



**JOINT WASTE AND RECYCLING COMMITTEE MEETING
Friday 7 June 2019 at 2.00 pm
Council Chamber, Town Hall, Bexhill**

Minutes of the Joint Waste and Recycling Committee meeting held in the Council Chamber at Town Hall, Bexhill on Friday 7 June 2019 at 2.00 pm.

Joint Waste and Recycling Committee Members present: Councillors N. Bennett (ESCC – substitute), C. Clark (RDC – substitute), M. Evans (HBC – substitute), K. Forward (HBC – substitute) (in part), R. Galley (WDC) (Vice-Chairman), S.M. Prochak (RDC) and R. Standley (WDC).

Other Members present: Councillor L.M. Langlands (RDC).

Advisory Officers in attendance:

- East Sussex County Council:** Head of Transport and Operational Services and Waste Team Manager.
- Hastings Borough Council:** Assistant Director Environment and Place.
- Rother District Council:** Executive Director (Secretary), Executive Director (Lead Director), Head of Service Housing and Community, Neighbourhood Services Manager and Democratic Services Officer.
- Wealden District Council:** Director of Environment and Community Services and Lead Head of Service.
- Central Client Team:** Joint Waste Partnership Manager, Deputy Contract Manager and Business Support Officer.
- Biffa:** Managing Director, Senior Operations Project Manager and Senior Business Manager.

Others present: 1 member of the press and 1 member of the public.

Publication Date: 14 June 2019

The Decisions made under PART II will come into force on 24 June 2019 unless they have been subject to the call-in procedure.

JWRC19/1. ELECTION OF CHAIRMAN

RESOLVED: That Councillor Galley be elected Chairman of the Joint Waste and Recycling Committee for the ensuing municipal year.

JWRC19/2. ELECTION OF VICE-CHAIRMAN

RESOLVED: That Councillor Dowling be elected Vice-Chairman of the Joint Waste and Recycling Committee for the ensuing municipal year.

JWRC19/3. MINUTES

The Chairman was authorised to sign the minutes of the meeting held on 26 April 2019 as a correct record of the proceedings.

JWRC19/4. APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillors P. Chowney (HBC), C. Dowling (ESCC), K. Field (RDC), C. Fitzgerald (HBC), Chris Bone – Waste Manager (WDC), Simon Hubbard – Director of Operational Services (HBC), Scott Lavocah – Contracts Manager (RDC), Cameron Morley – Waste and Cleansing Manager (HBC), Robin Vennard – Assistant Director Resources (RDC) and Karl Taylor – Assistant Director Operations and Contract Management (ESCC).

PART II – EXECUTIVE DECISIONS – subject to call-in procedure under Item 10 of the Joint Waste and Recycling Committee Constitution by no later than 4:00pm on 21 June 2019.

JWRC19/5. BIFFA UPDATE

The Senior Operations Project Manager led Members through Biffa's presentation which provided an update on the progress of the mobilisation plan for the Waste Collection, Recycling, Street and Beach Cleaning and Associated Services Contract. During the presentation the following points were noted:

- Weekly meetings were being held to review previous minutes and mobilisation plan; assess and update the risk register; and all demobilisation information had been received from Kier.
- Communications Plan included regular updates with staff, key meetings with regional/union representatives (GMB/Unison), Comfort meetings (open door policy), interaction with Kier staff and a welcome pack; positive feedback had been received. Staff surveys were ongoing and work continued with the Partnership to ensure a clear message on the new collection arrangements for co-mingled glass with recycling.
- Fleet: front-line vehicles had been ordered. The FTA (monitors driving hours) system was already in use and would be retained. The HGV operator licence (O Licence) had been transferred, all assets agreed, as well as livery and vehicle wrapping format. The O Licence at Bellbrook would be increased and parking location security implemented. Regular updates were being received from the supplier.
- Work had been undertaken to ensure all HR requirements were established and embedded which included regular reviews with Kier; a welcome pack; training matrix was received and highlighted staffing gaps, Comfort meetings, the supply of Employee Liability Information data; 1:2:1 reviews completed with 240 staff; and transformation programme post contract (job titles etc.). Annual Leave Policy would be standardised for all staff (April to March).
- The following had been completed as part of progression on the IT systems and infrastructure, namely Tom Toms and Smart phones

ordered; Biffa “To Be Live” created – Whitespace data to feed Tom Toms etc.; cabling surveys; creation of round identification; and simplified network systems. IT equipment had been ordered, testing was ongoing.

- Properties: conditional and structural surveys had been completed at each location, the transfer of assets e.g. furniture agreed, leases shortly to be agreed and solicitors appointed. Statutory compliance documentation was still being received from Kier. Agreement had been reached to transfer Bellbrook’s permit.
- All Health and Safety activities had been or were scheduled to be completed including training gaps identified.
- A robust training programme would be established across all areas to ensure a professional management and skilled workforce. Six driver training courses had been established and were well attended. Further sessions were scheduled post contract start.
- Operation: uniforms and street cleansing barrows ordered, risk assessments received, red flag properties identified, organisation structure established, all replacement signs ready for contract start, support to “Go Live” identified to assist on day one.
- All identified risks would be closely monitored.
- Camber Sands: Biffa had experience of managing beach contracts throughout UK. Meetings were scheduled with key Rother staff to understand past issues and discuss future requirements.
- High Speed Roads: Detailed risk assessments would be undertaken; staff training implemented; necessary permits sought; and co-ordinate with third party agencies.

At the conclusion of the presentation, Members had the opportunity to ask questions and during discussion the following was clarified and noted:

- Co-mingled Collection: a joint communications campaign would be launched to ensure that residents were aware of service changes from contract start (Saturday 29 June 2019). One significant change, glass would be co-mingled with recycling materials. Bin hangers would be used to communicate all changes; wording had been agreed by the Partnership.
- Concern was raised that recent media reports had indicated that Biffa’s recycling profits had declined. As a result of the impact of mixed recycling fibres in China, the Committee was advised that reduced profits had been anticipated. Reassurance was given that overall Biffa’s financial situation was sound.
- Detritus / Litter on main routes and laybys: Assurance was sought that regular collections would be undertaken along main/high speed routes (A21, A22, A259 etc.) including laybys. Biffa advised that all main routes would be regularly monitored and a service plan implemented.
- Skilled Workforce: Biffa was focused on identifying all upskilled staff and providing a robust training programme which included

apprenticeship schemes, driving courses, IT and literacy skills and in-house train the trainers courses.

The new contract would take time to embed with significant challenges anticipated. Assurance was given that Biffa was committed to providing a successful Contract across the Partnership.

RESOLVED: That the presentation be noted.

JWRC19/6. **CLIENT SIDE MOBILISATION UPDATE**

Waste, recycling, street and beach cleaning and other associated services would be provided by Biffa Municipal Limited from 29 June 2019. It was noted that Hastings Street Cleansing and Bulky Waste Services would be provided directly by Hastings Borough Council and therefore sat outside the remit of the Joint Waste and Recycling Committee. The local authorities were currently working with Biffa to mobilise the new Contract.

Throughout June, Project Review Meetings were being held with Biffa to progress the project plan and review mobilisation risks, as well as ICT workshops and conference calls. Arrangements had also been made for Biffa to meet Veolia South Downs Ltd and East Sussex Highways.

The project risk register had been updated to capture specific transfer and mobilisation risks. Risks were being monitored and updated on a weekly basis. Members were updated on the risks considered significant at the previous meeting:

- 1) Service Data: Collection rounds and other data from each Local Land and Property Gazetteer (LLPG) system had been imported into the new Waste Management System. A further up-load would be undertaken mid-June and cross checked. This risk would not be de-escalated until all tests and checks were completed.
- 2) Depots: Leases were agreed as of 7 June 2019, pending one matter in regard to the Bulverhythe Depot. It was anticipated that all paperwork would be finalised within the next 7/10 calendar days.
- 3) Customer Contact (arising from public communications): Bin hangers would be hung on bins prior to 28 June to advise residents they should no longer present their black glass box for collection.
- 4) Customer Contact (arising from operational issues): This risk had been de-escalated pending confirmation of the scale and intended implementation date for collection round changes.
- 5) Development of Waste Management System: Biffa's Whitespace System was being integrated with each Partners Firmstep System. Each system operated independently therefore, each Council was responsible for undertaking their own integration work. It was anticipated that some services would not be integrated by 29 June, which meant that interim solutions would be required. This was considered a significant risk and was high priority for the Project Manager.

- 6) Service Transfer: Service requirement dates had been agreed, as follows: last date to request a replacement container would be 14 June. Some delays would be inevitable at the start of the contract.

All risks would be monitored and the risk register updated accordingly.

In terms of client mobilisation, contract execution had been planned for 7 June. Invoicing, payment and cost recovery processes were being reviewed and refreshed to minimise the issues at the start of the contract.

Arrangements to handle the disposal of dry mixed recycling were being procured by East Sussex County Council (ESCC). ESCC had appointed Viridor (3 years) to dispose of and handle all materials from 29 June. All materials would be taken to Pebsham (Hastings/Rother) and Maresfield (Wealden) Transfer Stations. Glass would be co-mingled with all dry mixed recycling. As a result of global market changes, Members were advised that the new contract would not include the collection of cartons and Tetrapacks e.g. long-life milk, fruit juice etc., for recycling. All changes and a full list of recyclables would be communicated to residents via the bin hangers delivered in June. ESCC would contribute to and work with the Partnership authorities on future communication activities in order to increase recycling and to increase the quality of recycling collected. As cartons and Tetrapacks were no longer collectable items, Members agreed it would be extremely important that clear and robust messages were delivered as part of the Partnership's Communications Strategy. Clarity was sought on how much material was disposed of abroad and how much recycled in the UK? Information was not available at the meeting. ESCC agreed to liaise with Partnership officers to strength the message on non-collection of cartons and Tetrapaks, collate disposal statistical data and provide a report to each authority's Lead Member. A report on "the journey of a plastic bottle (recycled materials) from roadside collection to disposal" was requested. ESCC to provide at the next meeting scheduled to be held on Friday 27 September 2019.

An update position of each individual Partner's local service preparations was provided as follows:

Hastings Borough Council: Arrangements for the street cleansing service was progressing well with all user acceptance testing, 1:2:1 and staff meetings completed.

Rother District Council: Site visits with Biffa had been undertaken to view examples of access issues e.g. hot spot areas, as well as beach cleaning arrangements at Camber Sands and cleansing operations for fast roads and town centres. Monitoring of these areas would be ongoing, particularly during the peak summer season. Rother was introducing a new daily (Monday to Friday) waste collection service for four main streets in Bexhill town centre (Devonshire Road, Sackville Road, St Leonards Road and Western Road). Therefore focus

between June and July would be to ensure that affected residents were fully aware of this improved service.

Wealden District Council: Primary focus was ensuring IT integration was developed to enable key service processes to be in place for the start of the contract. A key issue would be to improve street cleansing to a consistent level, particularly along fast roads. Consistent and reliable staffing levels would be essential, as well as preparatory work on potential round changes in the autumn.

RESOLVED: That:

- 1) progress with regard to mobilisation activities through to Service Commencement Date be maintained and noted;
- 2) East Sussex County Council liaise with Partnership officers to strength the message on changes to non-recyclable materials, collate disposal statistical data and provide a report to each authority's Lead Member; and
- 3) East Sussex County Council to provide a report on "the journey of a plastic bottle (recycled materials) from roadside collection to disposal" at the next scheduled meeting.

CHAIRMAN

The meeting closed at 3:25pm.