103.1	95.7	108.5	90.3	94.5	85.3	94.8				378	431	365	-15.3%	-3.4%
Recycling rate (Defra definition)	54.9%	55.5%	57.2%	51.3%	58.2%	53.6%	51.9%	52.2%	54.9%				52.3%	56.5%	53.2%	-3.3%	0.9%

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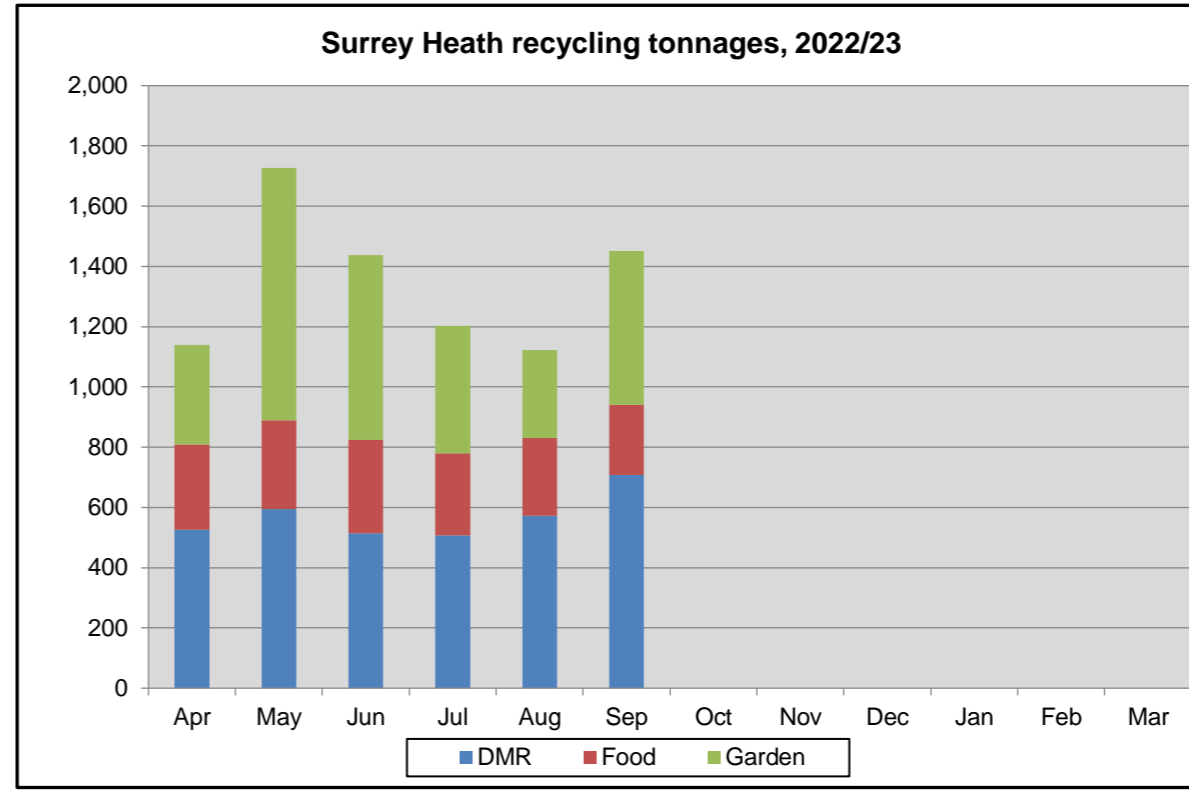
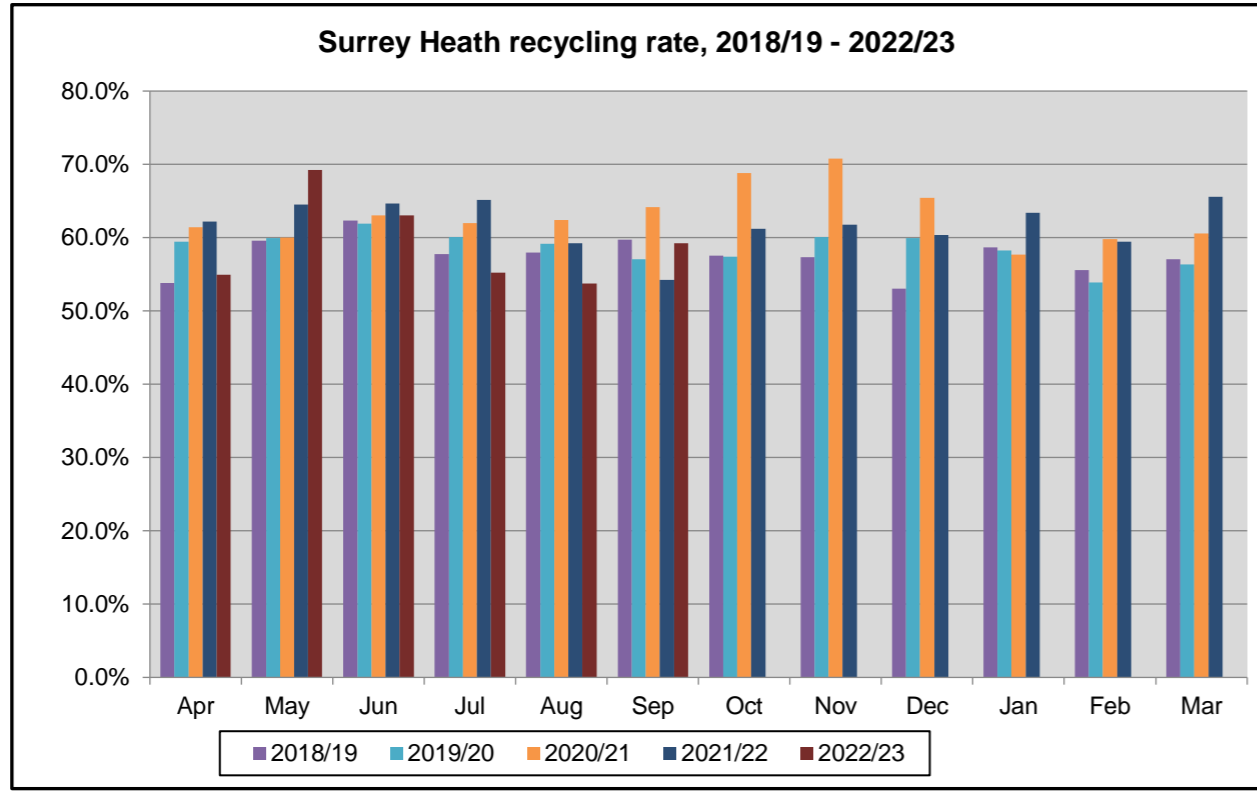
Council **Surrey Heath**  
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Monthly indicators

Recycling performance

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

		Latest month							Moving Annual Total (rolling 12 months)					
		Total tonnages				Average daily tonnages								
		Sep 2019	Sep 2021	Sep 2022	Change	Sep 2019	Sep 2021	Sep 2022	Change	Sep 2019	Sep 2021	Sep 2022	Change	2019 Change
Recycling	Dry mixed recycling	663	802	803	0.1%	22	52	27	-48.9%	9,394	10,111	9,402	-7.0%	0.1%
	Food waste	251	320	234	-27.0%	8	11	8	-27.0%	3,391	3,832	3,537	-7.7%	4.3%
	Garden waste	385	0	509	N/A	13	0	17	N/A	4,619	5,631	4,442	-21.1%	-3.8%
	Textiles	26	12	17	40.1%	1	1	1	-28.6%	285	187	159	-15.1%	-44.4%
	WEEE	2	0	2	341.2%	0	0	0	341.2%	33	60	34	-44.2%	1.9%
	Other recycling	15	0	4	911.6%	1	0	0	-4.4%	157	42	13	-68.0%	-91.4%
	Total recycling	1,343	1,135	1,569	38.2%	45	64	52	-18.3%	17,878	19,864	17,586	-11.5%	-1.6%
Residual	Residual household waste	850	984	943	-4.1%	28	33	31	-4.1%	10,550	11,942	11,361	-4.9%	7.7%
	Other waste	102	92	105	14.6%	3	6	4	-39.8%	2,175	1,880	1,651	-12.2%	-24.1%
	Fly tipping	15	11	4	-65.0%	0	0	0	-65.0%	218	163	39	-76.0%	-82.0%
	Total waste & recycling	2,309	2,222	2,621	18.0%	77	103	87	-15.1%	30,821	33,849	30,638	-9.5%	-0.6%



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

	Apr-22	May-22	Jun-22	Jul-22	Aug-22	Sep-22	Oct-22	Nov-22	Dec-22	Jan-23	Feb-23	Mar-23
Dry mixed recycling	526	594	514	507	572	707						
Food waste	282	296	310	272	259	234						
Garden waste	331	837	613	424	291	509						
Textiles	10	11	12	20	22	17						
WEEE	3	2	4	2	2	2						
Other recycling	153	383	307	234	29	80						
Total	1,305	2,122	1,760	1,460	1,175	1,549						
Residual household waste	1,138	1,163	1,204	1,145	983	1,038						
Other waste	-68	-222	-173	40	30	29						
Fly Tipping	1	4	3	1	1	4						
Total waste & recycling	2,375	3,063	2,792	2,644	2,187	2,617						

Recycling rate	Current month	55.0%	69.3%	63.1%	55.2%	53.7%	59.2%					
	Last 12 months	61.5%	62.0%	61.9%	60.9%	60.6%	60.9%					

Recycling rate	Quarterly	63.0%	56.2%
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Recycling Rate Projection 2022	
Recycling	Dry mixed recycling
	Food waste
	Garden waste
	Textiles
	WEEE
	Other recycling
	Total
Residual	Residual household waste
	Other waste
	Fly Tipping
Total waste & recycling	

	Apr-22	May-22	Jun-22	Jul-22	Aug-22	Sep-22	Oct	Nov	Dec	Jan	Feb	Mar	Total
Dry mixed recycling	526	594	514	507	572	707	575	602	731	732	557	640	
Food waste	282	296	310	272	259	234	293	320	329	332	291	319	
Garden waste	331	837	613	424	291	509	445	456	376	298	211	373	
Textiles	10	11	12	20	22	17	13	12	8	13	9	12	
WEEE	3	2	4	2	2	2	4	4	3	5	2	1	
Other recycling	153	383	307	234	29	80	155	500	380	300	228	458	
Total	1,305	2,122	1,760	1,460	1,175	1,549	1,485	1,895	1,827	1,679	1,299	1,803	19,358
Residual household waste	1,138	1,163	1,204	1,145	983	1,038	1,085	1,193	1,176	1,205	1,003	1,173	
Other waste	-68	-222	-173	40	30	29	-61	-304	-224	-197	-126	-267	
Fly Tipping	1	4	3	1	1	4	10	7	6	0	1	2	
Total waste & recycling	2,375	3,063	2,792	2,644	2,187	2,617	2,510	2,784	2,778	2,687	2,175	2,710	31,322

Recycling rate	Projected	61.8%
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Quarterly indicators

	2019/20				2021/22				2022/23				Moving Annual Average (rolling 12 months)				
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Jun 2019	Jun 2021	Jun 2022	Change	Change
Performance against SEP Joint Strategy																	
Total waste & recycling per person (kg)	90.1	86.9	93.6	88.8	99.2	87.8	82.4	88.3	91.9				341	393	350	-10.8%	2.7%
Recycling rate (Defra definition)	63.8%	63.2%	65.4%	59.3%	61.7%	59.2%	58.0%	57.6%	61.9%				62.5%	60.6%	59.2%	-1.4%	-3.3%

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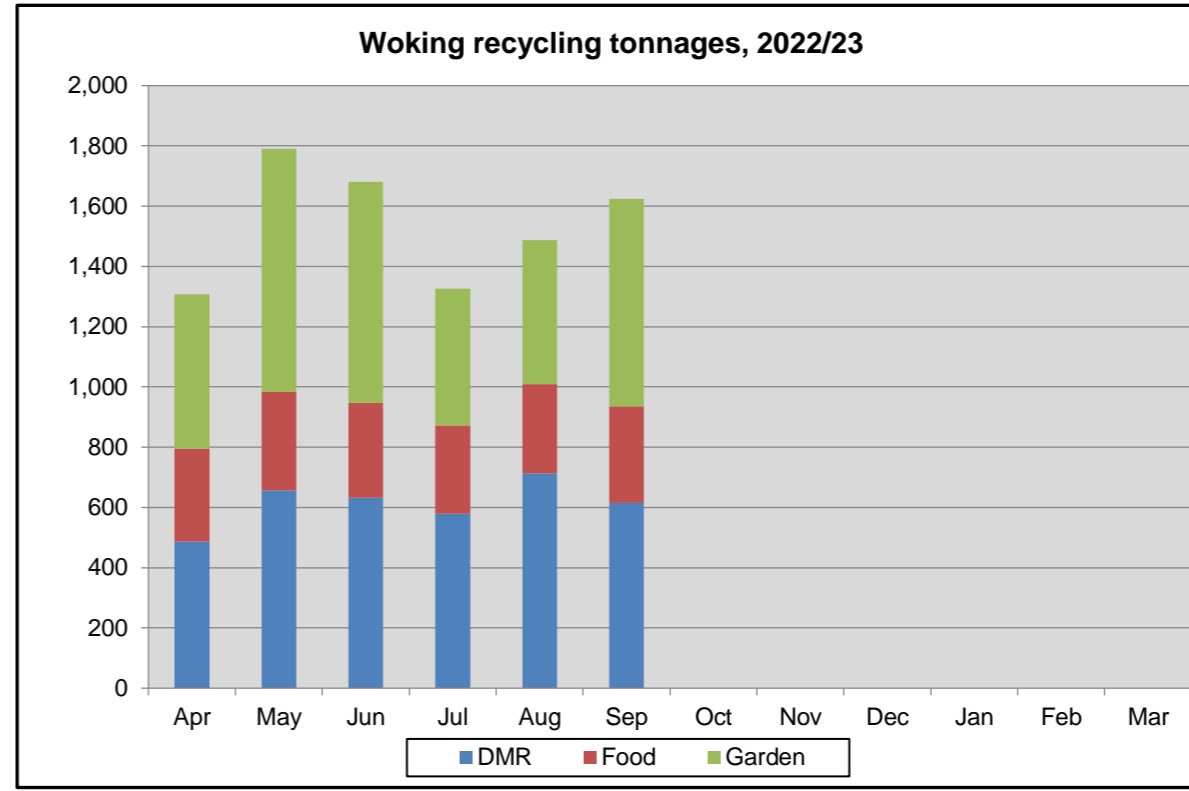
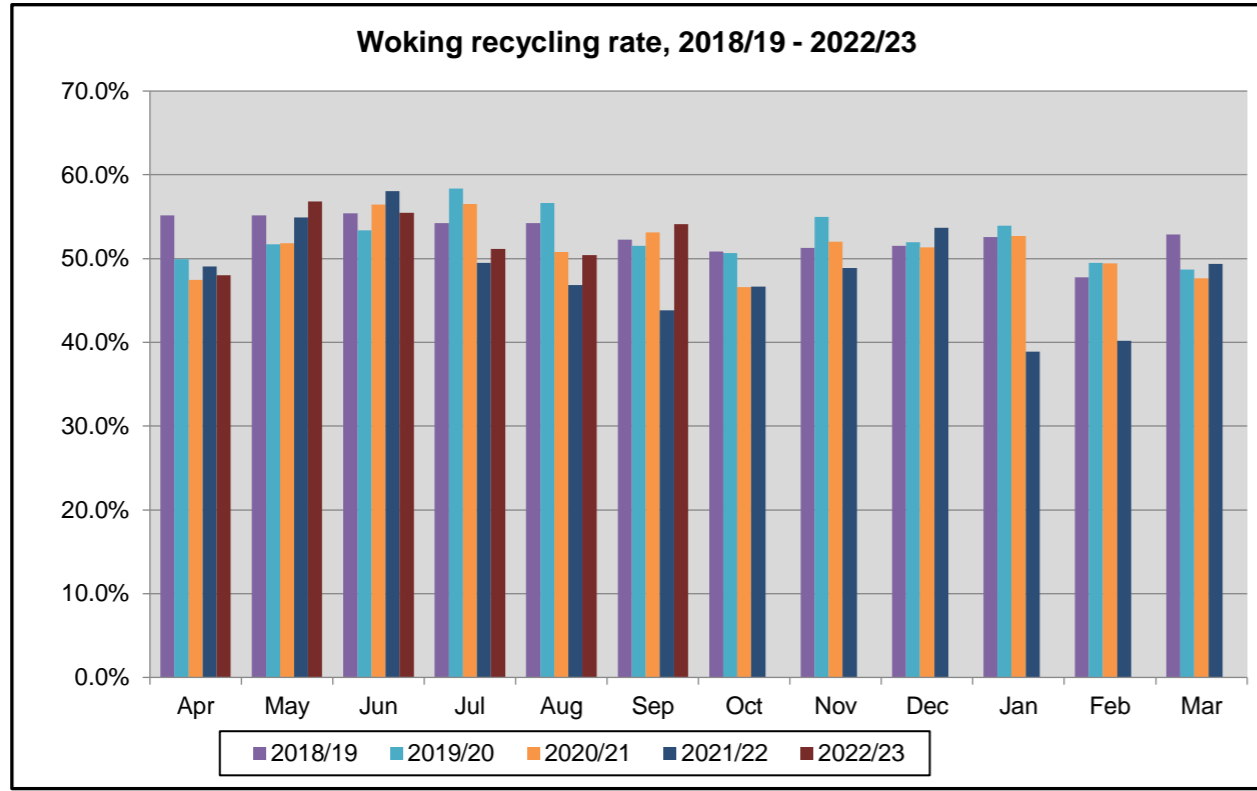
Council **Woking**  
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Monthly indicators

Recycling performance

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

		Latest month				Average daily tonnages				Moving Annual Total (rolling 12 months)				
		Sep 2019	Sep 2021	Sep 2022	Change	Sep 2019	Sep 2021	Sep 2022	Change	Sep 2019	Sep 2021	Sep 2022	Change	2019 Change
Recycling	Dry mixed recycling	611	638	672	5.4%	20	42	22	-46.8%	8,677	9,062	8,630	-4.8%	-0.5%
	Food waste	308	340	321	-5.7%	10	11	11	-5.7%	3,880	4,184	3,826	-8.6%	-1.4%
	Garden waste	522	283	688	143.5%	17	9	23	143.5%	6,866	7,010	5,274	-24.8%	-23.2%
	Textiles	15	6	7	9.3%	1	0	0	9.3%	150	139	80	-42.3%	-46.3%
	WEEE	4	0	2	837.5%	0	0	0	837.5%	40	32	19	-42.7%	-53.0%
	Other recycling	6	2	0	-100.0%	0	0	0	-100.0%	122	21	12	-43.2%	-90.0%
	Total recycling	1,466	1,269	1,690	33.2%	49	63	56	-10.8%	19,733	20,449	17,841	-12.8%	-9.6%
Residual	Residual household waste	1,189	1,391	1,332	-4.3%	40	46	44	-4.3%	14,051	16,033	15,316	-4.5%	9.0%
	Other waste	158	117	159	35.6%	5	4	5	35.6%	2,168	2,563	1,974	-23.0%	-8.9%
	Fly tipping	21	8	10	13.9%	1	0	0	13.9%	241	186	141	-24.3%	-41.4%
	Total waste & recycling	2,834	2,786	3,190	14.5%	94	114	106	-6.5%	36,194	39,231	35,272	-10.1%	-2.5%



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

Apr-22	May-22	Jun-22	Jul-22	Aug-22	Sep-22	Oct-22	Nov-22	Dec-22	Jan-23	Feb-23	Mar-23
486	657	633	579	713	615						
308	327	315	293	296	321						
513	807	734	455	479	688						
2	6	7	8	7	7						
3	4	1	2	2	2						
74	57	69	69	40	89						
1,388	1,858	1,759	1,406	1,537	1,722						
1,436	1,350	1,347	1,274	1,457	1,389						
68	64	65	68	56	70						
17	13	10	13	15	10						
2,892	3,272	3,171	2,748	3,050	3,180						

Recycling rate	Current month	48.0%	56.8%	55.5%	51.2%	50.4%	54.1%				
	Last 12 months	48.7%	48.9%	48.6%	48.7%	49.0%	49.9%				


Recycling rate	Quarterly	53.6%	52.0%
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Recycling Rate Projection 2022	
Recycling	Dry mixed recycling
	Food waste
	Garden waste
	Textiles
	WEEE
	Other recycling
	Total
Residual	Residual household waste
	Other waste
	Fly Tipping
Total waste & recycling	

Apr-22	May-22	Jun-22	Jul-22	Aug-22	Sep-22	Oct	Nov	Dec	Jan	Feb	Mar	Total
486	657	633	579	713	615	478	617	817	556	480	570	
308	327	315	293	296	321	307	331	370	336	287	335	
513	807	734	455	479	688	665	725	521	433	330	535	
2	6	7	8	7	7	7	7	7	9	6	6	
3	4	1	2	2	2	1	0	1	1	1	1	
74	57	69	69	40	89	104	138	160	139	84	94	
1,388	1,858	1,759	1,406	1,537	1,722	1,561	1,819	1,877	1,475	1,188	1,541	19,129
1,436	1,350	1,347	1,274	1,457	1,389	1,461	1,395	1,258	1,555	1,281	1,542	
68	64	65	68	56	70	77	86	93	85	62	75	
17	13	10	13	15	10	11	13	10	12	8	10	
2,892	3,272	3,171	2,748	3,050	3,180	3,099	3,300	3,227	3,114	2,531	3,158	36,741

Recycling rate	Projected	52.1%
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Quarterly indicators

	2019/20				2021/22				2022/23				Moving Annual Average (rolling 12 months)				
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Jun 2019	Jun 2021	Jun 2022	Change	Change
Performance against SEP Joint Strategy																	
Total waste & recycling per person (kg)	92.5	87.3	97.0	90.3	100.2	88.3	85.7	80.4	90.9				346	401	345	-14.0%	-0.4%
Recycling rate (Defra definition)	55.8%	58.4%	56.0%	51.3%	56.3%	49.8%	53.1%	45.5%	57.2%				56.5%	54.6%	51.6%	-3.0%	-4.9%

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## **Joint Waste Solutions: Q2 2022-23 Budget and Finance Report 01 December 2022**

Report Author: Marco Arcangeli

### **Introduction**

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

### **Budget Update**

Annex 1 shows the Contract Management Office (CMO) income and expenditure to the end of quarter two 2022-23. CMO year-end expenditure is projected to be £2,329,941 which when set against a combined annual budget and carry forward allocation of £2,390,850 represents an overall projected underspend for the year of £60,909.

### **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 £35,935 underspend. This is due to a number of vacant posts, as well as new staff joining on lower salary points.

The Support budget is projecting a £10,100 underspend. This is as a result of a reduction in finance support costs.

The Communications and Engagement budget is projecting a £10,536 underspend. This is made up of a £22,000 underspend on round changes that were planned for this year that have not been carried out, and a £11,464 overspend on service guide distribution costs which have increased because of the current economic environment.

#### Contract Variances

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

For the Variable contract budget the picture is not quite so clear. At the time of writing quarter one's budget update in September no variable invoices for 2022-23 had been received, and so it wasn't possible to carry out an analysis of the variable charges and provide year-end projections. Unfortunately the invoicing situation has not progressed very far and once again it has not been possible to calculate meaningful projection figures, however, by analysing the few invoices that have been paid, as well as the supporting data for the invoices currently being worked on, JWS has been able to provide the following projections/observations:

Item	Comment
Contract Inflation	The budget approved by members in November 2021 for 2022-23 included an estimated 4% inflationary uplift, which is less than the final figure of 6.71% from January 2022. The additional 2.71% is projected to increase variable costs by £55,335.
Garden Waste <sup>1</sup>	This budget is expected to be underspent because the service was not fully operational until May and therefore payment will not be for the full year. Also, it is possible that there will be a decline in customer numbers while the billing process is brought back up to speed (some may not renew initially) although this is yet to be observed in the data.
Assisted Collection	The review to confirm which households no longer require/qualify for assistance has been delayed due to the garden waste disruption, and so some overspends are expected. It's anticipated that this review will start shortly, but any reduction will now only be applied in quarter four rather than most of the year as was originally planned.
Clinical Waste	There appears to be an increase in requests for clinical waste collections, primarily sharps boxes.
Driver Market Supplement	The projected overspend on the market supplement has reduced from £460,000 to £346,496. The market supplement proposal wasn't presented to committee until December 2021 which was after the 2022-23 budget was approved. Amey sought changes to the supplement in March 2022 which were agreed by the authorities at the beginning of April.

<sup>1</sup>Based on current estimates the underspend on garden waste is expected to offset all of the variable overspends excluding the driver market supplement.

Every effort is being made to resolve the ongoing data verification issues with Amey and to catch-up on invoicing, and greater clarity on these budget variances will be provided in quarter three's report.

### **Recommendation**

The Committee is asked to note the report.





Budget Area	22/23 Budget	21/22 Carry Forwards	22/23 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
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**Contract Management Office Budget Summary**

Budget									368,170	368,170	368,170	368,170	426,893	447,276	2,346,850										
Budget carry forward									11,000	11,000	11,000	11,000	-	-	44,000										
Budget totals									379,170	379,170	379,170	379,170	426,893	447,276	2,390,850										
Expenditure	Salaries	1,856,500		1,856,500	927,880	865,654	-62,226	1,820,565	-35,935	129,467	129,467	129,467	129,467	169,838	177,947	865,653									
	Office	105,250		105,250	62,908	76,353	13,445	104,661	-589	11,419	11,419	11,419	11,419	14,980	15,695	76,353									
	Team	98,200		98,200	48,942	25,612	-23,330	95,950	-2,250	3,831	3,831	3,831	3,831	5,025	5,265	25,612									
	Support	113,400		113,400	56,636	53,171	-3,465	103,300	-10,100	7,952	7,952	7,952	7,952	10,432	10,930	53,171									
	Contract Legal & Technical Support	54,000		54,000	26,892	2,218	-24,674	54,000	0	555	555	555	555	-	-	2,218									
	Comms & Engagement	112,500	44,000	156,500	50,578	18,769	-31,809	145,964	-10,536	4,692	4,692	4,692	4,692	-	-	18,769									
	Health and Safety Support	2,500		2,500	1,251	50	-1,201	2,500	0	7	7	7	7	10	10	50									
	Business Continuity & Risk Mgt	2,500		2,500	1,251	0	-1,251	2,500	0	0	0	0	0	-	-	0									
	Other Contractor	2,000		2,000	1,000	0	-1,000	500	-1,500	0	0	0	0	-	-	0									
Totals									2,346,850	44,000	2,390,850	1,177,338	1,041,827	-135,511	2,329,941	-60,909	157,923	157,923	157,923	157,923	200,285	209,848	1,041,826		
Budget carry forward income																									
Income received from authorities to Q2																									
AP7 to AP12 income estimate (based on budget)																									
Year-end income projection (based on budget)																									

**Service Provider Budget Summary**

	EBC	WBC	SHBC	MVDC	Total
Core budget	3,956,511	2,268,356	3,629,273	2,794,502	12,648,642
Core payments to Q2	2,029,804	1,163,734	1,861,926	1,433,660	6,489,125
Core charges year-end projection	4,059,609	2,327,469	3,723,851	2,867,320	12,978,249
Year-end projected (Under)/Overspend	103,098	59,112	94,579	72,818	329,607
Variable budget	737,665	466,927	411,642	507,335	2,123,569
Variable payments to Q2	151,721	27,381	50,462	30,533	260,097
Variable charges year-end projection	840,467	532,950	497,713	598,934	2,470,064
Year-end projected (Under)/Overspend	102,802	66,023	86,071	91,599	346,495
Garden/bulky waste income received to Q2	-	-95,780	-78,234	-	-174,013

**IT Equipment Contingency Fund**

Balance brought forward from 21-22	-35,500
Expenditure to Q2	0
Balance remaining	-35,500

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## Joint Contract Work Programme 2022-23 Progress Update

01 December 2022

Report Author: Nick Meadows

### Introduction

A report has been produced below (**Annex 1**) to keep members of the Joint Waste Collection Services Committee (JWCSC) updated on progress with the individual projects and activities under each objective of the joint contract work programme 2022-23. This report period covers mid-August to mid-October 2022. A summary of the key highlights from this report has been provided in the section below.

Principal officers of the Joint Waste Contract Partnering Board (JWCPB) received a briefing on this report on 10 November 2022.

More information on what each project and activity entails can be found in the joint contract programme of work 2022-23 document, which was approved at the JWCSC on 3 March 2022.

### Key highlights for this period

- Mapping of types of complaint processes has been completed, identifying key constraints. Recommendations for process changes are being developed and should be ready by Christmas.
- The Amey staff induction training video on reducing dry mixed recycling (DMR) contamination has progressed significantly with it planned for release in early December.
- Collections have been setup at several new developments across the joint contract area.
- The rollout of new food waste collection services to 2,700 flats in Surrey Heath began on 3 October and is on course to be completed by mid-November.
- Measures to reduce the contamination of communal recycling bins at flats with significant issues has been introduced to around 350 properties at the Heart in Elmbridge.
- Letters on what can and can't be recycled went out to around 170 households where contamination has been identified as a problem in the joint contract area.
- The final design on the redevelopment of the Doman Road depot has been completed.
- The Surrey Environment Partnership (SEP) 'Own Your Impact' campaign focus in September switched to encouraging residents to recycle as much food waste as possible, but reduction messaging has been included particularly in light of the rising cost of living. This has been amplified in the joint contract area and will run until November.
- Sign-ups to the Rethink Waste scheme in Elmbridge are now up to 1,740 residents, who are committing to reduce the amount of waste they produce.
- Recycling guides have been delivered to all households in Elmbridge and Surrey Heath, and will be delivered in Mole Valley and Woking by mid-November.
- Communications to encourage residents to recycle food waste went out during October to houses identified as not regularly using the service in Elmbridge and Mole Valley.
- A draft protocol document to protect those who work alone on behalf of Joint Waste Solutions (JWS) has been produced and will be finalised in November.

## **Recommendations**

It is recommended that members note this update.

## Annex 1: Joint contract work programme 2022-23 progress update mid-August to mid-October 2022

<b>Objective 1:</b> Improve the efficiency and effectiveness of the service enabling a better customer experience.	
<b>Projects/ Activities</b>	<b>Progress update</b>
Customer enquiries and complaints	<p><u>Management of customer enquiries and complaints</u></p> <ul style="list-style-type: none"> <li>The JWS Operations East Team estimate that they dealt with an average of 200-250 complaints each week during this period in Elmbridge and Mole Valley<sup>1</sup>. This up by an estimated 50 complaints a week compared to the last period.</li> <li>In this period, Amey have recorded 217 complaints in Surrey Heath of which 9 were stage 2 complaints, and 357 complaints in Woking of which 24 were stage 2 complaints.</li> <li>The JWS Operations West Team estimate that they've directly received an average of 80-100 complaints a week during this period across their two areas. This is the same as the last period.</li> <li>Since the last update a further 5 FOI requests have been responded to by the JWS Operations Teams.</li> </ul> <p><u>Complaints process review</u></p> <p>Mapping of types of complaint has been completed and processes have been mapped, identifying key constraints. Next steps are to make recommendations for process change to be taken forward as part of Whitespace improvements, or CRM integration, where appropriate. This will include looking to align the categories used for recording service complaints across all four areas so this data can be collated more consistently. Individual processes will be taken forward and worked on in priority order, work has commenced on improving developer bin orders to reduce issues with residents moving into properties prior to bins being delivered.</p>
Contract management and performance monitoring	<p><u>Contract management and performance reporting</u></p> <ul style="list-style-type: none"> <li>Q2 litter and detritus surveys have been completed in Elmbridge, Mole Valley and Surrey Heath.</li> <li>Contract meetings have been held, including weekly depot/operational discussions, and the monthly Operations Board.</li> <li>KPI data for the period April to July has now been thoroughly reviewed to enable this to be agreed and relevant deductions applied to the monthly variable invoices.</li> <li>Quarterly performance reports have been produced for the JWCPB and JWCSC meetings held in September.</li> <li>Statutory data returns have been completed on behalf of the four partner authorities (including Waste Data Flow reporting).</li> </ul>

<sup>1</sup> In Elmbridge and Mole Valley customer enquiries are managed via their own authority customer relationship management systems (CRMs). Unfortunately, it's not straightforward to compare information from these systems, as different categorisations are used by the customer services teams. Customer enquires in Surrey Heath and Woking are managed by the Amey contact centre via Whitespace

	<p><u>Contract monitoring processes</u> Work to document a series of operations processes in a contract manual has been paused to ensure any changes in process, resulting from the complaints project are captured. However, when completed this will support business continuity and efficient ways of working, as well as improving the customer journey by providing consistent levels of services derived from the manual. Key processes shall be documented by the end of March 2023, such as review of planning permission requests and use of remediation notices alongside street cleaning guidance and non-domestic charging.</p>
Contract IT system improvements	<p><u>Whitespace</u> Meetings have been held to prioritise the improvements that can be made to Whitespace. There is also progress on the SMS alerts element, which is now in the final testing stages.</p> <p>Work has continued alongside Amey to look at how the data in Whitespace will be used to improve invoicing and KPI's, both through amendments to the system set up, and the reporting functionality. As additional invoice data has now been submitted by Amey, this is being checked and audited, which will generate a set of recommendations from JWS for additional changes. The KPI auditing processes remain unchanged, although discussion has started on the use of Power BI as a tool for improving the reporting of these.</p> <p><u>CRMs</u> Weekly meetings have been taking place between JWS, Elmbridge, a software company called IEG4 and Whitespace to progress the integration of webforms being developed by IEG4. Separate meetings have been held between Elmbridge and JWS to review processes for the forms which will be built in-house.</p> <p>Mole Valley District Council (MVDC) are in the process of appointing external resource to support the integration work and JWS will support this project as required.</p>
Future service delivery	<p><u>Resources and Waste Strategy (RaWS)</u> We have received a bit more information from Defra on how Extended Producer Responsibility (EPR) in terms of the payment scope, the effective and efficient guidance, decisions on payments, and when payments will be received. This was presented at the SEP Officers and Members Group meetings in September. We have been invited to attend an EPR workshop with Defra on 16 November to discuss how efficiency and effectiveness will be assessed, the approach to model local authority costs and the latest thinking on how the digital service will interact with the scheme on data and payments. We'll provide an update on this in the monthly update that is due to go out at the end of November.</p> <p>We continue to wait on the Government to publish its responses to the previous RaWS consultations on the deposit return scheme (DRS) and consistency in household and business recycling collections. We understand that the Government</p>

	hope to release these by the end of 2022. It has been confirmed that, together with EPR, these proposals will now be collectively known as the collection and packaging reforms (CPR).
Data management	<p>Ensuring we have accurate data and agreed processes helps support the management of the joint contract, which gives improved oversight of the contract including a more robust procedure for annual sum setting. The team in this period have focused on working with Amey to ensure data within the Whitespace system is accurate including reviewing non-domestic collection data in Surrey Heath and planning the review of assisted collections requested more than two years ago. The review shall be undertaken from November.</p> <p>Additionally, by the end of March 2023 all-round data shall have been reviewed, identifying properties with missing or duplicate round information. The Quantum Geographic Information System (QGIS) shall support identification of properties on the wrong collection round.</p> <p>Work has progressed on the alignment of the folder structure across the four authority areas, to support oversight and reporting as well as increasing service resilience. This shall be completed by the end of December.</p>

<b>Objective 2:</b> Deliver operational improvements that enable reductions in waste and increase the quantity and quality of recycling	
<b>Projects/ Activities</b>	<b>Progress update</b>
Amey staff training video on reducing contamination of DMR	The Amey staff induction training video has progressed significantly in recent weeks. Some final edits are currently being applied to the video and we are liaising with Amey to arrange for collection operatives to be filmed at work for inclusion within the clip. It is expected that the video will be available for use from early December and will be used not only for the induction of new Amey staff, but also as a refresher video for existing staff.
Review of collection services at existing developments	Work to document guidance for managing agents that lays out the roles and responsibilities for managing agents and other parties had been paused due to other priorities. More information has now been captured on the project in an outline brief, and resource will start to focus on this from November. The guidance once drafted will assist when working with managing agents to resolve issues that are affecting services for residents.
Set up of collection services at new developments	The JWS Operations Teams have provided comments on requirements for waste storage and collections as part of submitted planning applications on new developments, to ensure they are fit for purpose. As part of the planning process, site visits are often undertaken to confirm requirements or answer developers' queries. The team estimate that they are reviewing about 60-65 planning applications a month, across all four areas. This is up by about 10 applications a month compared to the last period.

	<p>The team are then liaising with developers/agents to commence collections as new developments are occupied. In recent months, some significant developments have become occupied across the joint contract area. The JWS Operations Teams have supported developers in specifying bin requirements, and overseeing the delivery of containers and start of collections at sites including:</p> <ul style="list-style-type: none"> <li>• The former Birdseye Building, (Walton-on-Thames) in Elmbridge.</li> <li>• Opus Court (Leatherhead) and Hopewood Court (Dorking) in Mole Valley.</li> <li>• New phases of development occupied at Mindenhurst (Deepcut), Waterers Way (Bagshot) and Waters Edge (Mytchett) in Surrey Heath.</li> <li>• Further phased occupation of The Marches (Woking town centre) and the ongoing regeneration in Sheerwater in Woking.</li> </ul>
Benefit from countywide service improvement initiatives.	<p>The joint contract area is benefitting from the delivery of the following key countywide service improvement initiatives:</p> <p><u>Improving food waste recycling for flatted properties with collection services</u></p> <p>The results of the previous trial that took place in several areas across Surrey including Woking to increase the use of food waste recycling services are still being analysed. The trials used a letter or leaflet to promote the benefits of using the food waste service, with bin labels and signage also updated. The results of the trial should be ready in November and will help determine whether this project could be rolled out in full.</p> <p><u>Introducing food waste collection services at flatted properties where there is currently no collection</u></p> <p>Work is underway to introduce additional food waste collection services to flatted properties across Surrey.</p> <ul style="list-style-type: none"> <li>• The Surrey Heath rollout to 2,700 properties began on 3 October and will be completed by mid-November. Letters to residents for week one deliveries were sent in advance at the end of September and the first collection took place on 14 October.</li> <li>• Pre-monitoring to survey properties in Mole Valley is being delivered as part of the shared contamination monitoring team mentioned below. The data from this is expected by this Christmas and will help inform the rollout plan for the area.</li> <li>• No rollouts are planned for Elmbridge and Woking in the remainder of 2022. However, discussions will continue with the borough councils and the JWS Operations Teams to establish a plan for rollouts during 2023.</li> </ul> <p><u>Contamination reduction at flats</u></p> <p>Improvements to reduce the contamination of communal recycling bins were rolled out to approximately 350 flats at The Heart in Elmbridge. New bins were delivered and staff at the site were engaged with. Training for Amey crews at this site will happen by this Christmas. Monitoring to see how these changes are performing will be carried out from November with results due in January/February 2023.</p>



Monitoring is almost complete for the previous improvements delivered in Surrey Heath with results expected in January 2023.

#### Contamination reduction targeted interventions

Three rounds of letters providing information on what can and can't be recycled went out during August, September and October to around 170 households where contamination has been identified as a problem in the joint contract area. A final batch to 24 households will go out at the beginning of November and the results will then be monitored with the analysis of the results and future recommendations to be shared with SEP officers in February 2023.

#### Shared contamination monitoring resource team

The project that will seek to identify problem areas for contamination of recycling bins commenced from mid-September in several areas of Surrey including the joint contract area. A monitoring officer has been focussing on communal bin stores initially. These bins are being monitored to identify where improvements need to be made. The other monitoring officer in the team started in mid-October and will conduct the inspection of kerbside DMR bins and put tags on bins that are contaminated to communicate with residents. The project is to be shortened from 12 to 10 weeks to accommodate the resourcing delays and allow completion of the monitoring by Christmas. An evaluation of the project will then be conducted with findings and recommendations captured in a report to be shared with SEP officers in February 2023.

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

Work has continued on developing the SEP approach to waste prevention and recycling in Surrey for the next three years (SEP 2025). We met with the SEP 2025 steering group on 27 September, where we agreed the priorities and provisional targets for the next three years for this work. The targets were provisional at that stage, whilst we quality assured the Eunomia waste flow model which was used to establish them. This checking has now been completed and resulted in some slight adjustments to the targets, which are reflected in the latest documentation included in this agenda pack to the JWCPB.

On 5 October, we shared the approach document and supporting annexes with the steering group and lead SEP officers for review and comment by 21 October. We received feedback from these groups which has enabled us to refine and finalise the documentation (as above). Following any final feedback from the SEP Officers Group on 2 November, this will go to the SEP Members Group for approval on 23 November. Providing sign off is achieved here we'll begin the process with individual authorities to get this adopted via their governance processes by the end of March 2023. To support this process, we'll be producing an adoption pack of documents that can be used to help obtain approval.

	<p><u>Doman Road depot redevelopment</u>          Due to the constraints with the site, additional work was undertaken by an architect who supports Suez on the redevelopment of Doman Rd to peer review the concept designs. This was necessary to ensure that the site layout is robust, and that the work can feed into the Surrey County Council (SCC) Infrastructure Strategic Plan. This work has now been completed by Suez’s architect and revealed that the site should be able to provide the required space. Eunomia have completed the final designs, and their sub-contractor Stantec are developing estimated costs to feed into the business case. The SCC Infrastructure Strategic Plan is going to members in February 2023, so the project timeline has been adjusted to reflect this.</p> <p><u>Waste data system</u>          OpenSky have made several fixes to the waste data system and additional fixes and improvements are in progress. Also, SCC have spent time at the transfer stations weighbridges to review how the system is being used, as part of the work on round code recording. Work is ongoing to identify procedures to ensure that data is entered consistently. We are continuing to monitor performance at each site.</p> <p>The current OpenSky contract is due to expire in February 2023. With this in mind, a review of the system has been carried out. In summary, vast improvements have been made to the system, which now has data coming in daily from Suez. This has markedly improved data accuracy. The JWS Performance and Business Intelligence Team are also carrying out weekly checks of vehicle registration numbers looking for errors in the system. To that end, we are planning to continue with OpenSky with a new contract from February 2023 for a period of two years. The contract has been drawn up and is with OpenSky for review.</p>
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<b>Objective 3:</b> Ensure residents are informed about their collection service	
<b>Projects/ Activities</b>	<b>Progress update</b>
Service delivery communications	<p>The initial focus during this period was communicating the end of the industrial action and how the missed work would be recovered, and services restored. Work undertaken included updates to the news post and service update pages on the JWS website, social media messages and a member briefing. Web pages created specifically in response to the strike action were also taken down and archived for future use.</p> <p>Communications messages were also developed and shared about heatwave conditions, the August bank holiday collections and the change to services due to the additional bank holiday given for the funeral of Queen Elizabeth II on 19 September.</p>

	<p>More recently communications about the leafing work were created and information was added to the JWS website and shared with the partner comms teams; an assisted collection review briefing, and letters were reviewed from a comms perspective and a webpage is being created.; and a postcard and bin hanger were created to help communicate with residents about garden waste renewals.</p>
Digital channel management	<p>As highlighted above, the JWS website was updated regularly in response to the service issues caused by the industrial action and the heatwaves. It was also updated when Elmbridge were able to take new garden waste subscribers and a list of residents who had signed up to be alerted was provided to the customer service team.</p> <p>From 1 April to 18 October there were 365,362 page views of the JWS website. The most visited page was where residents can check their collection day, followed by the page to report a missed collection and the pages related to the industrial action.</p> <p>Managing the JWS Twitter account involves responding to customer queries and complaints. Wherever possible this is done by diverting the resident away from the public Twitter feed and into direct messaging. From 1 April to 16 October, 190 customer queries were received via Twitter and responses were managed in conjunction with the JWS Operations Teams.</p>
Media management	There were no media enquiries during this period.
Provide content for partner channels	Toolkits related to the topics listed above were created for the joint contract partner communications teams to share via each council's own channels. Content was also drafted for the November issue of Surrey Heath's resident magazine Heathscene and their fortnightly member briefing.

<b>Objective 4:</b> Inspire and encourage residents to prevent, reduce, reuse and recycle	
<b>Projects/ Activities</b>	<b>Progress update</b>
Own Your Impact campaign amplification	<p>The SEP Own Your Impact campaign started its focus on food waste recycling in September and this is currently being amplified with additional activity in the joint contract area. This phase will run to early November and from mid-November the pre-festive comms messaging will start to be shared.</p> <p>The amplification of the campaign phase that focused on reducing the contamination of DMR and ran from late June to early August has now been evaluated and results include 57,971 video views and over 9,000 website visits resulting from adverts on Google results pages and in the Google Play app store.</p> <p>The Waste and Resources Action Programme's (WRAP) annual campaign, Recycle Week, was originally scheduled for late September but was postponed due to the sad passing of Queen Elizabeth II. The campaign ran instead from 17–23</p>

	<p>October. The theme of the week was 'let's get real' and challenged perceptions and myths around recycling, and targeted contamination to improve recycling behaviours. A communications toolkit was shared with partners to help them promote the campaign via their channels.</p> <p>Other ongoing communications as part of the Own Your Impact campaign have focused on promoting Zero Waste Week, upcycling and SEP's leftover recipes. In October, communications also focused on how to reduce waste and recycle more during Halloween.</p>
Contamination communications	A contamination campaign ran in the joint contract area during September and October. We used some of the template artwork from WRAP's new Let's Recycle Right toolkit and adapted it to reflect the kerbside recycling collections in the joint contract area. This will now be evaluated to determine how residents engaged with the content and decide if another phase should run in the last quarter of the financial year.
Social media	<p>Promoted (paid) posts on social media are used to amplify the SEP campaigns. This is primarily done through the SEP Facebook channel targeted to postcodes in the joint contract area and through JWS Twitter. Organic (non-paid) posts which communicate key messages about recycling and reducing waste are also regularly shared on JWS Twitter, alongside service-related messages.</p> <p>The total reach from 1 April to 16 October was 76,882 and there were 3,901 engagements which are retweets, likes and comments. The biggest spikes were for strike comms, bank holiday messages and the Own Your Impact food waste campaign.</p>
Community events	The JWS Operation East Team presented a recycling talk to a community group in Newdigate on 12 September. The JWS Operations West Team have a school assembly booked in for November and we will continue to support these types of events where requests are made. Materials for use at events are also in development.
Gain maximum benefit from countywide engagement initiatives	<p><u>Rethink Waste</u> Work has continued in this period to promote the <a href="#">waste reduction engagement and incentive scheme called Rethink Waste</a> to residents and schools in the trial area of Elmbridge. In August, a campaign focused on how residents can reduce their impact on the environment in the summer. This looked at carbon footprints, waste reduction, sustainable transport and future adventures. The focus in September then switched to food upcycling bringing new recipes and ideas to upcycle food waste. The second phase of the local school's initiative was put into place and will close at the end of October. Five local primary schools are taking part and encouraging parents of their pupils to sign up and donate points to them that they win by completing waste reduction activities. A share of a funding pot will be allocated to these schools based on the number of points they receive. This funding will be spent on environmental projects that the schools put forward.</p> <p>As of 30 September, 1,740 Elmbridge residents had signed up to the scheme (an increase of 50 since 18 August) who are committing to reduce the amount of waste they produce. To encourage further sign ups, an email will go out in mid-November to subscribers of the Elmbridge garden waste collection service for a chance to win a host of great prizes</p>

including £50 garden centre vouchers if they sign up to the scheme. The evaluation of the Rethink Waste scheme will start in November to determine success overall and reflect on the knowledge gained to see if this could be rolled out to other areas in Surrey during 2023-24. Whilst this happens, and as reported before, the scheme will continue in Elmbridge until the end of March 2023, but at a reduced level of activity.

Recycling guides

The service guides and calendars for 2023 were sent to print and have been delivered to all households Elmbridge and Surrey Heath during October. Households in Mole Valley and Woking will receive them in the first two weeks of November.

Food waste targeted interventions

A series of targeted interventions to increase the amount of food waste captured for recycling are underway. Communications went out during October to houses in Elmbridge and Mole Valley identified using in-cab data as ones not regularly using the service. Post-intervention monitoring will then take place to collect data on bin presentation after communications have been delivered. The data will then be analysed with an evaluation report to be produced by February 2023.

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

**Projects/  
Activities**

**Progress update**

Operational  
Health and  
Safety  
monitoring

- A variety of work has been undertaken to ensure the joint contract operates safely including:
- The completion of the depot audits with the draft final report due to be shared with Amey w/c 31 October.
  - The Health and Safety protocol has been finalised.
  - Work has progressed with Amey to ensure that close calls requiring authority support are being addressed and JWS employees now have access to the Amey management system for more timely and accurate responses.
  - A review of the route round risk assessments is underway and are due to be completed by end of March 2023.
  - JWS have attended Surrey Heath Borough Council's (SHBC) quarterly health and safety committee meeting.

Business Continuity	<p>Action to review our response to the industrial action is ongoing. A questionnaire was produced and shared with partners to gather feedback, the responses have been collated and follow up report has been developed, with the lessons learnt report being finalised in the first half of November.</p> <p>Amey submitted their revised business continuity plan, and it has been agreed a risk workshop shall be held in November to strengthen the range of scenarios covered.</p>
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<b>Objective 6:</b> Support the joint contract authorities' carbon reduction plans	
<b>Projects/ Activities</b>	<b>Progress update</b>
Reporting emissions from waste collection activities	Data requests were sent to D&Bs in September to collate the 2021-22 emissions data. In the joint contract area, we get this mainly from Amey, but we need the joint contract authorities to provide some details too. Once all data has been received this will be collated and reported as part of the quarterly performance report.
Working towards a net-zero emissions vehicle fleet	<p><u>SEP Infrastructure &amp; Transport Delivery Plan</u> Project work has been initiated to develop an infrastructure &amp; transport delivery plan for Surrey. The focus of this project will be to develop a delivery plan for infrastructure and transport needs of an alternatively powered service offering, which will address the requirement to decarbonise waste collection and street cleansing vehicle fleets. Initial stages of the project delivery which are upcoming include scoping procurement to appoint external consultancy support to baseline our current services and model future options; and to set up a SEP working group. The target is to have a delivery plan ready for approval and adoption from April 2024.</p> <p><u>Amey low carbon fleet replacement</u> As part of the original schedule 27, several street cleaning assets including sweepers and cages are due for renewal either in 2022/23 or 2023/24. Prior to bringing forward the details of vehicles Amey wish to purchase; they are reviewing options for low carbon fleet replacements. It is expected that their proposal will be submitted by the end of December.</p>

<b>Objective 7:</b> Work with partner authorities to ensure the work programme is delivered with appropriate governance and oversight.	
<b>Projects/ Activities</b>	<b>Progress update</b>
Joint contract governance	<ul style="list-style-type: none"> <li>• Officers have attended EBC's O&amp;S Committee in September.</li> <li>• JWCPB and JWCSC meetings were held in September, with briefings for partner authority officers and members also provided beforehand.</li> </ul>

	<ul style="list-style-type: none"> <li>Regular meetings have been held with Board members to update on discussions with Amey regarding service improvements and efficiencies across the contract.</li> </ul>
Networking	We have continued to gain insight and intelligence from authorities and the wider industry by contributing to SEP working groups and sharing/obtaining best practice (WORG, SEP Officers). We have taken part in a food waste summit, organised by SCC to bring stakeholders together to contribute to the development of a 'whole food system strategy' for the county. This took place at the end of September.
Financial management	<p>Quarterly budget update reports are produced in conjunction with SHBC's Finance Team to present to the JWCPB and JWCSC meetings.</p> <p>Budgets for 2023-24 have been developed so that proposals can be brought to the November cycle of JWCPB and JWCSC meetings. As part of the preparation this was reviewed with the finance leads from the joint contract authorities.</p>

<b>Objective 8:</b> Enhance our ways of working to deliver organisational efficiencies.	
<b>Projects/ Activities</b>	<b>Progress update</b>
Review ways of working	<p><u>Savings opportunities</u> A paper on fees and charges was reviewed at the JWCPB meeting in September. Further action is required to develop other potential income generation and saving options to then discuss further with the JWCPB and then the JWCSC.</p> <p><u>Future office working</u> We have heard back from most of the partnering authorities (except Woking Borough Council) on what office space they can offer, and site visits have been undertaken to look at external offices in Woking. This work is being finalised and will feed into an options decision paper which is to be presented internally by the end of November. We hope to be able to recommend a decision by Christmas with an implementation plan to be taken forward in the new year.</p> <p><u>Lone worker review and protocol document</u> A project is underway to identify all best practice information and measures available to JWS to protect its lone workers through the creation of an accessible protocol document. This will ensure a consistent approach is followed to protect those who work alone on behalf of the organisation. Information has been gathered and a draft of the protocol document has been produced. This has been reviewed internally and we are aiming to have the document signed off by mid-November. Once signed off, the document will be published on the JWS intranet.</p>

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**Joint Waste Solutions Budget Proposal 2023-24  
01 December 2022**

Report Authors: Kelly Goldsmith, Helen Trew & Jo Chauhan

**Introduction**

For Joint Waste Solutions (JWS), this is the fifth budget where the costs from the joint contract authorities, Surrey County Council (SCC) and the Surrey Environment Partnership (SEP) have been brought together 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 2023-24 builds on this exercise.

**Budget Areas**

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

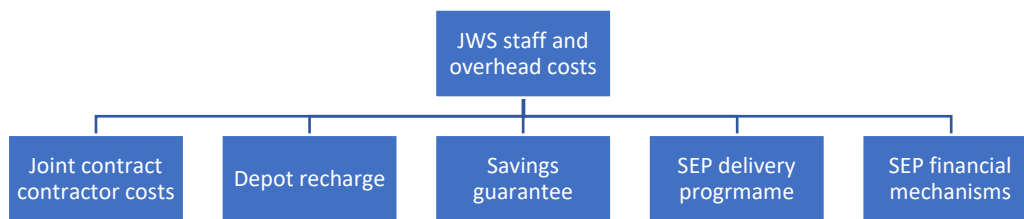


Figure 1: JWS budget areas

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 £205,548 higher in 2023-24 than in 2022-23. Annex 3 shows the projected costs in 2023-24 and Annex 4 the cost changes by budget heading when compared to 2022-23. These costs are divided into eight budget areas, which are discussed in more detail below.

*Salaries*

Salary costs are projected to increase by £193,325 to £2,049,825. The increase is mostly as a result of an 8% pay award by SHBC that was approved at a Council meeting on 26 October. National insurance (NI) and superannuation projections have also been adjusted upwards on advice from SHBC Finance (in 2022-23 the budgeted rates were 12.45% for NI and 16.8% for superannuation, and in 2023-24 the budgeted rates are 15.05% and 17.2%).

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 Annex 3 for 2023-24. The partner shares of the salaries budget are then applied to other shared fixed costs, as detailed below.

### *Team costs*

Team costs are projected to total £98,450 in 2023-24, which is a very similar level to 2022-23. The largest costs within this budget relate to travel expenses.

### *Support costs*

Support costs total £107,578 and include software licenses as well as support from Finance, Legal, ICT, HR and Democratic Services. Whilst support service costs have mostly increased in line with the 8% pay award, this has been offset by a reduction in the Finance support budget due to the Partnership and Commercial Accountant who supports JWS reducing their hours of work.

### *Office costs*

This budget totals £109,725 and includes all costs associated with the JWS head office in Woking, including rent, business rates, service charges and Wi-Fi.

Work is currently underway to investigate alternatives to the JWS office at Dukes Court, with the intention of finding a suitable lower cost option. No assumption around this has been included in the budget as a viable alternative is yet to be sourced, and the scale of the potential cost saving and timescales are not yet certain.

### *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 increased by £13,000. This is because the estimated cost of producing and distributing service guides has increased due to significant increases in paper, print and postage costs.

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.

The variable charges have been affected by a range of factors in recent years, from impacts of Covid-19, Amey's ICT disruption and, most recently, suspension of services due to driver shortages. Estimates for 2023-24 have used extended periods of data to ensure these impacts are mitigated for as far as possible. A full breakdown of the variable budgets by service area will be provided to finance officers 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 2022-23 an uplift rate of 4% was used, however the final figure was 6.71%. This has resulted in core and variable rates being higher than budgeted for – a variance which will carry forward into 2023-24 figures.

The most recent figures available at the time of writing show a contract inflation of 5.37% 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 10% has been built into this proposal.

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

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. 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 Annex 1 for the impact that an additional 1% in indexation would have to both the core and variable costs in each area. A table showing equivalent costs for 8% and 12% have also been provided for information.

#### *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 rate payable by the authorities

ensures Amey's driver wages are in line with competitors and have shown to have increased recruitment and service resilience since being introduced. The anticipated sums payable by each authority are included as part of the variable charges. As this forms a significant part of the variance between budgeted sums for 2022-23 and 2023-24, it is also included separately in Annex 2, for clarity.

### *Indexation proposal*

Amey has submitted a proposal to vary the current annual indexation. If such a change were to be approved by the authorities, it would see the unit rates adjusted on the 1st April and 1st October each year.

It is suggested that this change would be mutually beneficial to both parties, as it removes the risk of contract prices not reflecting the significant variation in inflation currently being experienced across all sectors.

Following consideration of the proposal by the Contract Partnering Board and Joint Waste Collection Services Committee in June 2022, the matter is under consideration by each authority to determine whether this change should be taken forward. The current proposal is not to use an average value but to retain the same methodology and apply it twice a year, instead of once.

As a change to the mechanism has not been approved yet, we have continued to base the budget processes on the existing uplift mechanism.

### **Other contract costs**

Other contract costs relate to the cost of managing WEEE and textiles, this budget was reduced following the procurement of new disposal arrangements last year, and has been lowered further this year.

### **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 Annex 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 Annex 1 and does not change from year to year.

## **Recommendation**

The Joint Committee is asked to:

- Agree the 2023-24 JWS staff and overheads and joint contract budgets and commend them to their individual authorities for approval.

## Annex 1: Summary

### Budget breakdown 2022-23

Budget area	Joint Contract Authorities					SCC	SEP	Total
	EBC	WBC	SHBC	MVDC	Total			
Amey core contract costs	£3,956,511	£2,268,356	£3,629,273	£2,794,502	£12,648,642	£0	£0	£12,648,642
Amey variable contract costs	£737,665	£466,927	£411,642	£507,335	£2,123,569	£0	£0	£2,123,569
Other contract costs	£500	£500	£500	£500	£2,000	£0	£0	£2,000
JWS staff and overhead costs	£367,670	£367,670	£367,670	£367,670	£1,470,682	£426,893	£447,276	£2,344,850
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>£5,255,258</b>	<b>£2,699,449</b>	<b>£4,335,560</b>	<b>£3,954,625</b>	<b>£16,244,893</b>	<b>£426,893</b>	<b>£447,276</b>	<b>£17,119,061</b>

### 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>

**Impact of additional 1% uplift on contract costs 2023-24**

Budget area	Joint Contract Authorities					SCC	SEP	Total
	EBC	WBC	SHBC	MVDC	Total			
Amey core contract costs	£40,736	£28,773	£37,431	£23,353	£130,293	£0	£0	£130,293
Amey variable contract costs	£7,464	£4,963	£4,007	£4,761	£21,195	£0	£0	£21,195
<b>Total</b>	<b>£48,200</b>	<b>£33,736</b>	<b>£41,438</b>	<b>£28,114</b>	<b>£151,488</b>	<b>£0</b>	<b>£0</b>	<b>£151,488</b>

**For information: Contract costs with 8% uplift**

Budget area	Joint Contract Authorities					SCC	SEP	Total
	EBC	WBC	SHBC	MVDC	Total			
Amey core contract costs	£4,399,460	£2,522,161	£4,042,563	£3,107,469	£14,071,653	£0	£0	£14,071,653
Amey variable contract costs	£929,719	£626,629	£515,152	£617,116	£2,688,616	£0	£0	£2,688,616
<b>Total</b>	<b>£5,329,179</b>	<b>£3,148,790</b>	<b>£4,557,716</b>	<b>£3,724,585</b>	<b>£16,760,269</b>	<b>£0</b>	<b>£0</b>	<b>£16,760,269</b>

**For information: Contract costs with 12% uplift**

Budget area	Joint Contract Authorities					SCC	SEP	Total
	EBC	WBC	SHBC	MVDC	Total			
Amey core contract costs	£4,562,403	£2,615,574	£4,192,288	£3,222,560	£14,592,825	£0	£0	£14,592,825
Amey variable contract costs	£959,577	£646,482	£531,181	£636,159	£2,773,399	£0	£0	£2,773,399
<b>Total</b>	<b>£5,521,980</b>	<b>£3,262,056</b>	<b>£4,723,469</b>	<b>£3,858,719</b>	<b>£17,366,224</b>	<b>£0</b>	<b>£0</b>	<b>£17,366,224</b>

**Annex 2: Change from 2022-23 to 2023-24**

Budget area	Joint Contract Authorities					SCC	SEP	Total
	EBC	WBC	SHBC	MVDC	Total			
Amey core contract costs	£524,421	£300,511	£488,153	£370,513	£1,683,597	£0	£0	£1,683,597
Amey variable contract costs	£206,983	£169,628	£111,525	£119,302	£607,438	£0	£0	£607,438
Other contract costs	-£375	-£375	-£375	-£375	-£1,500	£0	£0	-£1,500
JWS staff and overhead costs	£32,080	£32,080	£32,080	£32,080	£128,319	£26,588	£50,641	£205,548
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>£763,108</b>	<b>£501,844</b>	<b>£631,382</b>	<b>£521,520</b>	<b>£2,417,854</b>	<b>£26,588</b>	<b>£50,641</b>	<b>£2,495,083</b>

Budget area	Joint Contract Authorities					SCC	SEP	Total
	EBC	WBC	SHBC	MVDC	Total			
Driver supplement element only	£123,552	£90,605	£82,368	£102,960	£399,485	£0	£0	£399,485



### Annex 3: JWS 2023-24 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	£306,572	£306,572	£306,572	£306,572	£1,226,288	£392,537	£431,000	£2,049,825
Team costs	£14,724	£14,724	£14,724	£14,724	£58,897	£18,853	£20,700	£98,450
Support costs (SHBC)	£16,089	£16,089	£16,089	£16,089	£64,358	£20,601	£22,620	£107,578
Office	£16,410	£16,410	£16,410	£16,410	£65,642	£21,012	£23,071	£109,725
Health & Safety support	£374	£374	£374	£374	£1,496	£479	£526	£2,500
Contract legal support	£13,580	£13,580	£13,580	£13,580	£54,320			£54,320
Comms & engagement	£31,375	£31,375	£31,375	£31,375	£125,500			£125,500
Business Continuity and Risk Management	£625	£625	£625	£625	£2,500			£2,500
<b>Total</b>	<b>£399,750</b>	<b>£399,750</b>	<b>£399,750</b>	<b>£399,750</b>	<b>£1,599,000</b>	<b>£453,481</b>	<b>£497,917</b>	<b>£2,550,398</b>

**Annex 4: JWS 2022-23 to 2023-24 staff and overheads budget change**

Costs	Joint Contract Authorities				Total JCAs	SCC	SEP	Total
	EBC	WBC	SHBC	MVDC				
Salaries	£28,914	£28,914	£28,914	£28,914	£115,655	£28,299	£49,371	£193,325
Team costs	£37	£37	£37	£37	£150	-£414	£514	£250
Support costs (SHBC)	-£871	-£871	-£871	-£871	-£3,483	-£1,648	-£691	-£5,822
Office	£669	£669	£669	£669	£2,677	£362	£1,435	£4,475
Health & Safety support	£0	£0	£0	£0	£0	-£12	£12	£0
Contract legal and technical support	£80	£80	£80	£80	£320			£320
Comms & engagement	£3,250	£3,250	£3,250	£3,250	£13,000			£13,000
Business Continuity and Risk Management	£0	£0	£0	£0	£0			£0
<b>Total change</b>	<b>£32,080</b>	<b>£32,080</b>	<b>£32,080</b>	<b>£32,080</b>	<b>£128,319</b>	<b>£26,588</b>	<b>£50,641</b>	<b>£205,548</b>

**Annex 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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