



# South London Waste Partnership Joint Committee Agenda

## Membership

London Borough of Croydon  
Councillor Kathy Bee – Transport and Environment  
Councillor Stuart Collines – Deputy Leader - Clean Green Croydon  
Substitutes: Councillors Sara Bashford and Dudley Mead

Royal Borough of Kingston upon Thames  
Councillor David Cunningham (Vice-Chair) – Lead Member: Environment and Transport  
Councillor Richard Hudson – Lead Member: Capital, Projects and Contracts  
Substitutes: Councillors Kevin Davis and Gaj Wallooppillai

London Borough of Merton  
Councillor Andrew Judge - Cabinet Member for Environmental Sustainability & Regeneration  
Councillor Judy Saunders (Chair) – Cabinet Member for Environmental Cleanliness and Parking  
Substitutes: Councillors Mark Allison and Martin Whelton

London Borough of Sutton  
Councillor Colin Hall – Deputy Leader  
Councillor– Nighat Piracha – Vice Chair of the Environment & Neighbourhood Committee  
Substitutes: Councillor Jill Whitehead

**Date: Tuesday 16 September 2014**

**Time: 5.30 pm**

**Venue: Merton Civic Centre**

This is a public meeting and attendance by the public is encouraged and welcomed. For more information about the agenda please contact [democratic.services@merton.gov.uk](mailto:democratic.services@merton.gov.uk) or telephone [020 8545 3616](tel:02085453616).

All Press contacts: [press@merton.gov.uk](mailto:press@merton.gov.uk), 020 8545 3181

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# South London Waste Partnership Joint Committee Agenda

## 16 September 2014

- |    |  |         |
|----|--|---------|
| 1  | Apologies for Absence and Attendance of Alternate Members            |         |
| 2  | Declaration of Interests   |         |
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| 11 | Future Meeting Dates   |         |
|    | Future Meeting Dates:  |         |
|    | • Wednesday, 3 <sup>rd</sup> December 2014 at 5.30pm                 |         |
|    | • Tuesday 17 <sup>th</sup> February 2015 at 5.30pm                   |         |
|    | • Monday, 30 <sup>th</sup> March 2015 at 5.30pm                      |         |
|    | • Tuesday, 9 <sup>th</sup> June 2015 at 5.30pm                       |         |

### **Note on declarations of interest**

Members are advised to declare any Disclosable Pecuniary Interest in any matter to be considered at the meeting. If a pecuniary interest is declared they should withdraw from the meeting room during the whole of the consideration of that matter and must not participate in any vote on that matter. If members consider they should not participate because of a non-pecuniary interest which may give rise to a perception of bias, they should declare this, withdraw and not participate in consideration of the item. For further advice please speak with the Assistant Director of Corporate Governance.

## SOUTH LONDON WASTE PARTNERSHIP JOINT COMMITTEE

Tuesday, 10 June 2014

5.30pm to 5.55pm

### **London Borough of Croydon**

Councillors Stuart Collins and Kathy Bee

### **Royal Borough of Kingston upon Thames**

Councillors David Cunningham and Richard Hudson

### **London Borough of Merton**

Councillors Judy Saunders and Andrew Judge

### **London Borough of Sutton**

Councillors Colin Hall (Chair) and Nighat Piracha  
\*Absent

#### **53. ELECTION OF CHAIR AND VICE CHAIR**

Councillor Judy Saunders was appointed as Chair for 2014/15 and Councillor David Cunningham as Vice Chair.

#### **54. DECLARATIONS OF INTEREST**

There were no declarations of interest.

#### **55. MINUTES OF PREVIOUS MEETING**

The minutes of the meeting held on 8 April 2014 were approved as a correct record and signed by the Chair.

#### **56. FINAL ACCOUNTS 2013/14**

The Accounts and Audit Regulations require the South London Waste Partnership Accounts to be signed off for 2013/14 before they were subject to audit. The accounts will be audited as a smaller relevant body, and only include costs that were considered to be part of the partnership acting as an entity and therefore only included procurement costs and audit fee costs.

Along with the accounts, the accounting return to the auditors also requires an Annual Governance Statement which included nine items that had been completed as detailed in paragraph nine of the report.

The audit requirements were that the accounts were:

- approved by Committee for audit
- in addition an Annual Governance Statement (AGS) was required. The AGS was required to be signed by the Chair of the SLWP Joint Committee and the Chair of the SLWP Management Group.

**Resolved:** (i) The draft 2013/14 accounts – Enclosure 1 Section 1 of the report - were approved for audit and signed by the Chair.

(ii) The draft 2013/14 Annual Governance Statement – Enclosure 1 Section 2 of the report was approved and signed by the Committee Chair and the Chair of the Management Group.

## **57. SLWP 2013/14 BUDGET UPDATE - QUARTER 4**

The final outturn position of the Partnership's budget for 2013/14 was reported. Variations to the budget have been reported to the Committee throughout the year and a summary of the overspends/underspends at various points in the year and offsetting savings was included in the report.

The confirmed outturn for core activities for 2013/14 was a net underspend of £210k for the Partnership compared to the £106k underspend reported to JWC on 8 April (an improvement of £104k).

The Major changes since 8 April included:-

- Communications budget was underspent by £56k due to delayed communications campaign until late May/early June.
- External advisor cost £30k lower than reported on 8 April mainly due to Legal costs for EWC exit being lower than advised.

The report summarised the core activities and the project activities and showed that the final outturn for 2013/14 was £551k which was an underspend of £117.5k.

**Resolved:** To note the report.

## **58. UPDATE ON THE WORK OF SOUTH LONDON WASTE PARTNERSHIP**

A briefing paper was tabled which summarised the key work of the partnership over the last eight years. It highlighted the good partnership working on a number of contracts and that the Partnership received an award in 2013 for its residual waste project.

Planning permission had been granted by the London Borough of Sutton's planning committee in May 2013, and an Energy Recovery Facility was to be built in Beddington on the borders of Sutton, Merton and Croydon. This was currently under judicial review which was expected to last for six months.

The Partnership first produced a Joint Municipal Waste Management Strategy in 2008, with a Joint Waste Development Plan Document approved in 2011/12. This strategy was reviewed annually with the latest review recommending exploration into carbon based targets alongside traditional tonnages based targets.

The latest communication strategy on increasing recycling was discussed. It was hoped that recycling figures would increase. Councillor Judge described a new doorstep collection in Merton whereby mixed plastics and aluminium foil were collected.

**Resolved:** To note the report.

**59. FUTURE DATES**

It was noted that Members would be consulted on future dates by email.

Signed ..... Date.....  
Chair

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**Report to:** South London Waste Partnership (SLWP)  
Joint Waste Committee

**Date:** 16 September 2014

**Report of:** SLWP Management Group

**Author(s):**  
Andrea Keys, Contract Manager

**Chair of the Meeting:**  
Councillor Judy Saunders, Chair SLWP Joint Waste Committee

**Report title:**

**Phase A Contract Management Report**

**Summary:**

This report provides Joint Waste Committee with an update on the performance of the three Phase A Contracts applicable to the South London Waste Partnership:

- i. Contract 1 - Transport and Residual waste management
- ii. HRRC services - Managed by Royal Borough of Kingston (RBK)
- iii. Contract 3 - Marketing of recyclates and treatment of green and food waste

**Recommendations:**

Joint Waste Committee is asked to note the contents of this report, and comment on any aspects of the performance of the Partnership's Phase A contracts.

**Background Documents:**

Contract Performance Monitoring updates have been presented to the Joint Waste Committee since 22 July 2010. The most recent reports were presented at the meeting on Tuesday 5<sup>th</sup> April 2014 by the Contract Manager.

## **1. BACKGROUND**

- 1.1. Contract 1 is operated by Viridor Waste Management Ltd and includes the haulage of all materials requiring transfer and the management of residual waste.
- 1.2. The Partnership's HRRC site service is currently managed by the Royal Borough of Kingston, pending re-procurement of the service.
- 1.3. Contract 3 is operated by Viridor and includes the marketing of recyclates and the treatment of green and food waste.

## **2. PERFORMANCE DETAIL**

### **2.1. Contract 1: Transport and Residual Waste Management (Viridor Waste Management Limited)**

- 2.1.1. Viridor continue to divert a proportion of the Contract 1 residual waste to their Lakeside energy from waste facility (EFW) at the Partnership's request. Following the Contract variation in July 2014, the cost per tonne of treating material via EFW has been reduced; the partnership no longer pay for haulage costs and our EFW gate fee is charged at the same rate per tonne as the landfill gate fee.
- 2.1.2. During quarter 1 a total of 5,055 tonnes (or 8%) of residual waste was diverted from landfill to the Lakeside EFW. Please see Appendix A section 3 for further tonnage data.
- 2.1.3. We are now in discussions with Viridor regarding operational measures which will enable the Partnership to increase diversion from landfill at no additional cost.
- 2.1.4. The Contract is operating effectively. There were no major operational or performance issues and no formal complaints reported under Contract 1.

### **2.2. Contract 2: Management of the Household Reuse and Recycling Centres (Royal Borough of Kingston)**

- 2.2.1. With regard to general performance across all six sites, the Partnership inherited numerous challenges bringing the service in-house, notably staff management and supervision, related disciplinary issues, site safety, site infrastructure, supplier issues and regulatory compliance. The April JWC report outlined three main initiatives aimed to improve health and safety and recycling performance at the sites; staff training, waste analysis, and the HRRC staff restructure. Work continues on all three areas of improvement.



- 2.2.2. The average SLWP performance remained stable at 74% during the first quarter of 2014 (see Appendix A, section 4 for more details).
- 2.2.3. Significant disciplinary issues have come to light since the contract was taken over by RB Kingston. RBK is in the process of managing these using appropriate disciplinary procedures. Sixteen staff have been through a disciplinary, with five dismissals, one settlement and one final written warning so far. There are nine final outcomes pending.
- 2.2.4. These disciplinary issues have affected performance at selected sites, and it is thought to have contributed to the reduced performance seen at Factory Lane. Eight of the nine pending disciplinaries are at Factory Lane.
- 2.2.5. Performance at Factory Lane has dropped from 69% to 61% during quarter 1. In addition to the above disciplinaries, RB Kingston is also undertaking the following actions at Factory Lane, in consultation with Croydon Waste Officers, to try and establish the potential causes of the drop at Factory Lane: CCTV site monitoring, a desk top analysis of tonnages disposed of through the site and a manual composition analysis of the on-site residual waste containers. In addition, there has been increased presence of the area supervisor at Factory Lane.
- 2.2.6. The staff restructure is designed to resolve the significant disciplinary and site management and supervision issues that were inherited from EWC. The two-stage consultation process for the restructure commenced in August and is due to finish September 4<sup>th</sup>. The target implementation date for the new structure is 3<sup>rd</sup> November.
- 2.2.7. The restructure will put in place an improved managerial and supervisory structure aimed at strengthening the supervisory arrangements at site level, providing clear roles and responsibilities for all staff, and ensuring there is a consistent pay structure. As a result of these changes there will be an improved standard of customer service, compliance, and recycling performance. See 3.3 below for further details.
- 2.2.8. The re-procurement of the HRRC contract is underway via the Competitive Dialogue process.
- 2.2.9. In relation to the HRRC management, there is also a project underway to review the agreements in place with suppliers who collect and recycle material from the HRRC sites (also known as 'off-take' agreements). These agreements were put in place by the former contractor, EWC. This work stream aims to review the quality of service being provided, assess value for money, and ensure continuity of services.

2.2.10. During national strike in July, a number of staff members from the HRRC service went out on strike. As a result, resourcing had to be rearranged across all sites, except for Sutton Kimpton Park Way. This resulted in the closure of Croydon Fishers Farm site only.

### **2.3. Contract 3 – Materials Recycling Services, composting, and Additional treatment Services (Viridor Waste Management Limited)**

2.3.1. Green waste is delivered to the Viridor Beddington facility where it is treated to produce a BSI PAS100 compost product. There are no issues to report on this element of the service.

2.3.2. Food waste is delivered to either the Beddington facility or the Villiers Road transfer station facility. From both sites it is then transferred by Viridor to the Agrivert Trump Farm Anaerobic Digestion facility (AD) located in Surrey. The Agrivert facility is newly operational and will produce a BSI PAS 110 compost product. There are no performance issues with this element of the contract 3 service.

2.3.3. Comingled recyclates are delivered to the Viridor Beddington facility and then transferred to the Viridor Materials Recycling Facility (MRF) located in Crayford. The MRF at Crayford includes a good range of technology and equipment which, in addition to low contamination rates, provides the partnership with very high recycling percentages. In quarter 1 the London Borough of Merton and the London Borough of Sutton achieved a recycling rate from the MRF in excess of 93%. Please see Appendix A section 7 for further details. There are no performance issues to report on this element of the service.

2.3.4. The Source segregated recyclates, also known as Kerbside-sorted recyclable materials collected by the Royal Borough of Kingston are delivered to the Villiers Road TS and then transferred either directly to re-processors or to the Viridor MRF at Crayford for bulking and onward transfer. Please see Appendix A section 8 for further tonnage data.

## **3. RECOMMENDATIONS**

3.1. It is recommended that the Joint Waste Committee:

- a) Note the contents of this report, and comment on any aspects of the performance of the Partnership's Phase A contracts.

## **4. IMPACTS AND IMPLICATIONS**

## Legal

- 4.1. Contract negotiations are complete and a Deed of Variation has been signed for Contract 1 and also for Contract 3.
- 4.2. Legal Shared services are assisting on the HRRC off-take work stream.

## Finance

- 4.3. None

## **5. Appendices**

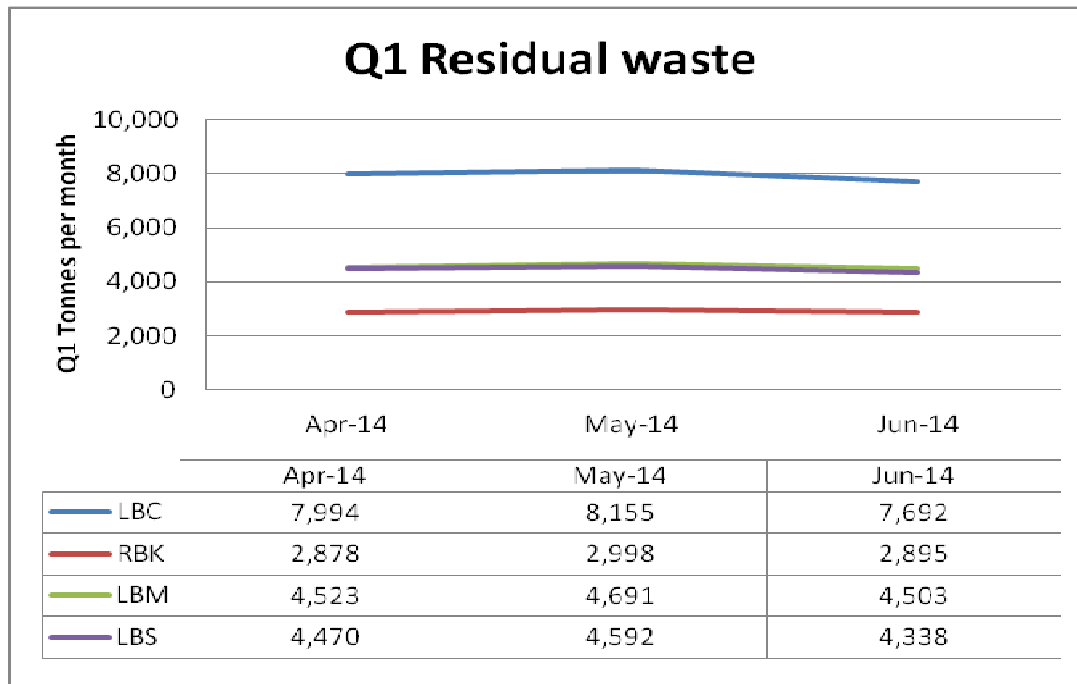
- 5.1. Appendix A provides the quarter 1 data on the performance of the Phase A contracts (April to June 2014).

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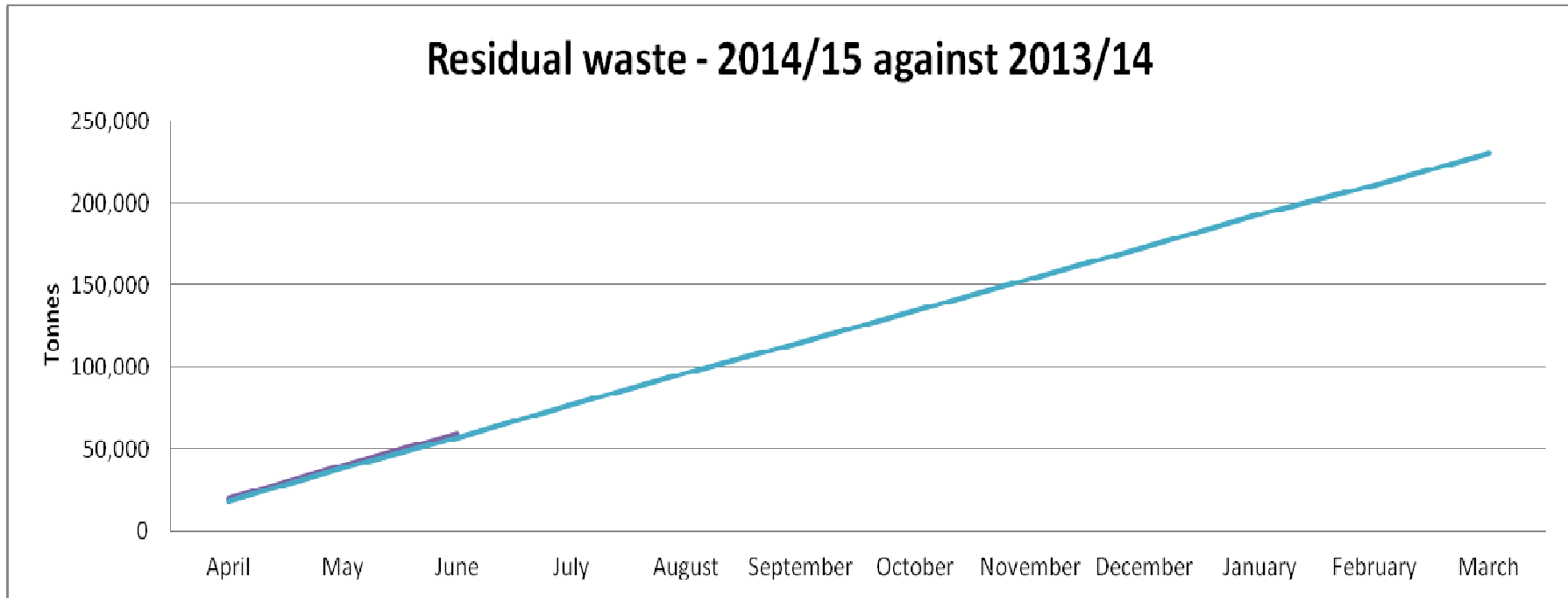
**Appendix A**

**Phase A Contract Performance Data Quarter 1 – April to June 2014**

1. Q1 Residual Waste – tonnes per month:

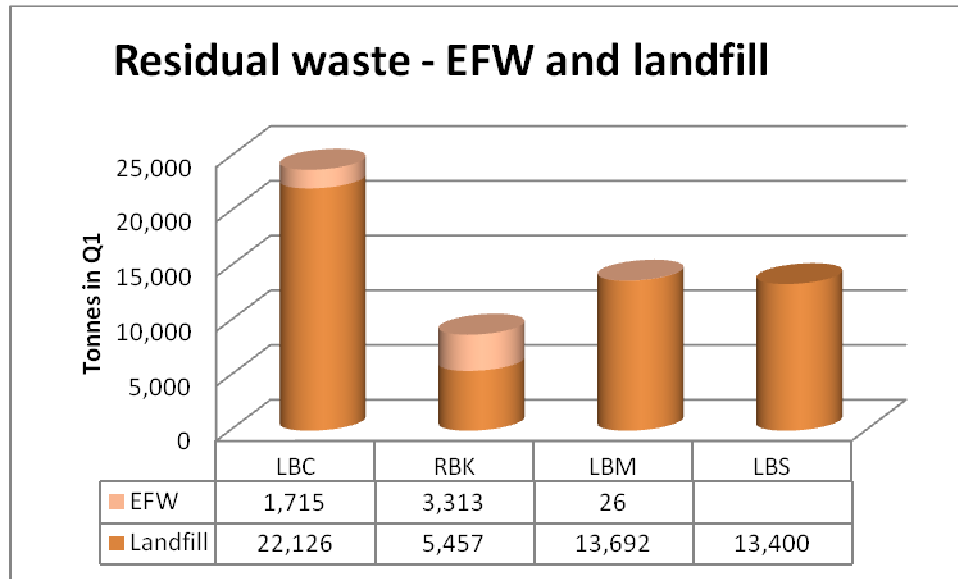


2. Q1 Residual Waste Growth:



<b>Cumulative tonnes</b>	April	May	June	July	August	September	October	November	December	January	February	March
Residual waste 2014/15 (tonnes)	19,866	40,301	59,729									
Residual waste 2013/14 (tonnes)	18,633	38,802	57,010	77,403	96,209	114,800	134,589	153,786	173,228	193,513	211,142	230,238

3. Q1 Residual Waste Disposal:



Residual Waste	Q1 Total	LBC	RBK	LBM	LBS
Landfill (tonnes)	54,674	22,126	5,457	13,692	13,400
EFW (tonnes)	5,055	1,715	3,313	26	0
Total Tonnes	59,729	23,841	8,770	13,717	13,400
Percentage sent to EFW	8%	7.2%	38%	0.2%	0.0%

#### 4. Q1 HRRRC Performance Data: Recycling and Composting

##### Kingston Villiers Road HWRC

Month	Year				
	2010	2011	2012	2013	2014
Jan	66%	69%	74%	70%	70%
Feb	71%	72%	75%	71%	72%
Mar	72%	75%	77%	72%	74%
Apr	72%	78%	76%	74%	76%
May	78%	76%	80%	79%	77%
Jun	79%	76%	79%	78%	77%
Jul	75%	75%	78%	73%	
Aug	76%	74%	74%	76%	
Sep	77%	77%	76%	76%	
Oct	78%	75%	75%	75%	
Nov	75%	76%	75%	74%	
Dec	65%	72%	65%	67%	

##### Merton Garth Road HWRC

Month	Year				
	2010	2011	2012	2013	2014
Jan	68%	68%	72%	68%	69%
Feb	66%	67%	76%	71%	68%
Mar	75%	69%	72%	71%	71%
Apr	67%	69%	73%	71%	68%
May	72%	74%	76%	72%	75%
Jun	76%	75%	73%	73%	75%
Jul	72%	77%	74%	70%	
Aug	73%	74%	69%	70%	
Sep	73%	76%	76%	72%	
Oct	74%	75%	71%	67%	
Nov	73%	76%	73%	69%	
Dec	60%	72%	65%	66%	



**Sutton Kimpton Park Way HWRC**

	Year				
Month	2010	2011	2012	2013	2014
Jan	75%	71%	70%	66%	71%
Feb	70%	67%	60%	71%	69%
Mar	75%	73%	80%	74%	74%
Apr	70%	75%	74%	74%	73%
May	75%	72%	76%	77%	73%
Jun	74%	71%	74%	70%	75%
Jul	75%	75%	71%	68%	
Aug	72%	72%	75%	73%	
Sep	73%	72%	75%	68%	
Oct	72%	79%	71%	71%	

<b>Nov</b>	73%	76%	69%	69%	
<b>Dec</b>	57%	72%	71%	67%	

**Croydon Factory lane HWRC**

**Croydon Purley Oaks HWRC**

<b>Month</b>	<b>Year</b>				
	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>
<b>Jan</b>	68%	72%	70%	67%	68%
<b>Feb</b>	71%	71%	72%	69%	60%
<b>Mar</b>	78%	74%	71%	71%	70%
<b>Apr</b>	72%	72%	73%	69%	69%
<b>May</b>	73%	72%	69%	75%	63%
<b>Jun</b>	78%	71%	73%	69%	61%
<b>Jul</b>	72%	74%	72%	68%	
<b>Aug</b>	72%	74%	71%	64%	
<b>Sep</b>	74%	71%	69%	66%	
<b>Oct</b>	70%	74%	67%	68%	

<b>Month</b>	<b>Year</b>				
	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>
<b>Jan</b>	78%	79%	77%	72%	75%
<b>Feb</b>	83%	83%	73%	77%	73%
<b>Mar</b>	84%	84%	82%	76%	CLOSED <sup>1</sup>
<b>Apr</b>	81%	80%	79%	81%	82%
<b>May</b>	80%	83%	80%	83%	80%
<b>Jun</b>	84%	78%	81%	79%	80%
<b>Jul</b>	82%	81%	78%	79%	
<b>Aug</b>	81%	80%	77%	75%	
<b>Sep</b>	81%	82%	76%	76%	
<b>Oct</b>	82%	84%	75%	77%	

<sup>1</sup> Purley Oaks closed due to flooding

<b>Nov</b>	69%	77%	66%	64%	
<b>Dec</b>	66%	67%	67%	59%	

**Croydon Fishers Farm HWRC**

<b>Nov</b>	83%	83%	78%	75%	
<b>Dec</b>	73%	78%	73%	76%	

	Year				
Month	2010	2011	2012	2013	2014
<b>Jan</b>	75%	71%	70%	66%	65%
<b>Feb</b>	70%	67%	60%	71%	73%
<b>Mar</b>	75%	73%	80%	74%	77%
<b>Apr</b>	70%	75%	74%	74%	77%
<b>May</b>	75%	72%	76%	77%	77%
<b>Jun</b>	74%	71%	74%	70%	78%
<b>Jul</b>	75%	75%	71%	68%	
<b>Aug</b>	72%	72%	75%	73%	
<b>Sep</b>	73%	72%	75%	68%	
<b>Oct</b>	72%	79%	71%	71%	
<b>Nov</b>	73%	76%	69%	69%	

<b>Dec</b>	57%	72%	71%	67%	
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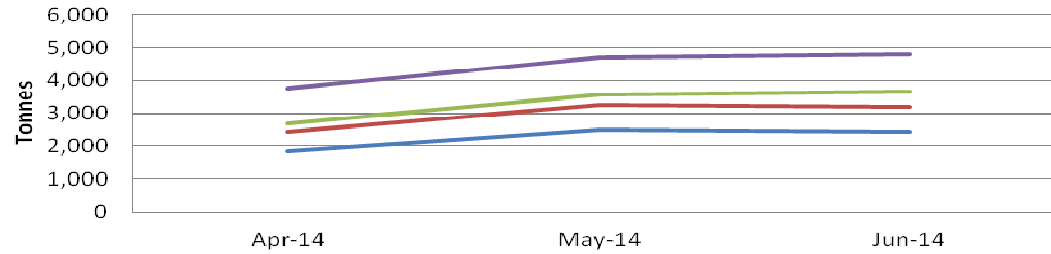
Average Recycling and Composting Rate across all SLWP HRRC sites:

	April	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	March
2008/09						72%	74%	75%	69%	67%	73%	78%
2009/10	77%	77%	76%	76%	76%	78%	78%	76%	71%	71%	73%	77%
2010/11	73%	76%	79%	75%	75%	76%	75%	75%	66%	72%	72%	74%
2011/12	74%	75%	74%	75%	74%	75%	77%	77%	71%	73%	72%	76%
2012/13	75%	76%	76%	75%	72%	74%	72%	72%	69%	69%	72%	73%
2013/14	74%	76%	74%	71%	72%	72%	71%	71%	67%	70%	68%	65% <sup>2</sup>
2014/15	74%	74%	74%									

<sup>1</sup> Purley Oaks was forced to close due to flooding. This had a negative impact on the recycling rates for March.

## 5. Q1 Green Waste Tonnage

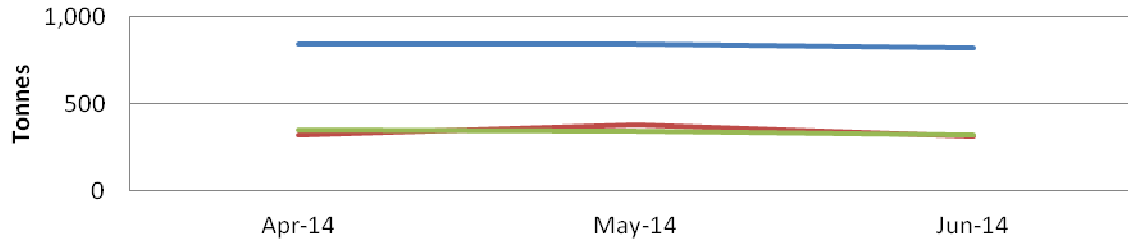
### Q1 Green Waste



	Apr-14	May-14	Jun-14
LBS	1,067	1,129	1,111
LBM	251	321	470
RBK	608	757	779
LBC	1,841	2,485	2,422

### 6. Q1 Food Waste Tonnage

### Q1 Food waste



	Apr-14	May-14	Jun-14
LBC	846	842	824
RBK	322	377	311
LBM	350	342	323

7. Q1 Commingled Recyclates Tonnage:

Recycling rate at Crayford	Apr-14	May-14	Jun-14
Sutton	96.74%	94.93%	93.94%
Merton	97.91%	97.69%	96.79%

8. Q1 Recycling data

Tonnes sent for recycling	Apr-14	May-14	Jun-14
LBM	1,290	1,364	1,264
LBS	1,369	1,363	1,300
RBK	1,040	1,044	993

9. Financial Information

	April	May	June	July
SLWP C1	£1,957,233.46	£2,015,517.74	£1,914,365.36	£2,019,625.49
SLWP C3	£174,711.32	£174,858.38	£177,477.16	£154,853.35

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**Report to:** South London Waste Partnership (SLWP)  
Joint Waste Committee  
**Date:** Thursday 16<sup>th</sup> September 2014

**Report of:** SLWP Management Group

**Author(s):**  
Michael Mackie, Finance Lead

**Chair of the Meeting:**  
Councillor Judy Saunders, Chair SLWP Joint Waste Committee

**Report title:**

**SOUTH LONDON WASTE PARTNERSHIP DRAFT BUDGET FOR 2015/16**

**Summary**

This paper provides an update on the Partnerships Draft budget for 2015/16.

**Recommendations**

1. To agree the proposed draft budget as set out in the table in 2.1 and request the individual boroughs to consider and agree the resources required in consultation with borough Finance Directors.
2. To agree to receive a final budget for approval at its meeting of 3<sup>rd</sup> December 2014

**Background Documents and Previous Decisions**

Previous budget reports.

**1. Background**

- 1.1. The Partnership is required to produce a draft budget for consideration by the Joint Waste Committee by 31<sup>st</sup> October each year. In accordance with the Inter Authority Agreement (IAA) the agreed draft budget is then subjected to consideration by the individual boroughs before a finalised budget is taken to the Joint Waste Committee for approval. The IAA sets out that the final budget must be approved by 31<sup>st</sup> December each year.

**2. Issues**

- 2.1. The table below gives an early indication of the draft budget requirement of the Partnership for 2015/16 together with the approved 2014/15 budget for comparison.

<b>Item</b>	<b>2014/15 Approved Budget £</b>	<b>2015/16 Draft Budget £</b>
<i>External Advisors</i>	50,000	50,000
<i>Project &amp; Contract Management</i>	300,000	300,000
<i>Internal Advisors and Accounting</i>	75,000	75,000
<i>Document and Data Management</i>	18,000	20,000
<i>Audit Fee</i>	2,500	2,500
<i>Communications</i>	100,000	100,000
<i>Transition Costs</i>	12,000	0
<b>TOTAL</b>	<b>557,500</b>	<b>547,500</b>
<b>COST PER BOROUGH</b>	<b>139,375</b>	<b>136,875</b>

- 2.2. The draft budget relates to the core activities of the Partnership and excludes any costs for the procurement of the Household Re-use and Recycling Centres and the shared collection project. Further work is required by Management Group to establish the resource requirement for these projects and these will be shared with Finance Directors prior to the December meeting of the JWC at which a finalised budget will be reported for approval.
- 2.3. The external advisors budget allows the Partnership to engage external advisors to provide expert legal, financial and technical advice.
- 2.4. The Project and Contract Management budget contains provision for four full time positions, the Strategic Partnership Manager (currently being recruited through Merton), a Contract Manager, a Project Support Officer and a Contract Data Officer at a cost of £270k (including on-costs). The Contract Data Officer post is currently vacant and there are no plans to recruit to the post at the present time.
- 2.5. The internal advisor and accounting budget includes costs from Kingston for providing finance activities for managing Phase A transactions (£25k), costs from Croydon for providing finance activities for Phase B transactions (£25k) and the remaining £25k is to provide for ad-hoc internal legal advice from Croydon.
- 2.6. Document and Data Management provides data storage for the Partnership's data room to allow the sharing of documents across the Partnership and for the storage of project documentation in an online library which is available on-licence to authorised stakeholders.
- 2.7. The Communications budget comprises £80k for an annual communications campaign, and a £20k contingency which includes officer time for providing

communications expertise and advice throughout the year including managing of the annual communications campaign.

### **3. Recommendations**

- 3.1. To agree the proposed draft budget as set out in the table in 2.1 and request the individual boroughs to consider and agree the resources required in consultation with borough Finance Directors.
- 3.2. To agree to receive a final budget for approval at its meeting of 3<sup>rd</sup> December 2014

### **4. Impacts and Implications:**

#### Finance

- 4.1 Contained within report.

#### Legal

- 4.2 Section 9 of the Inter Authority Agreement sets out the budget setting process for the Joint Waste Committee. This is referred to within the body of the report.

### **5 Appendices**

- 5.1 None

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**Report to:** SLWP Joint Waste Committee

**Date:** Tuesday 16<sup>th</sup> September 2014

**Report of:** South London Waste Partnership Management Group

**Author(s):** Cormac Stokes, Chair of SLWP Management Group

**Chair of the Meeting:**

Cllr Judith Saunders, Cabinet Member for Environmental Cleanliness and Parking,  
London Borough of Merton

**Report title:**

**Borough waste collection operating models and associated performance**

**Summary**

This report sets out the current operating practices of each member borough of the South London Waste Partnership with respect to the collection of household waste.

It sets these practices against current performance with respect to household recycling rates in each borough, the levels of resident satisfaction with waste collection services and the overall costs of the services.

The report has been prepared to frame Member discussions on opportunities for further joint working in environmental service areas with particular reference to waste collection and opportunities to identify areas of best practice across the Partnership.

**Recommendations**

It is recommended that the Committee note the contents of the report and consider opportunities for further joint working where deemed possible and appropriate.

**Background Documents and Previous Decisions**

None

## 1 PURPOSE OF REPORT AND EXECUTIVE SUMMARY

- 1.1. The purpose of this report is to provide Members with information relating to waste collection services that may assist in the framing of a discussion on opportunities for further joint working in environmental services and the public realm, with particular reference to waste collection.

## 2 DETAILS

- 2.1. The Chair of the South London Waste Partnership Joint Waste Committee (JWC), following discussions with fellow Members of the JWC, has requested a report setting out current waste collection operating models across the partner boroughs with a view to determining areas of best practice and to explore, through discussion, opportunities for joint working.
- 2.2. The tables below set out the current borough collection regimes providing details of contractual arrangements, containers provided and frequency of collections. This is broken down by standard household collections, collections from flats, trade waste collections, the provision of bring banks (Neighbourhood Recycling Centres) and charging arrangements for bulky waste and garden collections.

<b>Residual</b>	Kingston	Sutton	Croydon	Merton
<b>Collection Contract</b>	Outsourced contract with Veolia terminates 2022 (break at 2015)	In-house	Outsourced contract with Veolia terminates 2018.	In-house
<b>Collection Container</b>	Wheeled bin (Flats have communal bulk/wheeled bins)	Wheeled bin	Wheeled bin	Sack (Flats have communal wheeled bins)
<b>Frequency of collection</b>	Fortnightly – Houses  Weekly - Flats and properties not suitable for wheeled bins	Weekly	Fortnightly	Weekly
<b>No. of households served</b>	65,320	80,700	146,400	82,070

<b>Recycling</b>	Kingston	Sutton	Croydon	Merton
<b>Collection Contract</b>	Outsourced contract with Veolia terminates	In-house	Outsourced contract with Veolia terminates	In-house

<b>Recycling</b>	Kingston	Sutton	Croydon	Merton
	2022(break at 2015)		2018	
<b>Collection Container</b>	Green box and white reusable bag	Wheeled bin	Green box and blue box (55 l)	green box purple box
<b>Collection Frequency</b>	Weekly	Fortnightly	Week 1: Green box Week 2: Blue box	Weekly
<b>Collection System</b>	Kerbside sort	Comingled	Kerbside sort	Comingled
<b>Recyclate materials</b>	Mixed cans, telephone directories, drinks cartons, aerosol cans, cardboard, paper, plastic bottles, glass, textiles and shoes, and household batteries	Cardboard, mixed cans, paper, plastic bottles and glass, plastic food containers, foil	Glass bottles and jars, mixed cans, paper, textiles and shoes (plus plastic bottles, mixed plastics and cardboard)	Paper, glass bottles and jars, cardboard, mixed cans, plastic bottles and yellow pages, aerosol cans, foil, cartons, lids, plastic food containers
<b>Recycling from flats</b>	Bulk bins for cardboard, paper, glass, tons and cans, plastics	As above	Comingled dry recyclables	Near-to entry receptacles for the same waste streams
<b>Recyclate sale</b>	Source segregated to Viridor	MRF Material to Viridor ~ 16ktpa	Ownership retained by contractor, revenue share	MRF Material to Viridor ~ 16ktpa
<b>Properties serviced</b>	63,868	62,946	124,826	82,070

<b>Trade Waste</b>	Kingston	Sutton	Croydon	Merton
<b>Collection Contract</b>	N/A	In-house	Veolia	In-house
<b>Disposal</b>	N/A	Viridor	Viridor	Viridor

<b>Bulky Waste</b>	Kingston	Sutton	Croydon	Merton
<b>Collection</b>	Veolia and Kingston	The Vine	Veolia	In-house /

<b>Contract</b>	Community Furniture	Project		EWC
<b>Charges</b>	Non reusable items: up to 4 items, £30; 5-8 items, £50  Reusable items: up to 4 items, £15; 5-8 items, £25	Yes – 3 items for £25	Up to 7 items collected for £10	5 items free every 3 weeks  Up to 5 more £20  Up to an additional 3 more £10  9 <sup>th</sup> and 10 <sup>th</sup> item £4 each  Fridges and freezers £12.50 each

<b>Green Waste</b>	Kingston	Sutton	Croydon	Merton
<b>Kerbside Contract</b>	Veolia	In house	Veolia	In-house
<b>Container</b>	Chargeable opt in service - wheeled bins and/or biodegradable bags.	2 x Reusable sacks (can purchase additional single use sacks)	Up to 10 sacks collected fortnightly	Chargeable opt in service – wheeled bins
<b>Frequency</b>	Fortnightly	Fortnightly	Fortnightly	Fortnightly
<b>Treatment</b>	Viridor - In vessel composting	Through Viridor	Through Viridor	Through Viridor – In vessel composting
<b>Properties served</b>	7,000	62,946	116,400	6,000

<b>Food waste</b>	Kingston	Sutton	Croydon	Merton
<b>Kerbside Contract</b>	Veolia	N/A	Veolia	Viridor
<b>Container</b>	Houses - 23L external container, 5L internal and corn starch liners for internal caddy.  Flats – 240L wheelie bin, 5L internal	N/A	23 l external, 7 l internal	23 l external, 7 l internal plus liners



	and corn starch liners for internal caddy.			
<b>Frequency</b>	Weekly	N/A	Weekly	Weekly
<b>Treatment</b>	Aerobic digestion	N/A	AD Composting	AD Composting
<b>Properties served</b>	62,500	N/A	144,000	80,000

<b>Bring Sites</b>	Kingston	Sutton	Croydon	Merton
<b>Contract</b>	Veolia and LMB textiles	In house	Veolia	In house
<b>Number and range of materials collected</b>	4 bring sites Paper, Cardboard, glass, plastics, cans, textiles and shoes.	30 bring sites, Comingled material (as recyclables in households)	18 Paper and card in blue banks, plus glass, cans and plastics in green banks.	Paper, cardboard, mixed glass bottles, food and drink cans, plastic bottles, cartons, textiles, DVDs, CDs, books.

2.3. As can be seen from the above there are complex arrangements and many variables in the design of the many services provided across the partnership with respect to waste collection.

2.4. A useful indicator of the success of the approaches adopted is the level of satisfaction with waste collection amongst residents of the borough. However, this must be placed in the context of not only the design of the service but also the perceived successful delivery and efficiency of the service from the users' perspective. Set out below is a summary of findings with respect to resident satisfaction with waste services over the past few years. Unfortunately each borough takes a different approach with respect to ascertaining user views on services and one must be wary of making direct comparisons.

2.5. Resident Satisfaction: London Borough of Croydon

2.5.1 The London Borough of Croydon has survey residents with respect to satisfaction with waste services in 2009 and 2012. The findings are set out in the table below:

	<b>2009</b>	<b>2012</b>
Waste collection	79%	73%
Recycling	71%	74%
Street cleaning	53%	64%

## 2.6. Resident Satisfaction: Royal Borough of Kingston Upon Thames

2.6.1 There have been a number of specific surveys carried out over the past 5 years that provide an indication of the levels of resident satisfaction.

- Waste Watch was commissioned in 2011 to ascertain the effectiveness of the “bin tagging” communications campaign carried out in October of that year. Out of the 1,407 comments recorded during this face to face survey, 65% were from residents who regarded the waste service to be a good service.
- More recently this view was echoed on the “Your Kingston, Your Say” survey carried out between August – October 2013:
  - 79% of residents were very satisfied or fairly satisfied (37% and 42% respectively) with Kingston’s landfill waste collection service.
  - 76% were very satisfied or fairly satisfied (40% and 36% respectively) with Kingston’s doorstep recycling collection service.
  - 72% of residents were either Very Satisfied or Fairly Satisfied (24% and 48% respectively) with Kingston’s street cleansing service.
- A small survey in late 2013 regarding proposed changes to recycling services in a Kingston Neighbourhood showed that 85% of residents (243 out of 284 responses) were Fairly to Very Satisfied with the Council’s waste collection service.

## 2.7. Resident Satisfaction: London Borough of Merton

2.7.1 The table below provides information relating to levels of satisfaction with refuse, recycling and street cleaning. The London Borough of Merton carries out an annual survey of residents through the London Council’s Annual Resident survey process:

<b>Year</b>	<b>Waste</b>	<b>Recycling</b>	<b>Street cleaning</b>
2009/10	69%	66%	50%
2010/11	72%	73%	57%
2011/12	70%	67%	57%
2012/13	71%	74%	57%
2013/14	72%	69%	54%

## 2.8. Resident satisfaction: London Borough of Sutton

2.8.1 The table below provides information relating to levels of satisfaction with refuse, recycling and street cleaning. The London Borough of Sutton carries out a bi-annual survey of residents using Ipsos Mori:

Year	Waste	Recycling	Street cleaning
2013/14	88%	85%	76%
2011/12	88%	83%	74%
2008/09	78%	74%	70%
2006/07	75%	78%	67%

## 2.9. Recycling Performance

2.9.1 Another useful indicator of the success of waste collection regimes is how the system design assists and encourage users to manage their waste in a more sustainable manner: maximising recycling and minimising residual waste having to go to landfill or another form of residual waste treatment. The table below sets out the recycling performance figures for each of the partner boroughs since 2009/10.

	2009/10	2010/11	2011/12	2012/13	2013/14
LB Croydon	32.22%	33.46%	38.06%	44.30% <sup>1</sup>	N/A <sup>3</sup>
RB Kingston	46.16%	47.40%	46.79%	46.31%	46.29%
LB Merton	33.5%	36.3%	37.1%	38.0%	38%
LB Sutton	37.51%	37.55%	37.37%	36.53% <sup>2</sup>	37.06%

<sup>1</sup> Current operating model introduced in October 2011

<sup>2</sup> Double shifting introduced in April 2012

<sup>3</sup> Please note that not all figures are yet available for 2013/14 and those that are provided are as yet unaudited.

2.9.2 Apart from significant improvements in Croydon's performance, relating to the service change introduced in October 2011, moving to alternate weekly collections of residual and recycling waste and introducing food waste collections, levels of recycling performance have remained relatively static since 2009/10.

2.9.3 The steady rise in recycling levels in Merton between 2010 and 2012 has largely been the result of gradually phasing in a borough-wide separate collection of food waste.

## 2.10. Financial information

2.10.1 A final key indicator with respect to operational effectiveness of waste services is the cost at which the services are provided. The table below sets out a summary of the whole costs of waste collection. These figures do not take into account the associated costs/revenues from recycle or the processing costs of food, garden or residual waste.

	<b>LB Croydon</b>	<b>LB Merton</b>	<b>RB Kingston</b>	<b>LB Sutton</b>
Overheads <sup>1</sup>	£1,323,167	£1,018,151	£323,756	£1,252,897
Staff <sup>2</sup>	£4,039,881	£2,669,800	£2,875,575	£1,889,776
Vehicle <sup>3</sup>	£3,183,037	£1,524,737	£1,300,495	£1,455,086

<b>Total</b>	<b>£8,546,085</b>	<b>£5,212,688</b>	<b>£4,499,826</b>	<b>£4,597,760</b>
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<sup>1</sup> All service overheads including premises cost admin / supervisor support cost

<sup>2</sup> All front line staff cost (loaders and drivers)

<sup>3</sup> All front line vehicle cost including fuel and damages

2.10.2 The following table shows these costs as a percentage of spend.

	<b>LB Croydon</b>	<b>LB Merton</b>	<b>RB Kingston</b>	<b>LB Sutton</b>
Overheads	15%	20%	7%	27%
Staff	47%	51%	64%	41%
Vehicle	37%	29%	29%	32%
<b>Total</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>

### **3 ALTERNATIVE OPTIONS**

3.1. Not Applicable

### **4 CONSULTATION UNDERTAKEN OR PROPOSED**

4.1. Not Applicable

### **5 TIMETABLE**

5.1. Not applicable

### **6 FINANCIAL, RESOURCE AND PROPERTY IMPLICATIONS**

6.1. None

### **7 LEGAL AND STATUTORY IMPLICATIONS**

7.1. At present the functions delegated by the partner boroughs to the JWC cover waste disposal functions only, as set out in the Inter-Authority Agreement including the Constitution of the Committee.

7.2. Should the Committee wish to consider and make decisions on matters directly relating to waste collection and other environmental services there will be a requirement to seek agreement from the partner boroughs to review the current functions delegated to the Committee and agree to amend the Inter-Authority Agreement accordingly.

### **8 HUMAN RIGHTS, EQUALITIES AND COMMUNITY COHESION IMPLICATIONS**

8.1. None contained within this report

### **9 CRIME AND DISORDER IMPLICATIONS**

9.1. None contained within this report

**10 RISK MANAGEMENT AND HEALTH AND SAFETY IMPLICATIONS**

10.1. None contained within this report

**11 APPENDICES – THE FOLLOWING DOCUMENTS ARE TO BE PUBLISHED WITH THIS REPORT AND FORM PART OF THE REPORT**

- None

**12 BACKGROUND PAPERS**

12.1. None

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