



Civic Centre, Riverside, Stafford

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Dear Members

Resources Scrutiny Committee

A meeting of the Resources Scrutiny Committee will be held on **Tuesday 23 August 2022** at **6.30pm** in the **Craddock Room, Civic Centre, Riverside, Stafford** to deal with the business as set out on the agenda.

Please note that this meeting will be recorded.

Members are reminded that contact officers are shown at the top of each report and members are welcome to raise questions etc in advance of the meeting with the appropriate officer.

A handwritten signature in black ink, appearing to read "I. Curran".

Head of Law and Administration

**RESOURCES SCRUTINY COMMITTEE -
23 AUGUST 2022**

Chair - Councillor R P Cooke

A G E N D A

- 1 Minutes of 7 June 2022 as previously published on the Council's website.
- 2 Apologies
- 3 Public Question Time - Nil
- 4 Councillor Session

Councillor J Hood has submitted an item for consideration by the Resources Scrutiny Committee in accordance with paragraph 2.7(c)(ii) of the Scrutiny Committee Procedure Rules as follows:-

"I ask the Committee to discuss drafting and implementing a menopause policy on how to approach menopause in our workplace to support our staff."

- 5 Called in Items
 - 6 Members' Items - Nil
 - 7 Officers' Reports **Page Nos**
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| | HEAD OF OPERATIONS | |
| ITEM NO 7(b) | Quarter 1 Performance Reporting | 41 - 56 |
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| ITEM NO 7(c) | Work Programme - Resources Scrutiny Committee | 57 - 62 |
| | HEAD OF LAW AND ADMINISTRATION | |

Membership

Chair - Councillor R P Cooke

R P Cooke	R A James
M G Dodson	E G R Jones
I D Fordham	R Kenney
A T A Godfrey	G P K Pardesi
A S Harp	P Roycroft

Agenda Item 7(a)

Committee:	Resources Scrutiny Committee
Date of Meeting:	23 August 2022
Report of:	Head of Operations
Contact Officer:	Lee Booth
Telephone Number:	01785 619896
Ward Interest:	Nil
Report Track:	Cabinet 04/08/22 Resources 23/08/22

Scrutiny of Waste Contract

1 Purpose of Report

- 1.1 To provide Resources Scrutiny Committee with the Veolia Annual Report and Service Improvement Plan (attached) to scrutinise. The Annual Report and Service Improvement Plan have been received by the Council and covers the period from April 2021 to March 2022 in respect of the Recycling and Waste Collection Services and Processing of Dry Recycling contract that Veolia manage on behalf of the Council. The Annual Report and Service Improvement Plan has been written by Veolia.

2 Recommendation

- 2.1 That the information is noted.

3 Key Issues and Reasons for Recommendation

- 3.1 The Annual Report and Service Improvement Plan has been written by Veolia. It highlights how the service has performed from April 2021 to March 2022. The Service Improvement Plan highlights priorities for service improvement from April 2022 to March 2023.
- 3.2 The Annual Report highlights the actions taken to achieve satisfactory performance of the Service against the backdrop of the Covid-19 pandemic.

4 Relationship to Corporate Business Objectives

4.1 This report is most closely associated with:-

Corporate Business Objective 2:-

To improve the quality of life of local people by providing a safe, clean, attractive place to live and work and encouraging people to be engaged in developing resilient communities that promote health and wellbeing.

Corporate Business Objective 3:-

To tackle Climate Change by implementing our Climate Change and Green Recovery objectives.

5 Report Detail

5.1 The Council outsourced the Recycling and Waste Collection Services and Processing of Dry Recycling Contract to Veolia. The current contract commenced on 4 February 2018 and is due to end on 3 February 2028, with an option to extend to 3 February 2038.

5.2 Formal management of the contract includes monthly contract meetings and quarterly partnering committee meetings between the Council and Veolia.

5.3 As part of these meetings, Veolia report performance to the Council and the attached Annual Report highlights key performance information over the financial year 2021 to 2022.

5.4 **Working in partnership: -**

- (a) The charged-for garden waste collections service was successfully embedded during the last financial year.
- (b) Veolia continues to be actively involved in the community, for example: collecting Easter eggs for Katherine House Hospice and Child of Mine charities, providing food for two local food banks and collecting items for an animal charity.
- (c) Veolia have worked with the Council to ensure safeguarding concerns of residents are referred appropriately.
- (d) Veolia have worked closely with the Council by dealing with resident enquiries via the Council contact centre and by conducting site visits to residential areas.
- (e) Crews have benefited from 'Dementia Friends' training when delivering the Service to residents living with dementia.
- (f) A number of collections have been rearranged to minimise the impact on large funeral processions.
- (g) Veolia welcomed BBC Breakfast to film a live broadcast from Tollgate Drive, featuring the Veolia Chief HR Officer, talking about company-wide efforts to recruit drivers.

- (h) Veolia were not affected by the national shortages in drivers and a contributing factor to this was an effective apprenticeship scheme.
- (i) Implementation of year two of the chargeable garden waste service from January 2022.

5.5 **Collection key figures (01/04/21 to 31/03/22): -**

- (a) 52,468.63 tonnes of recycling materials and waste was collected over the last financial year. This represents a 6.93% decrease compared to the 52,377.52 tonnes collected in the previous financial year.
- (b) 99.95% of collections were completed successfully.
- (c) There was a 76.85% decrease in reported missed collections compared to 2020/21 (albeit that the number is still higher than the desired level). A significant contributory factor to this decrease was staff absence levels reducing as pandemic restrictions lifted and reduced reliance on the recruitment of agency staff compared to the height of the pandemic.
- (d) There were 132 'containers not returned correctly' complaints compared to 218 complaints for 2020/21. Details of the initiatives taken to achieve this improvement can be found in the 'Actions Plans' section of the Annual Report.
- (e) A 51.79% recycling rate was achieved compared to 50.24% in 2020/21.

5.6 **Health and Safety: -**

There was one accident resulting in a Reporting of Injuries, Diseases and Dangerous Occurrences Regulations (RIDDOR) report being submitted to the Health and Safety Executive (HSE). In addition, 'near miss reporting' has increased from 71 reports in 2020/21 to 95 in the last financial year, reflecting the introduction of more effective liaison between Veolia, staff and the Trade Union. This is a positive trend as near miss reporting helps to identify operational risks and minimise the risk of future incidents or accidents.

5.7 **Updates and future planning for 2022 to 2023:**

Veolia have proposed the implementation of an annual service improvement plan to address issues identified during 2021/22 that includes: -

- (a) Measures to reduce the number of missed collections and to review assisted collections.
- (b) An anti-contamination drive to reduce contamination rates.
- (c) Conducting a resident satisfaction survey of the service.
- (d) Further removals of excess and unauthorised containers.
- (e) Improved sustainability and reduced carbon emissions through initiatives such as improvement works at the depot.
- (f) Assisting the Council with any impact that potential changes to the Environment Act may have.

6 Implications

6.1 Financial

Nil

6.2 Legal

Nil

6.3 Human Resources

Nil

6.4 Human Rights Act

Nil

6.5 Data Protection

Nil

6.7 Risk Management

Nil

6.8 Community Impact Assessment Recommendations

Impact on Public Sector Equality Duty:

Nil

Wider Community Impact:

Nil

7 Previous Consideration

Nil

8 Background Papers

File available in Operations



Veolia Stafford Annual Report and Service Improvement Plan 2021/22

Date: 9th June 2022

Version: 2.0

Due for Review: N/A

Purpose of the Document

This document is prepared with reference to Paragraph 2.36 of 'Part One: General Requirements', Paragraph 1.35 of 'Part Two: Service Requirement - Waste and Recycling Collection Services' and 1.16 of 'Part Three: Service Requirement - Processing of Dry Recycling and Other Recyclables' of 'Schedule A Service Specification - Part 1: Technical Specification' of the 'Call-Off Contract for Waste & Recycling Collection Service & Processing of Dry Recycling' ('the Contract') between Veolia ES (UK) Ltd ('Veolia') and Stafford Borough Council ('SBC').

This fourth Veolia Stafford Annual Service Improvement Plan ('Annual Report') covers the year 1st April 2021 to 31st March 2022.

This report is broken down into the following sections:

- Executive Summary
- Charges Summary
- Resources
- Health and Safety Summary
- Collection Operations Summary
- Waste Transfer Station Operations Summary
- Action Plans
- Annual Performance 2021/22
- Annual Service Improvement Plan 2022/23

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Appendix 1 - 2021/22 Charges Breakdown

1. Executive Summary

The fourth full Contract year (April 2021 to March 2022) has seen us overcome significant challenges to the Services provided by Veolia on behalf of Stafford Borough Council ('SBC'):

- The Covid-19 pandemic continued to have an impact on the Services during 2021/22 but it also served to demonstrate the close working partnership that continues to develop between Veolia and SBC.
- The 'charged-for' garden waste collections service change was successfully embedded, with ongoing developments during 2021/22.

SBC and Veolia continued to work closely together to ensure that the Services were provided throughout the Covid-19 pandemic and that the second year of the charged-for garden waste collection service was successful, following the launch of the service in January 2021.

Veolia provided an 'Estimate' on 13th February 2020 in response to the first of three Contracting Body Change Notices. Change Notice 1 specified the removal of all Bring Site containers before the end of March 2020. This Estimate was accepted by SBC on 17th March 2022, closing this item.

Veolia provided an Estimate to Change Notice 3 on 2nd February 2021 relating to the introduction of the charged-for garden waste collection service. This Change Notice was subsequently replaced by Change Notice 3(b) in April 2022 and is therefore outside of the time frame considered in this Annual Report. Veolia has submitted its Estimate response and awaits feedback from SBC.

Veolia awaits Contracting Body Change Notice 2 for the introduction of the reusable bag for card and paper undertaken in March 2020 as part of the 'Scenario 2' service change.

SBC instructed Veolia to suspend services due to the impact on available resources of the ongoing Covid-19 Coronavirus pandemic during 2020/21. The last of these services to be reinstated was the Saturday 'Civic Amenity' site visits, curtailed on 20th March 2020 and reinstated on 12th March 2022.

[TEXT REDACTED].

The contract was not affected by the much-publicised driver shortage in 2021/22, benefitting from a very low level of staff turnover and a strong Apprenticeship programme. Two apprentices successfully obtained their category 'C' HGV driving entitlements as part of Veolia's Driver Apprenticeship programme. This was delivered by Veolia's in-house training team, known as 'Campus Veolia'. There are plans to arrange two Driver Apprenticeships per year to ensure a steady supply of young drivers to supplement the ageing workforce.

Services were also not disrupted by the fuel shortages caused by 'panic buying' in September 2021. SBC and Veolia had worked together to install an appropriate interceptor and c.20,000-litre fuel tank at Tollgate Drive, with the first fuel being drawn from the tank in February 2021. The tank, along with Veolia's national fuel supply agreements, ensured that there was no disruption to the Services.

Veolia committed to maintaining the strong working relationship with SBC through the coming year as outlined in the Annual Service Improvement Plan (ASIP) section of this report. Reviewing the previous ASIP, significant proposals were successfully completed or progressed during 2021/22, including the implementation of the 'charged-for' garden waste collection service's second year.

2. Charges Summary

The following table summarises all charges made by Veolia to SBC relating to the services provided under the Contract. Each monthly report acts as 'backing data' for the invoice that includes the reporting month's Core charge and the previous month's Variable charge. A detailed breakdown of charges is provided at Appendix 1.

[TABLE REDACTED]

3. Resources

There were a number of changes to the staffing structure and personnel on the contract in 2021/22.

Supervisor [TEXT REDACTED] transferred to Veolia Industrial Services in November 2021 and was replaced by [TEXT REDACTED] in January 2022. [TEXT REDACTED] transferred from the 'Echo Controller' position that she secured in November 2020. Deputy Contract Performance Manager, [TEXT REDACTED]'s reporting line and job title were adjusted in March 2022. This change means that [TEXT REDACTED] now reports to Veolia Stafford's Business Manager, [TEXT REDACTED] and his job title has changed to 'Contract Performance Manager'. In addition to these changes, [TEXT REDACTED] and [TEXT REDACTED] were appointed as Service Foremen in January 2022. [TEXT REDACTED] was appointed as Yard Foreman. [TEXT REDACTED] was also appointed as a Depot-based Trainer along with [TEXT REDACTED]. [TEXT REDACTED] and [TEXT REDACTED] will take responsibility for conducting training, including inductions for new staff and Toolbox Talks and other training for the existing team. All are internal appointments, showing the value that Veolia places on development and investing in its workforce.

The structure as of March 2022 is as follows:

[TABLE REDACTED]

We continued to invest in staff training and development throughout 2021/22.

Position	Training Undertaken	Completed
Business Manager	Transport Manager Refresher	15/04/2021
	Data Protection Essentials	07/06/2021
	Information Security Essentials	07/06/2021
	HR Modules: Dealing With A Grievance E-Learning	14/06/2021
	HR Modules: Dealing With Disciplinary Issues E-Learning	14/06/2021
	HR Modules: Early Interventions E-Learning	15/06/2021
	2021 Manager Visits	16/06/2021
	HR Modules: Handling Investigations E-Learning	18/06/2021
	Delegation of Authority E-Learning	28/06/2021
	HR Modules: Recruitment And Selection E-Learning	28/06/2021
	Safety Culture Briefing	29/06/2021
	Thinksafe - Roll Away	30/06/2021
	HR Modules: Absence Management	05/07/2021
	2021 Manager Visits	07/07/2021
	Our Purpose In Motion	01/09/2021
	Team Safe Behaviours	21/09/2021
	Protected Characteristics E-Learning	30/09/2021
	Compliance 2021 Training Program	05/10/2021
	Compliance Management System (CMS) Environmental Permitting Management	28/12/2021
	Contract Performance Manager	Business Continuity E-Learning
Category C Driver Medical and Theory Preparation		17/02/2022
CCTV Policy Essentials		21/01/2022
HR Modules - Managing Absence		06/01/2022
CMS Environmental Permitting Management		22/12/2021
Certificate of Professional Competence (CPC) for Transport Managers (Road Haulage)		10/12/2021
Sustainability Training		01/12/2021
Protected Characteristics E-Learning		08/10/2021
Compliance 2021 Training Programme		05/10/2021

Position	Training Undertaken	Completed
	Skill Up, Stay Smart: Module 2 - Tighten Team Bonds	05/07/2021
	Think Safe - Roll Away	30/06/2021
	Delegation of Authority E-Learning	23/06/2021
	Safety Culture Briefing	22/06/2022
	HR Modules: Dealing With A Grievance E-Learning	16/06/2021
	HR Modules: Handling Investigations E-Learning	
	HR Modules: Early Interventions E-Learning	
	HR Modules: Dealing with Disciplinary Issues E-Learning	
Senior Supervisor	HR Modules: Dealing With A Grievance E-Learning	28/06/2021
	HR Modules: Handling Investigations E-Learning	29/06/2021
	HR Modules: Early Interventions E-Learning	30/06/2021
	HR Modules: Recruitment and Selection E-Learning	30/06/2021
	Thinksafe - Roll Away	01/07/2021
	Compliance 2021 Training Program	26/11/2021
	CMS - Environmental Permitting Management	24/12/2021
Supervisor	Telescopic Handler Novice	14/08/2021
	CCTV Policy Essentials	22/09/2021
	Protected Characteristics E-Learning	30/09/2021
	GDPR: A Veolia Perspective	24/12/2021
Depot Administrator	Infor Purchasing View	13/05/2021
	Protected Characteristics E-Learning	30/09/2021
	CMS Environmental Permit Training	28/12/2021
Service Foreman	Telescopic Handler Novice	14/08/2021
	Driving Assessor 1 & 2	11/03/2022
Driver/Loader	Driving Skills Assessment and Driving Assessor 1 & 2	11/03/2022
	E-DCPC (Electronic Driver Certificate of Professional Competence) (Various Topics)	Various

[TEXT REDACTED].

[TABLE REDACTED]

The responsibilities allocated to each role are documented in the table below. Please note that these responsibilities are shown for reference only and do not necessarily reflect all of the duties as listed in the contract of employment.

There have been no fundamental changes to responsibilities since the previous annual report with the following exceptions:

- The Service Foreman and Yard Foreman roles have been introduced to assist with monitoring service completion and material haulage and housekeeping respectively.
- The responsibilities of the 'ECHO Controller' role have been absorbed between the Service Foreman and Supervisor roles.
- The Contract Performance Manager is now jointly responsible for fleet compliance as Transport Manager (TM) 2, along with TM1 (Business Manager).

Role	Responsibilities
Business Manager [TEXT REDACTED]	Responsible for all aspects of service provision, legal compliance, including health and safety and environmental statutes, and financial and transport management. Graeme is also the Certificate of Technical Competence (COTC) holder for Stafford Waste Transfer Station.
Contract Performance Manager [TEXT REDACTED]	All aspects of Contract compliance, data analysis to identify opportunities for improvement, and client reporting. As of March 2022, jointly responsible for transport management compliance as TM2. As of March 2022, reports to the Business Manager.
Senior Supervisor [TEXT REDACTED]	Vehicle compliance, supervision of crews, investigations and disciplinary processes and resource allocation. Reports directly to the Business Manager.
Supervisor [TEXT REDACTED]	Service management, including resource allocation. Also responsible for vehicle compliance and supervision of crews. Reports to the Senior Supervisor.
Depot Administrator [TEXT REDACTED]	The role includes payroll input, purchasing and invoicing, and weighbridge operation. Bev is also the depot's Mental Health First Aider and 'Digital Ambassador' for the switch to paperless payslips in Q1 2021/22.
Service Foreman [TEXT REDACTED]	Distributing keys, folders, and documents at the start of the day. Assisting with the timely dispatch of collection crews to begin collections at 0700 each working day. Monitoring of service throughout the day to ensure completion of tasks within the Contract's Service Level Agreements (SLAs), escalating issues to Supervisor and Senior Supervisor where required. Completing driver/loader debriefs at the end of the day.
Yard Foreman [TEXT REDACTED]	Responsible for arranging haulage and loading of recyclable materials to ensure compliance with the Environmental Permit and relevant Waste Exemptions and for general upkeep of the yard.
Driver / Loader	Driving refuse and/or recycling collection vehicles (RCVs) in accordance with relevant licences and regulations, in addition to the collection of waste.
Loader	The collection of waste in accordance with relevant regulations, Contractual standards, and training instructions.

Generally, there have been few staff issues throughout the fourth full year of operations.

Absence Rates

[TEXT REDACTED].

[TABLE REDACTED]

Vehicles and Plant

The following table shows the vehicles employed on the contract in March 2021:

Vehicle Type	Count	Utilisation*
26-tonne RCV	12	100%
26-tonne '70:30 split' RCV	7	100%
12-tonne Narrow Access RCV	2	100%
12-tonne Cage Vehicle	1	100%
JCB Telescopic Material Handler	1	100%
Ford Ranger 4x4	1	-
Vauxhall van	1	-
Total	25	100%

*Utilisation is taken to mean the capacity of the vehicle used. All vehicles are filled to capacity at least once per day so utilisation is given as 100%. The JCB Telescopic Material Handler is used daily.

The following table shows the vehicles employed on the contract in March 2022:

Vehicle Type	Count	Utilisation*
26-tonne RCV	14	100%
26-tonne '70:30 split' RCV	8	100%
12-tonne Narrow Access RCV	2	100%
12-tonne Cage Vehicle	1	100%
JCB Telescopic Material Handler	1	100%
Ford Ranger 4x4	1	-
Vauxhall Van	1	-
Total	28	100%

4. Health and Safety Summary

Veolia's health and safety performance in 2021/22 is summarised in the table below.

	Incidents	Accidents	RIDDOR	Near Misses
Apr	0	0	0	2
May	0	0	0	3
Jun	0	0	0	4
Jul	1	1	0	7
Aug	0	1	1	0
Sep	0	0	0	17
Oct	0	1	0	11
Nov	0	1	0	8
Dec	0	0	0	11
Jan	0	1	0	10
Feb	0	0	0	22
Mar	1	0	0	0
YTD Total	2	5	1	95

For reference, a 'Near Miss' is defined by the Health and Safety Executive (HSE) as 'an event not causing harm, but has the potential to cause injury or ill health'. Veolia encourages all staff to report Near Misses for investigation, action, and feedback to address potential issues before an accident occurs, facilitating a proactive safety culture.

Veolia Stafford unfortunately suffered a total of five accidents in 2021/22, with two incidents, and 95 near-misses reported. One of the accidents resulted in a report being submitted to the HSE under the Reporting of Injuries, Diseases and Dangerous Occurrences Regulations 2013 ('RIDDOR'). This compares to a total of 10 accidents (no RIDDOR reports), two incidents, and 71 near-misses reported in 2020/21. There were two 'Lost Time Incidents' (LTIs) in 2021/22 with a total of 34 days lost compared to no days lost in 2020/21.

Veolia Stafford is committed to Health and Safety compliance and as a result of this, Veolia Stafford introduced a Health and Safety Committee in September 2021 to bring together Trade Union representatives and other members of the workforce with the depot Supervisory and Management teams, along with relevant experts from across Veolia (including Quality, Health, and Safety, and Supply Chain) to raise issues and agree on solutions through open conversation and honest dialogue. This has resulted in an increased number of 'near misses' being raised by the workforce (95 in 2021/22 versus 71 in 2020/21) and improvements in staff engagement and a number of prominent issues have been identified and resolved.

5. Collection Operations Summary

Collection operations were adversely impacted by the ongoing Coronavirus Covid-19 global pandemic in 2021/22, though the impact was less severe than the previous year. Despite this challenging situation, Veolia worked closely with SBC to ensure that the second year of the 'charged-for' garden waste collection service was successfully delivered.

Further investment is planned in the collection vehicle fleet for 2022/23, with the planned replacement of the older vehicles in the fleet, including VU64AOF, VU64AOG, VU64AOH, VU64AUT, VU64AUV, VU64AUW, and VU64AUX. This year's focus has been on maintaining operational efficiency across the collection vehicle fleet.

Veolia continued to develop services outside of the scope of the 'Scenario 2' service change package:

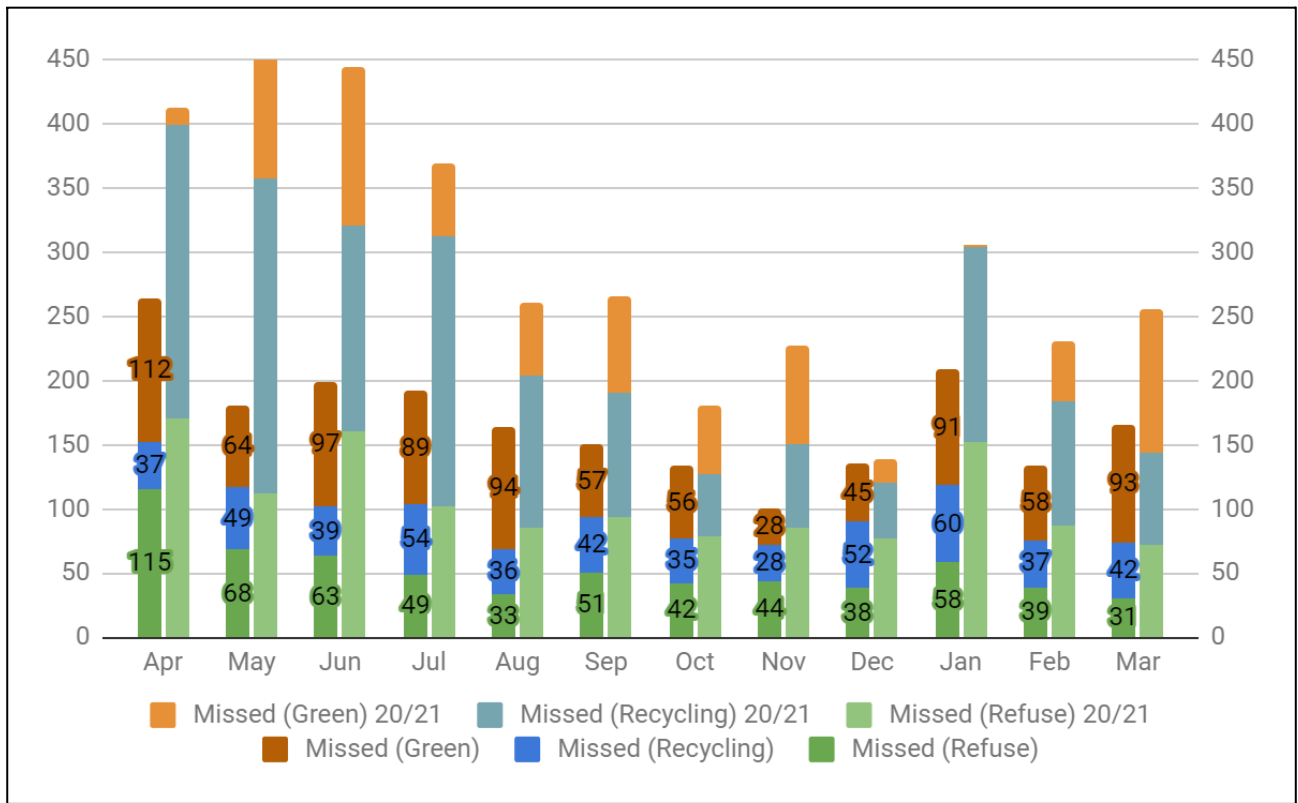
- Schools' recycling services were reviewed and an extensive engagement programme undertaken in Q4 2020/21 and continued into Q1 2021/22 to provide schools with a mixed card and paper service to align them with the household collection service.
- Work also continued with Stafford's communal properties through an ongoing programme of engagement, including the installation of clear wall signage to coincide to support the mixed card and fibre service to these properties. Relationships between the Council, Veolia, and the social housing providers in the Borough continue to be developed to improve service delivery to a variety of property types.

Missed Collections

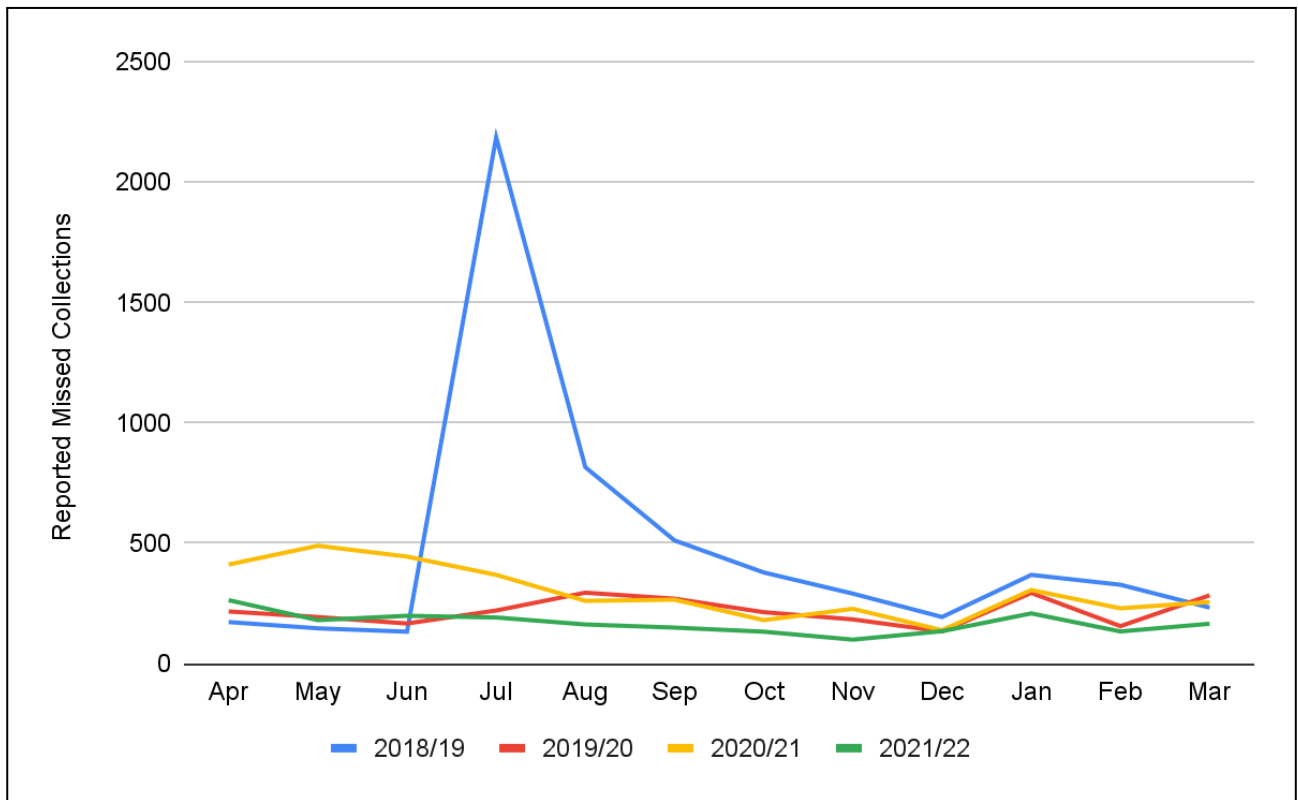
Missed collection performance improved in 2021/22 compared to 2020/21 when assessing the number of reported missed collections. Reported missed collections decreased 43.46% from 3,583 in 2020/21 to 2,026 in 2021/22.

Despite this improvement, performance has consistently fallen below the expected standards, breaching 'Band 3' performance levels in all quarters of 2021/22. We are determined to improve performance through implementation of the action plans outlined later in this report, in partnership with SBC.

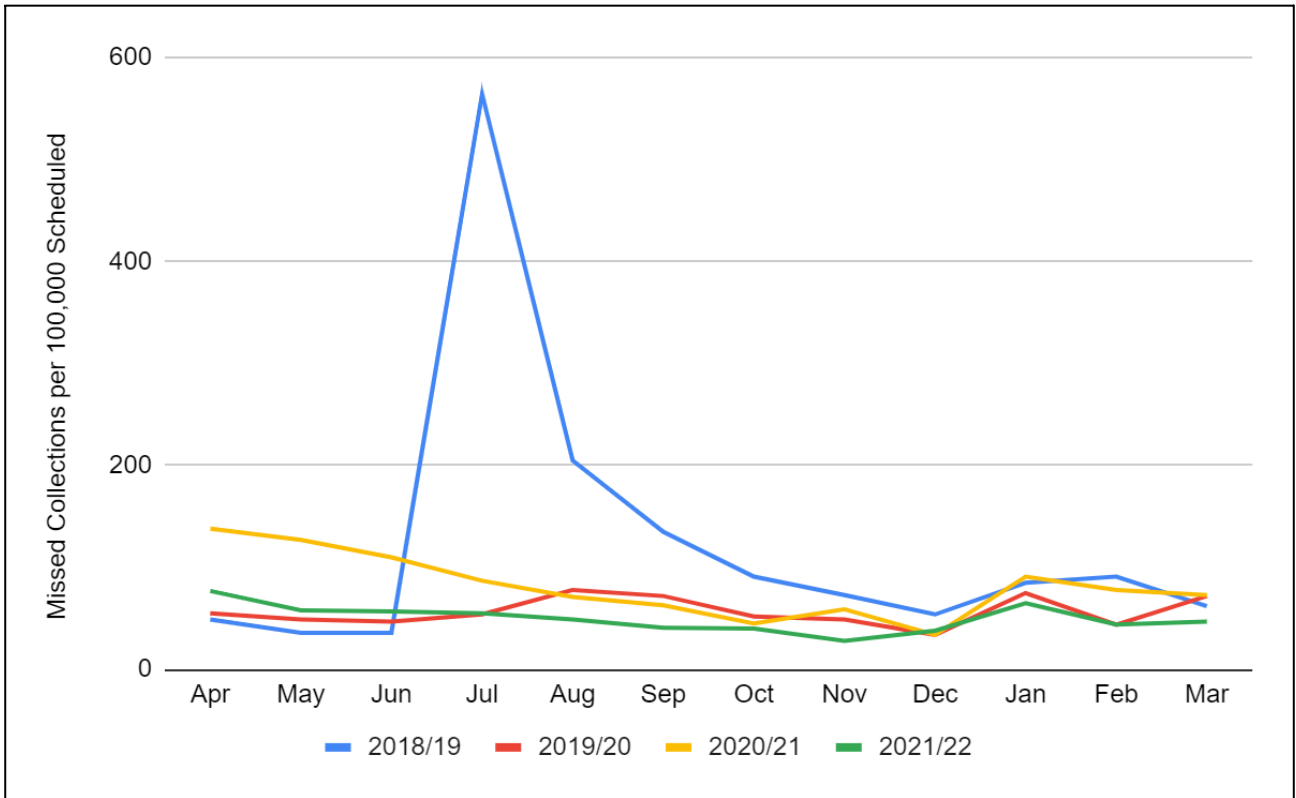
The Performance Indicators for the waste and recyclables collections element of the contract are detailed below, beginning with the reported missed collections.



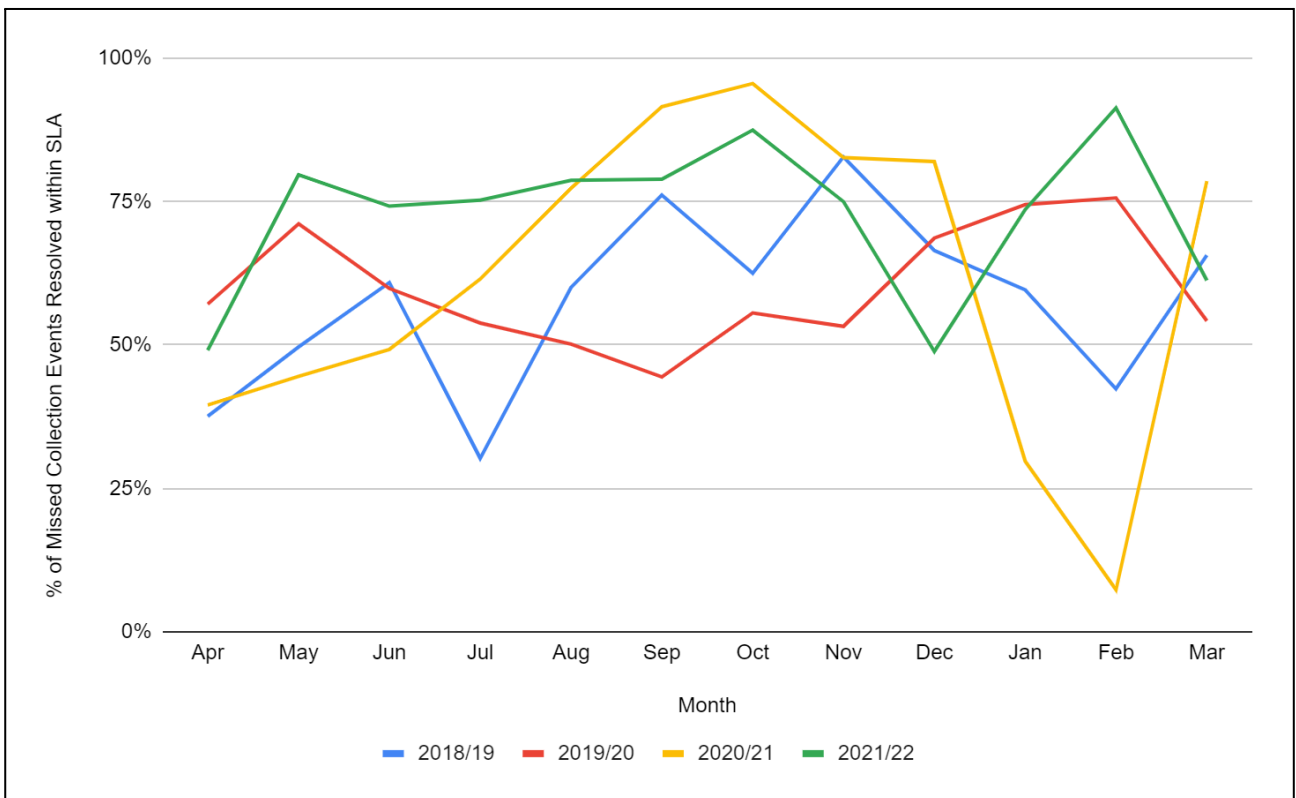
The following chart shows the number of reported missed collections year-on-year from 2018/19 to 2020/21.



The following chart shows missed collections per 100,000 scheduled collections from 2018/19 to 2020/21.



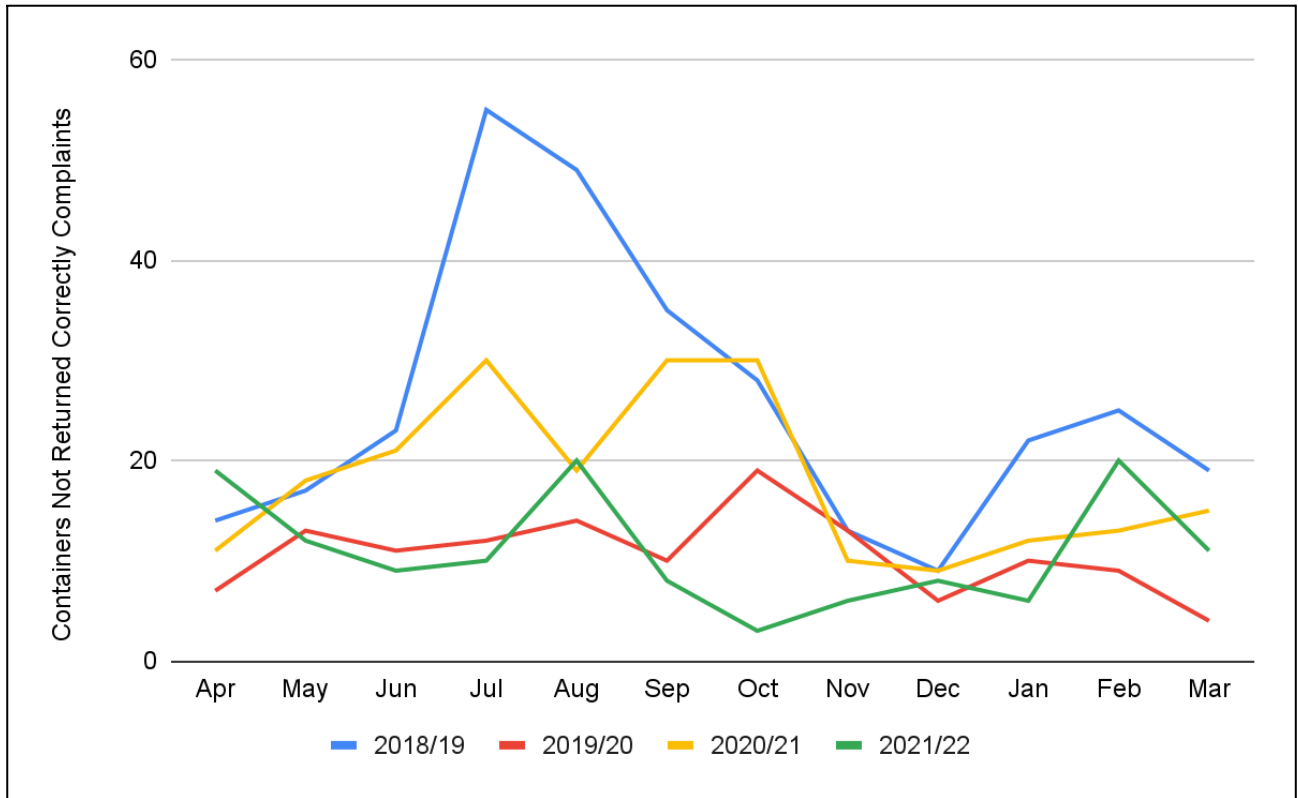
The Operations team has focused on resolving more missed collections within the Contract’s Service Level Agreement (SLA) during 2021/22. The following chart shows a comparison year-on-year from 2018/19 to 2021/22. 2021/22 represents the most successful year for achieving the missed collections Service Level Agreement at an average of 73% (2018/19 = 58%, 2019/20 = 60%, 2020/21 = 62%).



Containers Not Returned Correctly

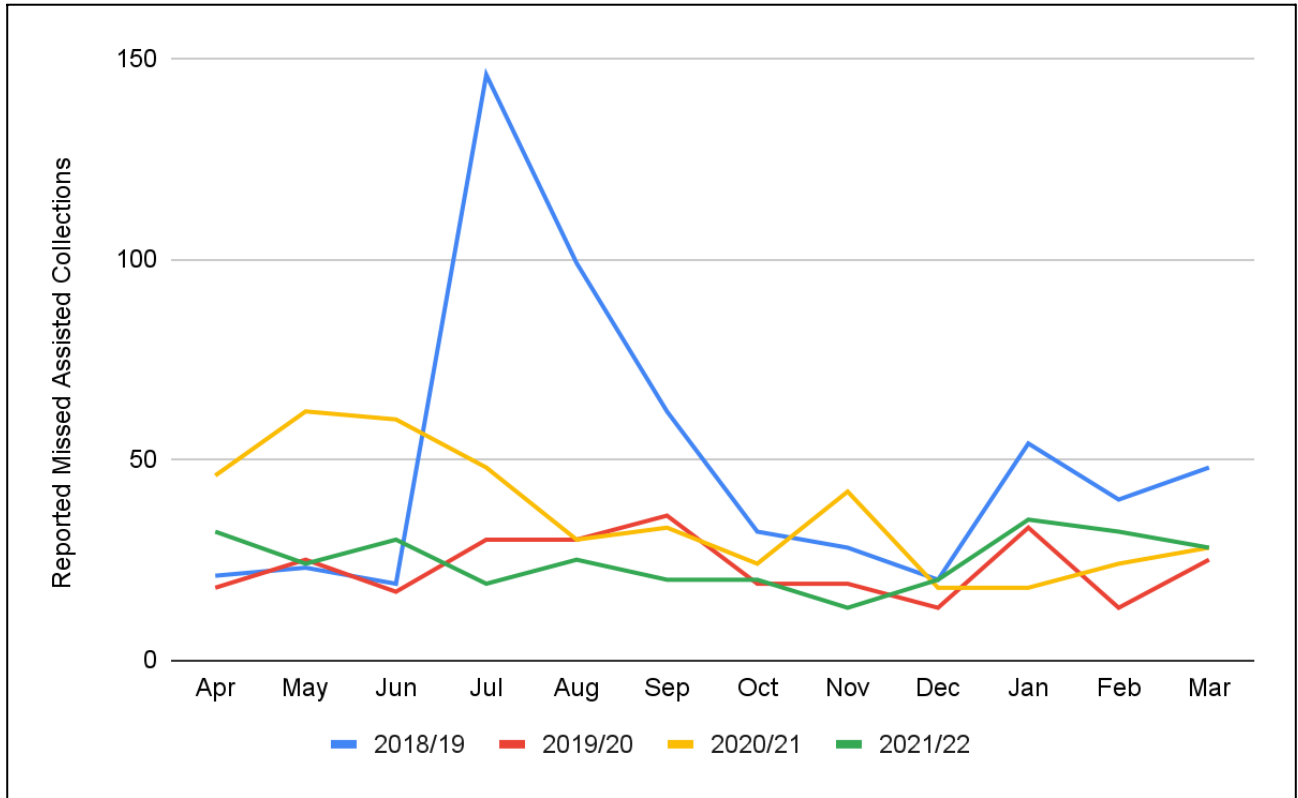
There were 132 reported complaints in 2021/22 versus 218 reported complaints in 2020/21, a 39.45% reduction. Details of the initiatives undertaken to reduce the number of 'containers not returned correctly' complaints are included in the 'Action Plans' section of this report.

The following chart shows the comparison year-on-year from 2018/19 through to 2021/22.



Missed Assisted Collections

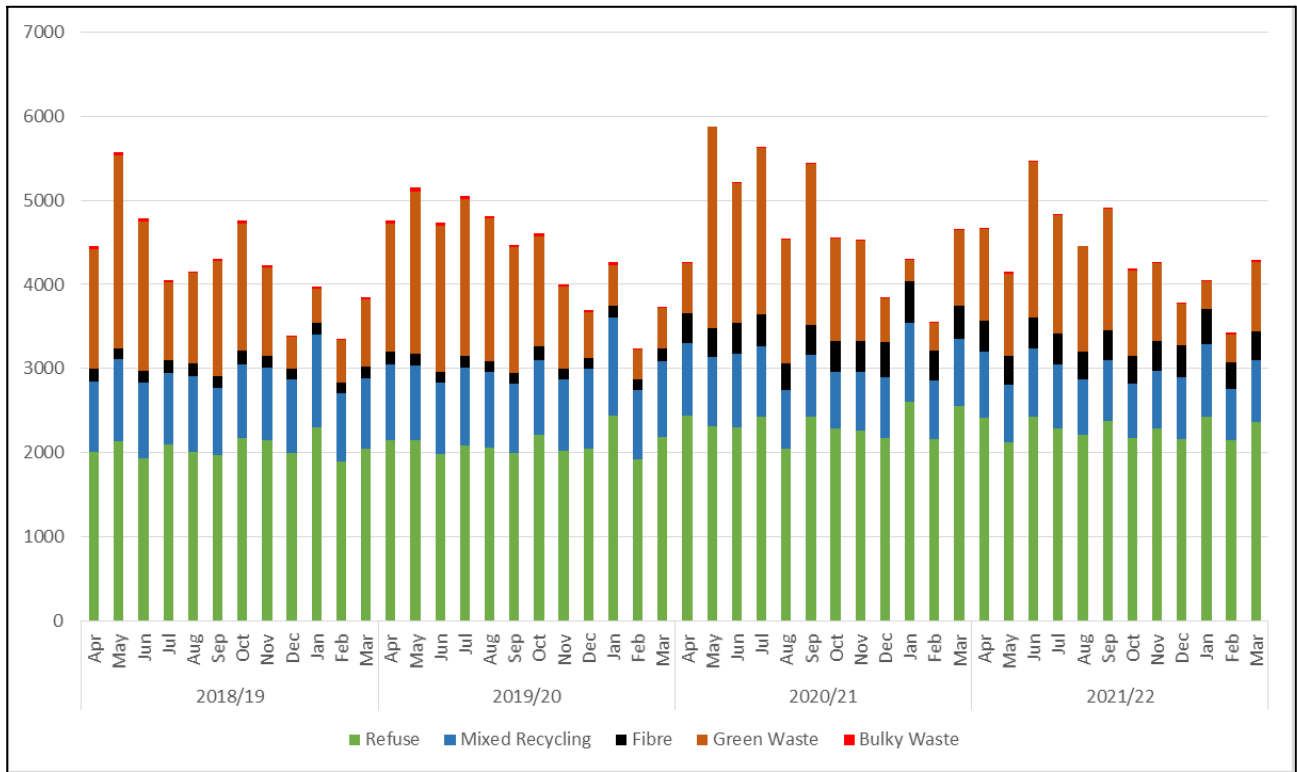
Performance has improved in relation to the number of missed assisted collections. The following chart shows the number of missed assisted collections compared to previous Contract years. 2021/22 saw a decrease of 31.18% in missed assisted collections compared to 2020/21 and a 50% improvement compared to 2018/19.



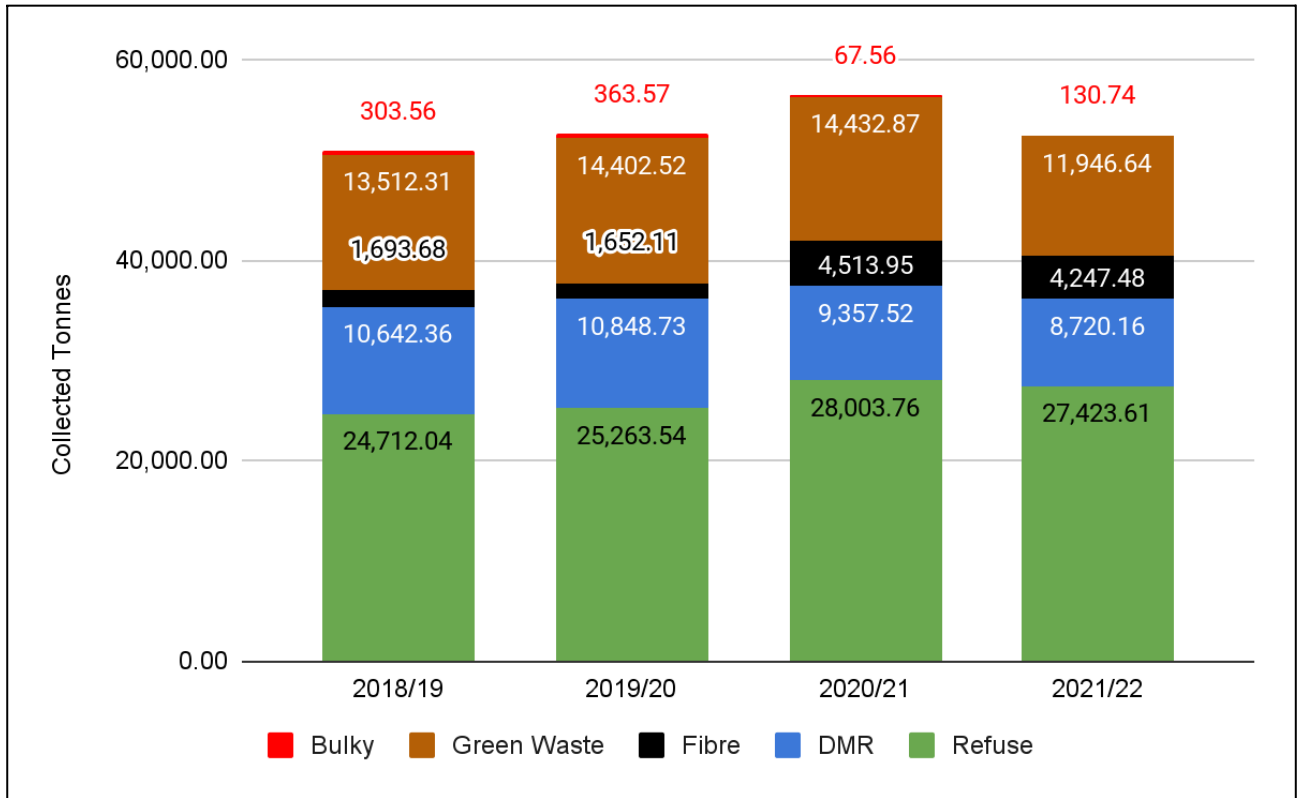
Collected Weights

Overall, Veolia collected 52,468.63 tonnes of recyclable materials and waste from Stafford Borough properties between April 2021 and March 2022. This represents a 6.93% decrease compared to the 56,377.52 tonnes collected in 2020/21. This fall may be due to a combination of factors, including the first full Contract year of the charged-for garden waste collection service (garden waste collected weights were 17.23% down on 2020/21) and a return to the office following the national lockdowns and related increase in working from home experienced in 2020/21.

The following chart shows the collected weights compared to previous Contract years.

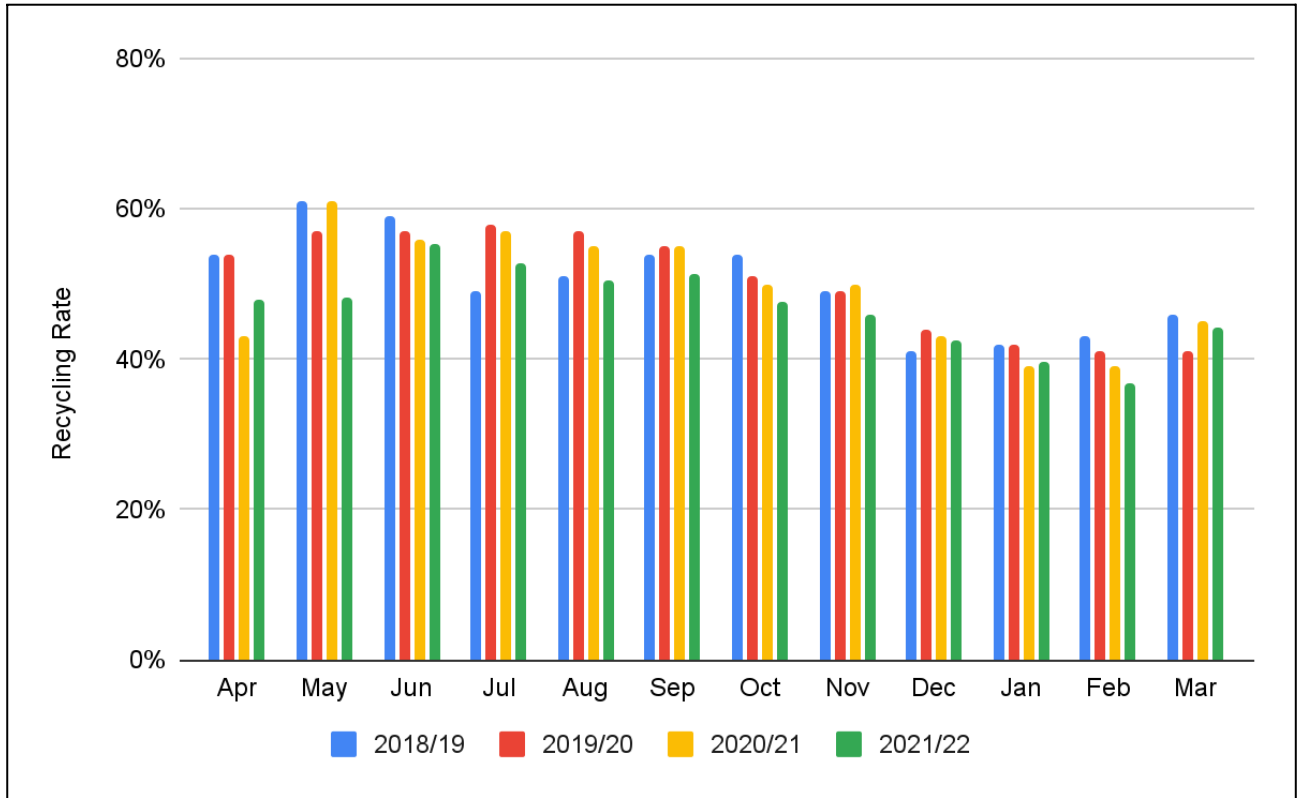


The following chart shows collected weights from 2018/19 to 2021/22 for reference.



Collected Weights Recycling Rate

The recycling rate over this period was 51.79% (based on collected weights). This compares to 50.24% in 2020/21, 51.21% in 2019/20 and 50.82% in 2018/19. The 2021/22 rate varied from a monthly low of 37% (recorded in February 2022) to a high of 55% in June 2021. The improved recycling rate performance is attributable in part to the reduced domestic waste collected weight which reduced by 2%.



6. Waste Transfer Station Operations Summary

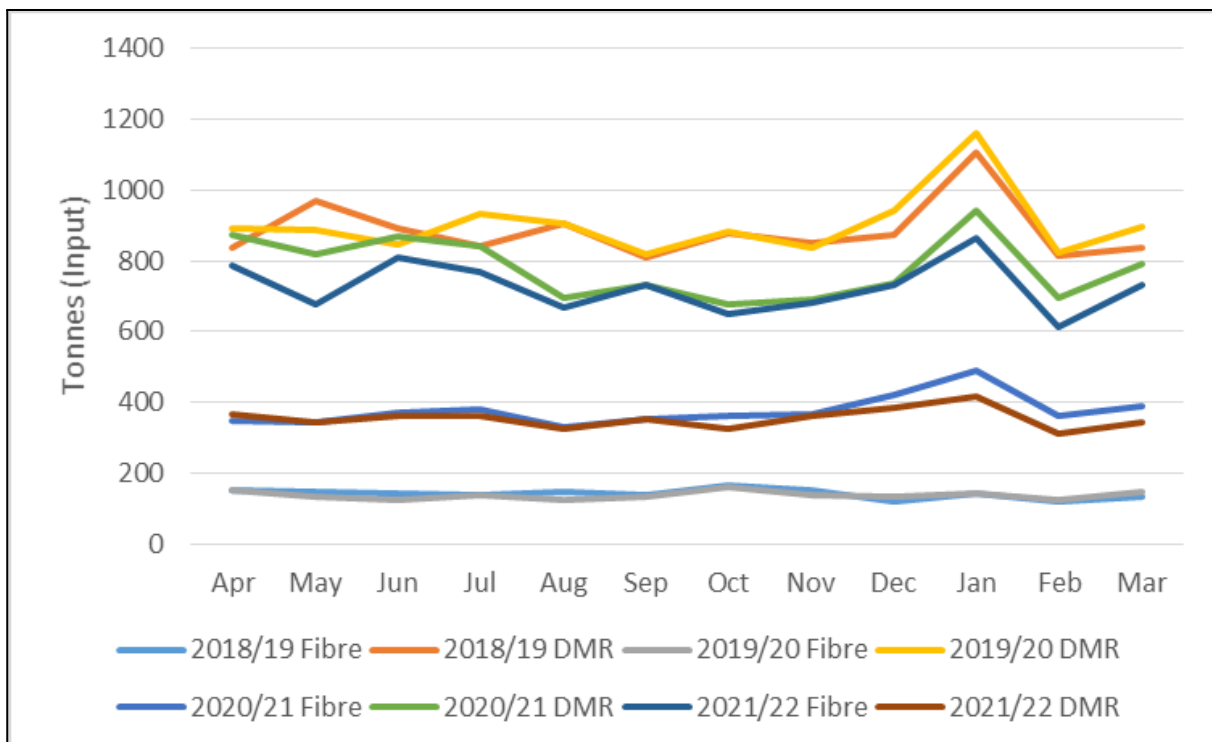
Stafford Waste Transfer Station at Tollgate Drive saw continued investment from Veolia during 2021/22:

- Veolia invited an approved contractor to visit the Site in April 2021 to arrange for the depot yard lighting to be upgraded to LED to improve safety and sustainability. The conversion to LED units was completed in May 2021.
- Veolia has arranged to meet with SBC Property Services in April 2022 to discuss potential sustainability initiatives at Tollgate Drive, following a survey by Veolia’s Energy Services team in February 2022.
- Veolia commissioned a comprehensive drainage survey of the site by an approved contractor in March 2022. The initial findings suggest that, as suspected, there is damage to the drainage system. This issue will be discussed once the full detailed report is received from the contractor.
- Veolia has also asked for quotations from a supplier in relation to a series of improvements to the welfare and office portable buildings onsite at Tollgate Drive. Whilst it is recognised that these are Veolia assets, any works will be discussed with SBC prior to commencement. They are mostly of a cosmetic nature to improve the look of the buildings.
- Additional members of staff were trained to operate the JCB Wastemaster yellow plant onsite in 2021/22, namely [TEXT REDACTED], one of the Service Foremen and the Supervisor, [TEXT REDACTED]. This improves the availability of suitably qualified drivers to load recyclable materials.

Waste Inputs

12,967.64 tonnes of recyclable waste (4,247.48 tonnes of paper and 8,720.16 tonnes of mixed recycling) was weighed into Stafford Waste Transfer Station in 2020/21. This compares to 13,874.57 tonnes of recyclable waste (4,517.05 tonnes of mixed card and paper and 9,357.52 tonnes of mixed recycling) in 2020/21, a 6.52% decrease.

For reference, 2018/19 saw 12,317.76 tonnes accepted to the site. The Site’s Environmental Permit allows less than 25,000 tonnes of mixed recycling to be accepted to Site per annum. The Site’s Waste Exemption allows 15,000 tonnes of fibre (mixed card and paper) to be stored on site per annum. The following chart shows the inputs on a monthly basis for all Contract Years.

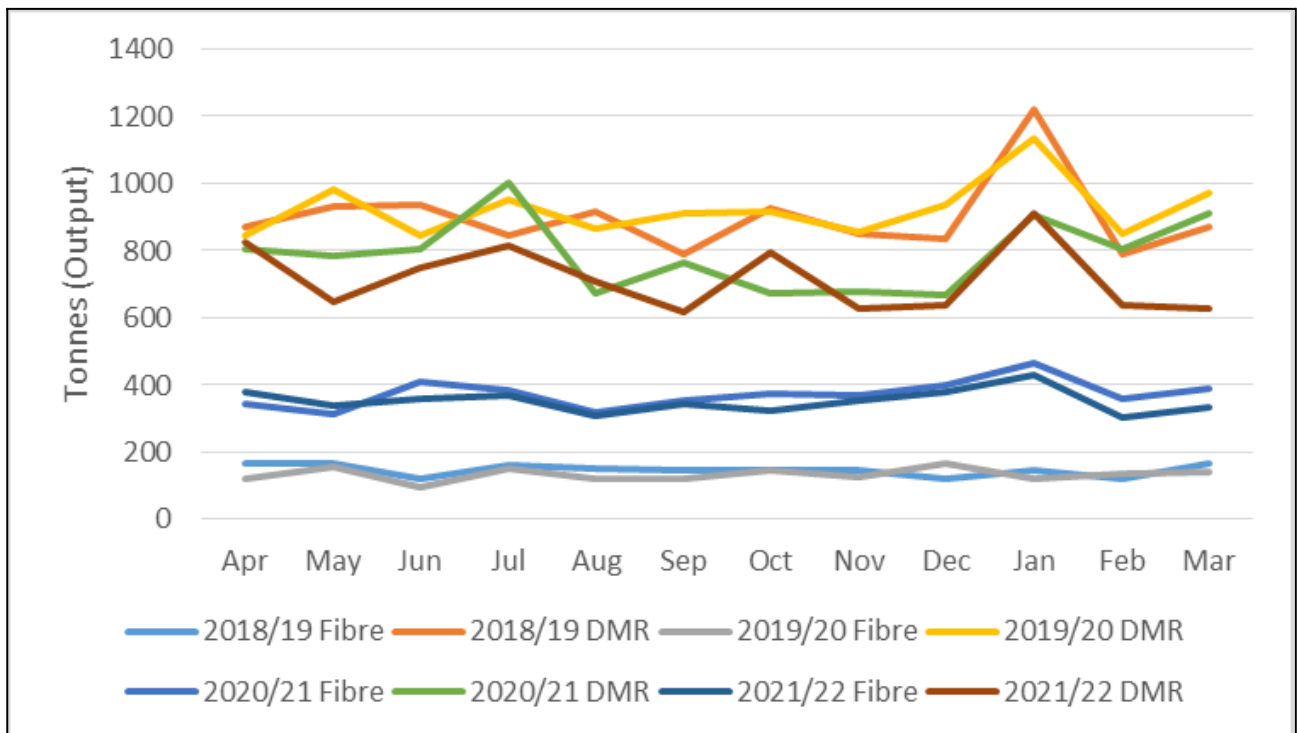


Waste Outputs

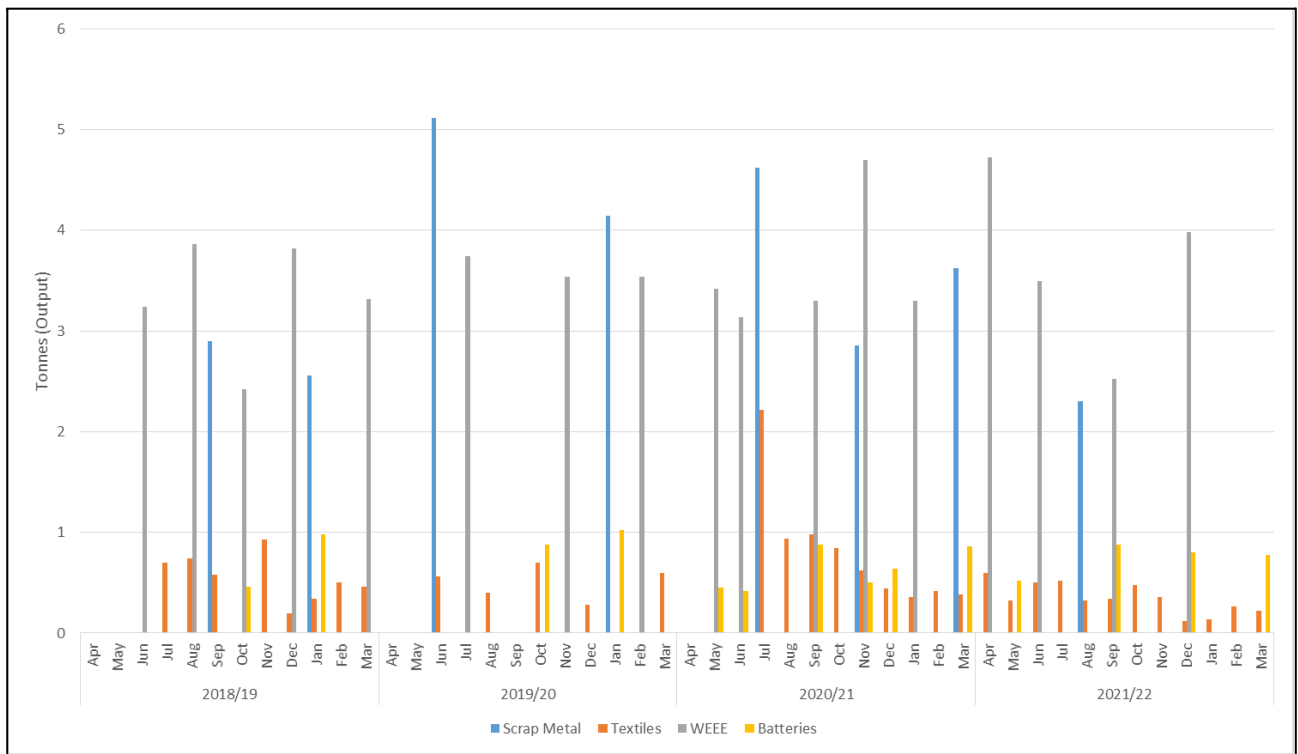
Stafford Waste Transfer Station saw a total of 12,843.68 tonnes of recyclable waste leave the Site in 2021/22. This is an 8.22% decrease on the 13,994.53 tonnes of waste in 2020/21. For reference, 2018/19 saw 12,563.42 tonnes leaving the Site. Stafford Waste Transfer Station (WTS) exported, in 2021/22:

- 4,230.64 tonnes of fibre (mixed card and paper). This was all dispatched to UPM Kymenne via Allan Morris Recycling. This is a 4.71% decrease on the 4,439.70 tonnes of paper dispatched in 2020/21.
- 8,603.58 tonnes of dry mixed recycling was dispatched from the Site to Veolia’s Materials Recovery Facility (MRF) at Four Ashes, near Cannock. This is a 9.17% decrease on 2020/21’s 9,471.98 tonnes. The decreased outgoing weights for both mixed recycling and fibre could be due to a number of factors, including the easing of all Covid-19 restrictions and an associated return to office working for many people.
- 2.3 tonnes of scrap metal from bulky waste collections. This represents a 79.28% decrease on the 11.10 tonnes in 2020/21. All of this material went to Enablelink’s Bilston (West Midlands) site.
- 2.98 tonnes of batteries from kerbside collections were taken by WasteCare to their Bloxwich site for recycling. This is a 20.53% decrease from 2020/21’s 3.75 tonnes.
- 4.18 tonnes of textiles were sent to JMP Wilcox’s Bilston site for recycling. This is a 41.94% decrease on the 7.20 tonnes collected in 2020/21. This decrease may be partially explained by the lifting of pandemic restrictions, as non-essential retailers, including charity shops, reopened.
- 14.72 tonnes of small Waste Electrical and Electronic Equipment (WEEE) was recorded as leaving the Site in 2021/22, compared to the 17.86 tonnes in 2020/21.

The following chart compares the volumes of paper and DMR leaving the site in 2021/22 to previous years.



The following chart shows waste volumes to leave Stafford Waste Transfer Station other than DMR and paper in 2021/22 compared to previous years.



Waste Outputs Recycling Rate

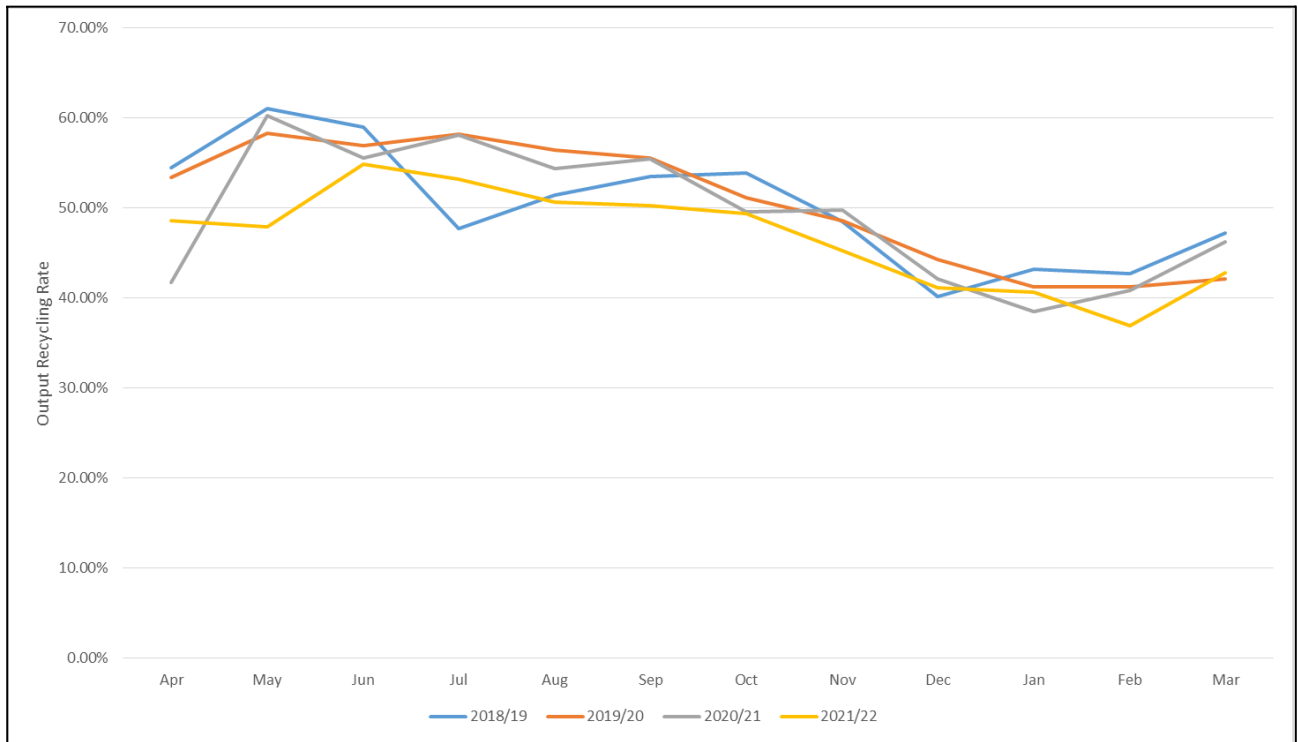
The recycling rate based on waste outputs from Stafford Waste Transfer Station for 2020/21 was 47.37%. For comparison, the 2019/20 rate was 51.40% and 2018/19 was 51.04%, as shown in the chart below. Veolia submitted a revised recycling rate target proposal to accommodate the impact of the charged-for garden waste service on recycling rate performance. This was submitted in May 2021. These target rates were agreed in August 2021. The Output Recycling Rate based on the agreed methodology is 31.82%.

The agreed target table is provided below for reference:

[TABLE REDACTED]

On the basis of the above, Veolia achieved 'Band 1' of the target. There is no financial penalty related to 'Band 1'.

The following chart shows the Output Recycling rate in relation to the previous Contract Years.



Environmental Performance

Veolia has worked to maintain compliance with all relevant standards at Tollgate Drive:

- The Environment Agency did not make their annual unannounced inspection of Tollgate Drive in-person due to the pandemic. Veolia therefore did not receive a Compliance Classification Scheme (CCS) report.
- Veolia did not receive any complaints in respect of litter in 2021/22.

7. Action Plans

As previously referenced in this Annual Report, the contract's third year has been challenging, with significant service changes in the midst of a global pandemic. We have either continued or introduced the following initiatives through 2021/22 which will continue to improve performance in the coming months. We will strive to develop additional initiatives in partnership with SBC to improve service quality throughout 2022-23, as described in the Annual Service Improvement Plan (ASIP) section of this report. The actions noted below were implemented during 2021/22.

'Containers Not Returned Correctly' Action Plan

Ref	Action	Owner	Start Date	Implemented?
24	Reminder regarding 'Complaints and Missed Collections Review' Process	GS	April 2021	Traffic Office staff were reminded to use the 'Complaints and Missed Collections Review' spreadsheet correctly. This ensures that complaints (including containers not returned correctly complaints) are investigated and the findings recorded and collated in a single location to aid analysis.
25	Crew Monitoring Training for Supervisor	GS	July 2021	Supervisor [TEXT REDACTED] undertook crew monitoring training with Risk and Assurance Advisor, [TEXT REDACTED] on 27th July. This will ensure a high standard of crew monitoring, resulting in improved crew performance.
26	Appointment of Supervisor	GS	January 2022	Replacement Supervisor appointed ([TEXT REDACTED] has now replaced [TEXT REDACTED]).

The following table shows the impact of the initiatives outlined above. Efforts will be focused on reducing the number of complaints regarding the return of containers.

Target	Target Date	Actual	Achieved
26-30	April-June 2021	40	No
26-30	July-September 2021	38	No
26-30	October-December 2021	17	Yes
0-20	January-March 2022	37	No

'Missed Collections' Action Plan

Ref	Action	Owner	Start Date	Implemented?
30	Reminder regarding 'Complaints and Missed Collections Review' Process	GS	April 2021	Traffic Office staff were reminded to use the 'Complaints and Missed Collections Review' spreadsheet correctly. This ensures that complaints (including missed collections) are investigated and the findings recorded and collated in a single location to aid analysis.
31	SLA Monitoring Check Sheet introduced	GS	June 2021	Individuals nominated to check SLA status of outstanding tasks at set times throughout each working day and record these checks in a spreadsheet. This will improve SLA performance in relation to missed collections.
32	OBC Compliance and Debrief scores added to weekly internal KPI 'Ops Review' meeting.	DK	June 2021	OBC Compliance and Debrief scores now form part of the weekly 'Ops Review' internal KPI meeting. This will target crews who are not using their Echo to sign work out in the appropriate location (i.e. near to the property). Monitoring debrief will ensure work is correctly signed off and accurate data is recorded from Echo.
33	Crew Monitoring Training for Supervisor	GS	July 2021	Supervisor [TEXT REDACTED] undertook crew monitoring training with Risk and Assurance Advisor, [TEXT REDACTED] on 27th July. This will ensure a high standard of crew

Ref	Action	Owner	Start Date	Implemented?
				monitoring, resulting in improved crew performance.
34	SLA Monitoring Sheet Reminder	GS	October 2021	Senior Supervisor, Supervisor, and Team Leader were reminded to complete the SLA Monitoring Sheet to improve SLA KPI and focus on communicating with crews to remedy missed collections.
35	Appointment of Supervisor	GS	January 2022	Replacement Supervisor appointed ([TEXT REDACTED] has now replaced [TEXT REDACTED]).

The following table shows that, despite the efforts detailed above, missed collections per 100,000 scheduled collections remain too high. We will work with Stafford Borough Council to implement further initiatives to reduce the number of missed collections in 2022/23 as per the ASIP section of this report.

Target	Target Date	Actual	Achieved
26-30	April-June 2021	64	No
26-30	July-September 2021	48	No
26-30	October - December 2021	35	No
26-30	January-March 2022	52	No

8. Annual Performance 2020/21

Three key performance criteria detailed in Schedule 8 ISFT Updated Performance Framework of the Contract are monitored during the year with potential performance deductions applied annually. These are:

- Contamination in Garden Waste
- Customer Satisfaction
- Household Recycling Rate

Two other key performance criteria are 'Missed Collections' and 'Containers Not Returned to Collection Point', which have potential performance deductions applied on a quarterly basis, which are summarised in the relevant Monthly Report. The performance against these two criteria is also detailed in sections 5 and 7 of this report.

Performance against the annual criteria detailed above are as follows:

Contamination in Garden Waste

As detailed in the 'Performance Summary' presentations provided by Veolia at the Monthly Contract Meetings held with SBC, there have been no instances of garden waste contamination reported for Contract Year 2021/22. The Contamination Rate performance target of less than 8% has therefore been achieved and no Contract Performance Deductions apply.

Customer Satisfaction

As detailed in Section 9 below, the 2021/22 Customer Satisfaction survey in agreement with SBC was postponed to 2022/23 due to the Coronavirus pandemic and the potential for a clash with communications relating to the second year of the charged-for garden waste collection service. There is, therefore, no performance measure for this item and no annual performance deduction applicable for this item for Contract Year 2021/22.

Household Recycling Rate

A Household Recycling Rate Target of 33.47% was agreed SBC in August 2021 (Contract Correspondence Reference 9) for Contract Year 2021/22. This removed garden waste from the recycling rate calculation to account for the impact of the charged-for garden waste collection service.

A recycling rate of 31.82% was achieved for Contract Year 2021/22, which falls within Band 1 of the performance criteria submitted by Veolia to SBC. No Contract Performance Deductions apply to the 'Band 1' performance achieved.

9. Annual Service Improvement Plan 2022/23

The fifth Annual Service Improvement Plan seeks to continue the good work in certain elements of the collection service delivery whilst looking to make significant progress with elements that have not improved.

Review of Previous ASIP

As has been previously referenced elsewhere in this report, 2021/22 has seen the embedding of significant service changes which will bring long term benefits to both SBC and Veolia, including the first full Contract Year of charged-for garden waste collections and the second Contract Year of the 'Scenario 2' blue bag recycling service, introduced in 2020/21.

Proposal	Summary	Achieved?	Comments
'Charged-for' Garden Waste Collection - Year 2	Complete rerouting and further development of Echo to accommodate Year 2 of the 'Charged-for' garden waste collection service.	Yes	Veolia worked with SBC to agree the service scope for Year 2. Ultimately, the Year 1 service was maintained, including the charging mechanism and service delivery.
Anti-Contamination Drive	Implement targeted communications process based on crew-reported incidents.	Ongoing.	Discussions with SBC remain ongoing on how to make best use of a targeted approach to contamination communications.
Assisted Collection Review	Repeat of annual review.	Yes - see comment.	This was delayed but commenced in May 2022.
Greenpath Carbon Footprint Model	Undertake carbon footprint model of service to compare pre- and post-'Scenario 2' recycling service change.	No	This will be undertaken following submission of the 2021/22 Annual Report to allow for comparison with a Contract Year less impacted by Covid-19.
Assistance to SBC with Environment Bill service changes	Veolia will keep SBC informed of legislative developments relating to the Environment Bill and associated potential service changes.	Yes	Veolia has continued to communicate with SBC at various levels as to the potential impacts of the Environment Act (the Bill gained Royal Assent in November 2021).

2022/23 ASIP

The following proposals are made to drive forward the improvements that Veolia and SBC have achieved through close partnership working. The proposals include:

Proposal	Summary	Potential Impacts	Expected Date
[TEXT REDACTED]	[TEXT REDACTED].	[TEXT REDACTED]	[TEXT REDACTED]
Anti-Contamination Drive	Implement targeted communications process based on crew-reported incidents.	Reduced contamination costs to SBC and Veolia.	Q1 2022/23
Assisted Collection Review	Repeat of annual review.	Accurate assisted collection data provision.	Q4 2022/23
Additional Bins Project Rollout	Launch the 'additional bins' project first phase. This will see additional bins not being emptied in target areas before removal.	Additional refuse bins adversely impact on SBC's recycling rate, associated recycling credits, Staffordshire County Council's disposal costs, and collection crew productivity and associated carbon emissions.	Q2 2022/23.
Assistance to SBC with Environment Act service changes	Veolia will keep SBC informed of legislative developments relating to the Environment Act and associated potential service changes.	The Act has the potential to bring significant service changes. Veolia will identify any required changes and act to ensure that any new services are introduced effectively.	Ongoing.
Sustainability Improvements	Veolia will continue to work with SBC to improve the condition of the Premises at Tollgate Drive.	Improved sustainability and reduced carbon emissions through initiatives such as photovoltaic (solar) panels at the depot.	Ongoing.
Missed Collections	Veolia will work with SBC to deliver a variety of measures to reduce missed collections including software development and toolkit training for the crews.	Improved service delivery, customer experience, and reduced Customer Contact Centre interactions.	Ongoing

Agenda Item 7(b)

Committee:	Resources Scrutiny
Date of Meeting:	23 August 2022
Report of:	Interim Head of Corporate Business and Partnerships
Contact Officer:	Tracy Redpath
Telephone Number:	01785 619195
Ward Interest:	Nil
Report Track:	Resources Scrutiny 23/08/2022 (Only)

Quarter 1 Performance Reporting

1 Purpose of Report

- 1.1 To provide an update to members regarding performance reporting for Quarter 1 2022 - 2023 for Resources Scrutiny Committee.

2 Recommendation

- 2.1 That the information be noted

3 Key Issues and Reasons for Recommendation

- 3.1 The performance report as set out for this quarter includes progress made against business objective 3 - Climate Change and Green Recovery and business objective 4 - To be a well-run, financially sustainable and ambitious organisation, responsive to the needs of our customers and communities and focussed on delivering our objectives.
- 3.2 The performance reporting for Quarter 1 2022 - 2023 for the Resources Scrutiny Committee is detailed in the **APPENDIX** and members are asked to note the progress.

4 Relationship to Corporate Business Objectives

- 4.1 Performance reporting interlinks with all corporate business objectives

5 Report Detail

- 5.1 This report contains updates for two business objectives, business objective 3 - Climate Change and Green Recovery and business objective 4 - To be a well-run, financially sustainable and ambitious organisation, responsive to the needs of our customers and communities and focussed on delivering our objectives. All performance indicators and narrative updates for both objectives are reported as being good or on track.
- 5.2 The council continue to make steady progress in relation to its climate change and green recovery objectives. The Climate Change Adaptation Plan has been drafted and has completed the public consultation.
- 5.3 In Q2 the medium-term financial strategy will be collated. With regards to the new digital platform, this is on track to commence the procurement process from August.
- 5.4 Narrative updates for the reporting period are contained within **APPENDIX 1**.
- 5.5 General Fund Budget Monitoring for the reporting period is contained within **APPENDIX 2**.

6 Implications

6.1 Financial

The financial implications of individual actions are being reviewed by the lead organisation for each workstream.

6.2 Legal

Nil

6.3 Human Resources

Nil

6.4 Human Rights Act

Nil

6.5 Data Protection

Nil

6.7 Risk Management

Nil

6.8 Community Impact Assessment Recommendations

Impact on Public Sector Equality Duty:

There are no known impacts.

Wider Community Impact:

There are no known impacts

7 Previous Consideration

Nil

8 Background Papers

File available in Corporate Business and Partnerships

Q1 Resources

Narrative Updates

Ref	Key Deliverable	Responsible Officer	End Date	Q1 Performance	Q1 Commentary/Action
3.1 Reduce emissions from our own activities					
3.1.1	Undertake a meaningful audit of the council's carbon footprint to derive the council's own carbon inputs and output	Eleanor Warren	From April 2021 and then on-going	On Track	A carbon audit was commissioned and completed in 2021. This provided a full breakdown of the total carbon emissions resulting from Stafford Borough's total estate and operations. Work has been underway to produce a countywide methodology for carbon emission reporting and once this has been approved, the carbon audit will be updated.
3.1.2	Reduce emissions from our own activities	Eleanor Warren	From April 2021 and then on-going	On Track	To reduce carbon emissions from the council's own estate, a programme to replace the light fittings from traditional to LED at Waterfront car park has commenced. Work is also being progressed with the Midlands Energy Hub. This work will identify where the most carbon savings can be made across the estate.
3.2 Work in partnership to raise awareness of and identify opportunities to implement sustainable low carbon initiatives and promote community action on reducing emissions					
3.2.1	Work in partnership to determine best practice and increase awareness of climate change in our council, communities, businesses, and contractors	Eleanor Warren	From April 2021 and then on-going	Good	The SBC Climate Change Community Panel was set up in 2021, and has since had bi-monthly meetings to discuss and progress sustainability projects. The council has also been represented at community projects looking to deliver habitat enhancements and climate adaptation on areas of green space. The council has also continued to work the county council and other Staffordshire district/borough councils to identify areas of best practice and opportunities for joint working. The council is also working with the Midlands Energy Hub to produce some feasibility studies which will identify energy saving and renewable technologies most suitable for deployment in the council's estate. The council is also working in collaboration with the Stafford Chamber to develop an initiative to help local businesses become more sustainable.
3.2.2	Work with government and elected bodies to determine best practice and use this to raise awareness in our communities, businesses and contractors	Eleanor Warren	From April 2021 and then on-going	On Track	One of the main objectives of the Climate Change and Green Recovery Community Panel is to lobby government and raise awareness of climate change in local communities. The panel is currently developing a series of initiatives which will enable this to be achieved.

Ref	Key Deliverable	Responsible Officer	End Date	Q1 Performance	Q1 Commentary/Action
3.3 Mitigate and adapt to climate change					
3.3.1	Refresh the Climate Change Adaptation Strategy	Eleanor Warren	From April 2021 and then on-going	On Track	The first draft of the Climate Change Adaptation Strategy went out to consultation in May. The strategy has now been amended in line with the comments received, and is being prepared to be taken to back through the cabinet process.
3.4 Continue to implement our green recovery objectives					
3.4.1	Develop blue and green infrastructure and public realm	Strategic Planning and Placemaking	From 2021 and then on-going	On Track	Stafford Brooks project and significant resources progressing at the wider environment of Stafford. The new Riverside LNR declared in Stafford earlier in 2022. Partnership work with the Wildlife Trust and the Environment Agency are now seeking further enhancement to this and the wider area. Additional funding bids have been submitted to enhance habitats on the Stone Meadows LNR and the Riverside LNR.
3.4.2	Protect and enhance our environment	Strategic Planning and Placemaking	From 2021 and then on-going	On Track	Progress is being made towards a County Local Nature Recovery Strategy for Environment Act 2022, leading to Biodiversity Net Gain requirements. Initial meetings to establish partnership working in progress linked to the New Local Plan. Initial work on SAC project at Punchbowl car park and on-going community events. Air quality monitoring for nitrogen levels continuing.
3.4.3	Adopt the New Local Plan to meet climate change mitigation and adaptation, and environmental measures through new development – Delivered by Business Objective 1	Strategic Planning and Placemaking	Adoption of new Local Plan (2022/23)	On Track	Evidence base prepared for New Local Plan alongside other Staffordshire authorities and the Borough Council preparing Preferred Option policy approach for consultation in October & November 2022
4.1 Use our resources in the most effective and efficient way by focusing on financial recovery, reform and sustainability					
4.1.1	Determine a medium financial strategy to maintain the financial resilience of the Council	Emma Fullagar	From April 2021 and then on-going	On Track	Medium term financial strategy information being collated, will be put together in quarter 2 and reported in quarter 3
4.2 Continue to work towards organisational and transformational change, integrating equality objectives into everything we do					
4.2.1	Consider the impact of change and future ways of working on the Council workforce, members and customers	Sue Pote	From April 2021 and then on-going	On Track	All due diligence work is underway in relation to the procurement process of the new digital platform. Working with the County Council, the intention is to make a direct award from the framework in quarter 2.

Ref	Key Deliverable	Responsible Officer	End Date	Q1 Performance	Q1 Commentary/Action
4.2.2	Investigate the opportunity for further shared services with neighbouring authorities	Leadership Team	From April 2021	On Track	The interim report to progress shared services was approved in April. Work has been underway with all service areas to complete the necessary information for inclusion into the business case, which is scheduled to go to council in the latter part of the year.

Explanation for Narrative Performance Status
Exceptional - Good
Doing well - On Track
Below what it should be - Below Target

Appendix 2

Committee: Resources Scrutiny

Date of Meeting: 23 August 2022

Performance Update

General Fund Budget Monitoring

General Fund - Budget Monitoring to 30 June 2022

The Council agreed a Net Portfolio Spend for 2022/23 of £15.475 million in January 2022 when the Council Tax was set for the year. The approved budgets show a slight variation within the portfolios reflecting the transfer of centrally held provision for income changes on the Resources portfolio to the individual services.

The signage on the reports has changed for this financial year an underspend is a debit figure and any figures in brackets represent an overspend.

The monitoring position for 2022/23 is illustrated in the following table:

Portfolio	Original Budget 2022/23 £000	Approved Budget 2022/23 £000	Profiled Budget to 30 June £000	Actual Spend to 30 June £000	Variance from Profiled Budget £000	Forecast Outturn £000
Community	883	883	803	783	20	865
Environment	3,859	3,921	62	133	(71)	4,087
Leisure	2,085	2,095	1,042	1,033	9	2,105
Planning and Regeneration	1,140	1,111	715	419	296	974
Resources	7,508	7,465	2,518	2,509	9	7,506
Portfolio total	15,475	15,475	5,140	4,877	263	15,537

The key issues identified in the forecast as at June monitoring are set out below:-

Community Portfolio

There is an favourable variance of approximately £20,000 on this portfolio. This is primarily due to:-

- Staffing variations £23,000
- Car Allowances £2,000
- Reduced supplies and services £3,000
- Increased licenses £4,000

Offset by

- Increased utilities costs (£12,000)

Environment Portfolio

There is an unfavourable variance of approximately (£71,000) on this portfolio. This is primarily due to: -

- Crematorium utilities forecast increases (£41,000)
- Streetscene utilities increases (£11,000)
- Other utilities increases (£18,000)
- Increased CCTV contract cost (£13,000)
- Reduced crematorium income (£55,000)
- Reduced cemeteries income (£15,000)
- Reduced pest control income (£7,000)

Offset by

- Staffing variations £43,000
- Leased car underspends £5,000
- General transport underspends £7,000
- Reduced supplies and services £6,000
- Reduced Dog Warden Costs £2,000
- Additional waste income £19,000

Leisure Portfolio

There is a favourable variance of £9,000 on this portfolio. This is primarily due to:-

- Staffing variations £26,000
- Reduced transport costs £2,000

Offset by

- Parks utilities increases (£9,000)
- Legal costs for Travellers (£6,000)
- General supplies and services (£2,000)
- Reduced football income (£3,000)

Planning and Regeneration

There is a favourable forecast variance of approximately £296,000 on this portfolio. This is primarily due to:

- Parking increased income £199,000
- Development Management increased income £133,000 (largely reflecting major applications)
- Car Allowances £5,000

Offset by

- Increased Utilities costs (£26,000)
- Land charges decreased income (£6,000)
- Increased parking contract costs (£11,000)

Resources

There is a favourable variance of approximately £9,000 on this portfolio. This is primarily due to:-

- Staff vacancies and sharing of service £51,000
- Reduced transport costs £11,000
- Supplies and Services general underspends £15,000
- Advertising and sponsorship income £3,000

Offset by

- Increased utilities costs (£61,000)
- Reduced court costs income (£9,000)
- Public buildings reduced rental income (£5,000)

Forecast Outturn 2022/23

The forecast outturn provides an indication of what we expect the final outturn to be by the end of the financial year. We currently anticipate that net spending will be £61,967 more than budgeted. This principally reflects income changes for the first quarter, additional full year estimated utility and contract costs, partly offset by staff vacancies.

Detailed monitoring

ANNEX 1 sets out the revenue budget monitoring forecast position based on expenditure to the 30 June 2022 including explanations for individual variances that meet the monitoring criteria. It includes an analysis of services in the portfolio. In addition, capital monitoring information to the 30 June 2022 on the capital schemes is reported at **ANNEX 2**.

PERFORMANCE UPDATE - RESOURCES PORTFOLIO

Budget Monitoring 2022-2023 - Period 3 - June

	Latest Budget	Budget to Date	Total Spend to Date	Variance from Budget to Date		Forecast Outturn	Comments (variances > 10% and £5,000)
	£	£	£	£	%	£	
Public Buildings							
Expenditure	1,449,390	645,239	708,539	(63,300)	(9.8%)	1,510,000	Full year estimate additional utilities cost Civic Centre (£55k), Stone Area Office (£8k)
Income	(603,770)	(160,756)	(155,695)	(5,061)	3.1%	(598,970)	
Net	845,620	484,483	552,844	(68,361)		911,030	
Executive Management							
Expenditure	221,220	67,302	48,363	18,939	28.1%	203,930	Staffing saving shared management function
Income	-	-	-	-	n/a	-	
Net	221,220	67,302	48,363	18,939		203,930	
Law and Administration							
Expenditure	1,486,280	391,358	369,432	21,926	5.6%	1,472,800	Staffing variations £15k and general supplies underspends
Income	(411,270)	(97,884)	(92,068)	(5,816)	5.9%	(408,920)	
Net	1,075,010	293,474	277,365	16,109		1,063,880	
Finance							
Expenditure	635,340	158,622	158,928	(306)	(0.2%)	635,340	
Net	635,340	158,622	158,928	(306)		635,340	
Human Resources Services							
Expenditure	737,650	168,998	165,423	3,575	2.1%	737,650	
Income	(278,930)	(67,131)	(67,075)	(56)	0.1%	(278,930)	
Net	458,720	101,867	98,348	3,519		458,720	

PERFORMANCE UPDATE - RESOURCES PORTFOLIO

Budget Monitoring 2022-2023 - Period 3 - June

	Latest Budget	Budget to Date	Total Spend to Date	Variance from Budget to Date		Forecast Outturn	Comments (variances > 10% and £5,000)
	£	£	£	£	%	£	
Technology							
Expenditure	1,750,900	524,219	513,063	11,156	2.1%	1,750,900	
Income	(826,930)	(206,891)	(208,810)	1,919	(0.9%)	(826,930)	
Net	923,970	317,328	304,253	13,075		923,970	
Revenues & Benefits							
Expenditure	1,528,530	376,726	369,708	7,018	1.9%	1,528,530	
Income	(779,140)	(77,303)	(68,064)	(9,239)	12.0%	(769,410)	Reduced court costs income
Net	749,390	299,423	301,645	(2,222)		759,120	
Housing Benefit Payments							
Expenditure	15,856,770	3,704,948	3,704,060	888	0.0%	15,856,770	
Income	(16,056,770)	(3,951,572)	(3,951,978)	406	0.0%	(16,056,770)	
Net	(200,000)	(246,624)	(247,918)	1,294		(200,000)	
Parish Councils							
Expenditure	51,000	27,534	27,536	(2)	0.0%	51,000	
Net	51,000	27,534	27,536	(2)		51,000	
Corporate and Democratic Core							
Expenditure	126,770	53,241	65,110	(11,869)	(22.3%)	139,900	Additional audit costs (£3k) and bank charges (£10k)
Income	-	-	-	-	n/a	-	
Net	126,770	53,241	65,110	(11,869)		139,900	

PERFORMANCE UPDATE - RESOURCES PORTFOLIO

Budget Monitoring 2022-2023 - Period 3 - June

	Latest Budget	Budget to Date	Total Spend to Date	Variance from Budget to Date		Forecast Outturn	Comments (variances > 10% and £5,000)
	£	£	£	£	%	£	
Non-Distributed Costs							
Expenditure	304,480	273,273	240,390	32,883	12.0%	271,620	Reduced pension act increases full year estimate
Income	-	-	-	-	n/a	-	
Net	304,480	273,273	240,390	32,883		271,620	
Asset Mgmt Energy Conservation							
Expenditure	32,560	9,987	10,419	(432)	(4.3%)	32,560	
Income	-	-	-	-	n/a	-	
Net	32,560	9,987	10,419	(432)		32,560	
Electoral Registration							
Expenditure	43,200	8,564	5,170	3,394	39.6%	43,200	Reduced supplies costs
Income	-	-	-	-	n/a	-	
Net	43,200	8,564	5,170	3,394		43,200	
Elections							
Expenditure	39,500	-	343	(343)	n/a	39,500	
Income	-	-	(453)	453	n/a	-	
Net	39,500	-	(110)	110		39,500	
Members Services							
Expenditure	309,620	77,478	71,869	5,609	7.2%	306,030	Reduced car allowances £2.2k and supplies £3.5k
Income	-	-	-	-	n/a	-	
Net	309,620	77,478	71,869	5,609		306,030	
Out of Hours Service							
Expenditure	6,980	-	-	-	n/a	6,980	
Income	-	-	-	-	n/a	-	
Net	6,980	-	-	-		6,980	

PERFORMANCE UPDATE - RESOURCES PORTFOLIO

Budget Monitoring 2022-2023 - Period 3 - June

	Latest Budget	Budget to Date	Total Spend to Date	Variance from Budget to Date		Forecast Outturn	Comments (variances > 10% and £5,000)
	£	£	£	£	%	£	
Facilities Management							
Expenditure	223,820	56,002	53,661	2,341	4.2%	223,820	
Income	-	-	-	-	n/a	-	
Net	223,820	56,002	53,661	2,341		223,820	
Corporate Business & Partners							
Expenditure	349,910	89,919	85,309	4,610	5.1%	346,650	
Income	-	-	(2,635)	2,635	n/a	-	- Fixed penalty anti social behaviour charges £1.6k and minor variations
Net	349,910	89,919	82,674	7,245		346,650	
Communications							
Expenditure	164,050	41,060	35,110	5,950	14.5%	159,750	Reduced supplies costs
Income	-	-	-	-	n/a	-	
Net	164,050	41,060	35,110	5,950		159,750	
Customer Services							
Expenditure	381,960	92,867	83,506	9,361	10.1%	374,300	Staffing variations £7.7k and minor variations
Income	-	-	-	-	n/a	-	
Net	381,960	92,867	83,506	9,361		374,300	
Items to be Allocated							
Expenditure	290,000	(27,522)	5,314	(32,836)	119.3%	322,840	Staffing variations
Income	-	-	-	-	n/a	-	
Net	290,000	(27,522)	5,314	(32,836)		322,840	
Audit Risk Resilience Procure							
Expenditure	249,050	62,307	62,240	67	0.1%	249,050	
Income	-	-	-	-	n/a	-	
Net	249,050	62,307	62,240	67		249,050	

PERFORMANCE UPDATE - RESOURCES PORTFOLIO

Budget Monitoring 2022-2023 - Period 3 - June

	Latest Budget	Budget to Date	Total Spend to Date	Variance from Budget to Date		Forecast Outturn	Comments (variances > 10% and £5,000)
	£	£	£	£	%	£	
Insurance Premiums							
Expenditure	183,010	45,789	45,760	29	0.1%	183,010	
Income	-	-	-	-	n/a	-	
Net	183,010	45,789	45,760	29		183,010	
Property Maintenance							
Expenditure	500,500	231,993	230,728	1,265	0.5%	500,500	
Income	(500,500)	-	(4,196)	4,196	n/a	(500,500)	
Net	-	231,993	226,532	5,461		-	
Portfolio Total	7,465,180	2,518,367	2,509,008	9,359	0.4%	7,506,200	

PERFORMANCE UPDATE - RESOURCES CAPITAL PORTFOLIO

Budget Monitoring 2022-2023 - Period 3 June

	Latest	Budget to	Total Spend	Variance to	Forecast	Comments
	Budget	Date	to Date	Date	Outturn	
	£	£	£	£	£	
Corporate IT Equipment	£141,850	£77,535	£77,536	-£1	£141,850	
Accommodation Transformation & Rationalisation	£10,790	£2,545	£2,546	-£1	£10,790	
Total for Resources	£152,640	£80,080	£80,082	-£2	£152,640	

Agenda Item 7(c)

Committee:	Resources Scrutiny Committee
Date of Meeting:	23 August 2022
Report of:	Head of Law and Administration
Contact Officer:	Andrew Bailey
Telephone Number:	01785 619 212
Ward Interest:	Nil
Report Track:	Resources 23/8/2022 (Only)

Work Programme - Resources Scrutiny Committee

1 Purpose of Report

- 1.1 The purpose of this report is to present the Resources Scrutiny Committee's Work Programme

2 Recommendation

- 2.1 That the Resources Scrutiny Committee considers and comments upon their Work Programme.

3 Key Issues and Reasons for Recommendation

- 3.1 The first stage in achieving a Member-led Overview and Scrutiny process is to develop a Work Programme for the Members of the Committee to own.
- 3.2 Accordingly, an up-to-date copy of the Resources Scrutiny Committee's Work Programme is provided for Members to consider or amend as appropriate

4 Relationship to Corporate Business Objectives

- 4.1 This report is most closely associated with the following Corporate Business Objective 3:-

To be a well-run, financially sustainable and ambitious organisation responsive to the needs of our customers and communities and focussed on delivering our objectives.

5 Report Detail

5.1 Members will recall that one of the fundamental philosophies behind the creation of Overview and Scrutiny is that the process should be Member-led and the first stage in achieving this is to develop a Work Programme that is:-

- Owned by all Members of the Scrutiny Committee;
- Flexible to allow the Committee to react to urgent items;
- Contain aspects of both Overview and Scrutiny.

5.2 Therefore, at each scheduled meeting of the Resources Scrutiny Committee, an up-to-date copy of the Work Programme will be provided for Members to consider or amend as appropriate.

5.3 The Work Programme includes provision for the Committee to scrutinise appropriate items delivered through the Council's Service Delivery Plan up to twelve months in advance, whilst maintaining the flexibility to respond to any issues that may arise.

5.4 Accordingly, attached at **APPENDIX** is the Resources Scrutiny Committee's current Work Programme to consider or amend as appropriate.

6 Implications

6.1 Financial

Nil

6.2 Legal

Nil

6.3 Human Resources

Nil

6.4 Human Rights Act

Nil

6.5 Data Protection

Nil

6.7 Risk Management

Nil

6.8 Community Impact Assessment Recommendations

Impact on Public Sector Equality Duty:

The Borough Council considers the effect of its actions on all sections of our community and has addressed all of the following Equality Strands in the production of this report, as appropriate:-

Age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex, sexual orientation.

Wider Community Impact:

Detailed above.

7 Previous Consideration

Nil

8 Background Papers

File available in Law and Administration.

Appendix

Committee: Resources Scrutiny Committee

Date of Meeting: 23 August 2022

Work Programme - Resources Scrutiny Committee

Thursday 10 November 2022 at 6.30pm

Minutes of Last Meeting: Tuesday 23 August 2022

Officer Items by: Wednesday 26 October 2022

Call-in Deadline: Tuesday 18 October 2022

Member/Public Items by: Monday 31 October 2022

Agenda Despatch on: Wednesday 2 November 2022

Officer Reports: **Freedom Leisure Annual Report**
Freedom Leisure

Financial Plan 2023/24 - 2025/26
Head of Finance

Fees and Charges Review 2023
Head of Finance

Fees and Charges Review 2023 - Leisure Contractor
Head of Finance

Final Accounts 2021/22
Head of Finance

Performance Update /Budget Monitoring Report
Interim Head of Corporate Business and Partnerships
/Head of Finance

Review of the Constitution
Head of Law and Administration

Work Programme
Scrutiny Officer

Tuesday 3 January 2023 at 6.30pm

Minutes of Last Meeting: Thursday 10 November 2022

Officer Items by: Friday 9 December 2022

Call-in Deadline: Tuesday 13 December 2022

Member/Public Items by: Wednesday 14 December 2022

Agenda Despatch on: Friday 16 December 2022

Officer Reports: **General Fund Revenue Budget 2022-23 to 2025-26
and Capital Programme 2022-23 - 2025-26**
Head of Finance

**Resources Portfolio - General Fund Revenue Budget
2022-23 to 2025-26 and Capital Programme 2022-23 -
2025-26**
Head of Finance

Gender Pay Gap Report
Head of Human Resources

Work Programme
Scrutiny Officer

Tuesday 28 February 2023 at 6.30pm

Minutes of Last Meeting: Tuesday 3 January 2023

Officer Items by: **Monday 13 February 2023**

Call-in Deadline: **Tuesday 21 February 2023**

Member/Public Items by: **Thursday 16 February 2023**

Agenda Despatch on: **Monday 20 February 2023**

Officer Reports: **Review of the Constitution** (If available by then)
Head of Law and Administration

Performance Update /Budget Monitoring Report
Interim Head of Corporate Business and Partnerships
/Head of Finance

Work Programme
Scrutiny Officer

Future Items:

- **Procurement**
- **Review of the Constitution**
- **Section 106 Agreements**