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JOINT WASTE AND RECYCLING COMMITTEE MEETING **Friday 7 June 2019 – 2:00pm** **Council Chamber, Town Hall, Bexhill**

Councillors appointed to the Joint Waste and Recycling Committee:

East Sussex County Council:	C. Dowling (Substitute D. Elkin)
Hastings Borough Council:	P. Chowney and C. Fitzgerald (Substitutes appointed as and when required)
Rother District Council:	K.M. Field and S.M. Prochak (Substitutes C. Clark and Mrs D. Earl-Williams)
Wealden District Council:	R. Galley and R. Standley (Substitutes R. Cade and P. Lunn)

AGENDA

- 1. ELECTION OF CHAIRMAN**
To elect a Member of the Joint Waste and Recycling Committee to be Chairman for the municipal year.
- 2. ELECTION OF VICE-CHAIRMAN**
To elect a Member of the Joint Waste and Recycling Committee to be Vice-Chairman for the municipal year.
- 3. MINUTES**
To authorise the Chairman to sign the Minutes of the meeting held on 26 April 2019 as a correct record of the proceedings.
- 4. APOLOGIES FOR ABSENCE**
- 5. ADDITIONAL AGENDA ITEMS**
To consider such other items as the Chairman decides are urgent and due notice of which has been given to the Secretary by 9:00am on the day before the meeting.

At the discretion of the Chairman, the order of the items set out in the agenda may be varied
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julie.hollands@rother.gov.uk (Tel: 01424 787811)

6. DISCLOSURE OF INTERESTS

To receive any disclosure by Members of personal and disclosable pecuniary interests in matters on the agenda, the nature of any interest and whether the Member regards the personal interest as prejudicial under the terms of the Code of Conduct. Members are reminded of the need to repeat their declaration immediately prior to the commencement of the item in question.

7. MEMBER QUESTION TIME

To answer questions from Members of the constituent authorities, if any, in accordance with the Joint Waste and Recycling Committee Executive Decision Procedure Rules. (Maximum time limit 30 minutes).

8. ALLOTTED NON-COMMITTEE MEMBER SPEAKING TIME

Those non-Committee Members who have notified the Chairman of their wish to speak on any agenda item or other matter within the remit of the Committee, if any, be called upon to speak in accordance with the Joint Waste and Recycling Committee Executive Decision Procedure Rules. (Maximum time limit 30 minutes).

9. BIFFA UPDATE

To receive a presentation from the Contractor on the updated mobilisation plan for the Waste Collection, Recycling, Street and Beach Cleaning and Associated Services Contract.

10. CLIENT SIDE MOBILISATION UPDATE (Pages 1 - 4)

11. DATE OF THE NEXT MEETING

Friday 27 September 2019, 2:30pm. To be held at Muriel Matters House, Hastings.

Malcolm Johnston
Secretary to the Joint Waste and Recycling Committee

Agenda Despatch Date: 31 May 2019

Joint Waste and Recycling Committee

Date	-	7 June 2019
Report of the	-	Lead Director, Dr Anthony Leonard
Subject	-	Client Side Mobilisation Update

Recommendation: It be **RESOLVED:** That the progress with regard to mobilisation activities through to Service Commencement Date be maintained and noted.

Report Author: Madeleine Gorman, Waste Partnership Manager

Introduction

1. The Waste, Recycling, Street and Beach Cleaning and Associated Services Contract will commence in Hastings, Rother and Wealden on 29 June 2019. This service will be provided by Biffa Municipal Limited. It should be noted that Hastings Street Cleansing and Bulky Waste Services will be provided directly by Hastings Borough Council and therefore sit outside of the remit of the Joint Waste and Recycling Committee (JWRC).
2. The Councils have been working with Biffa since January 2019 to mobilise the new Contract. Project Review Meetings have been taking place every two weeks to consider progress against the project plan and the risks arising. The frequency of meetings increases to weekly from the beginning of June so any unresolved matters can be dealt with expediently.
3. In addition to the Project Review Meetings, subject specific meetings have also been co-ordinated when matters require specialist input or further discussion. ICT workshops and a weekly conference call support those working on the ICT workstream. Arrangements have also been made for Biffa to meet with Veolia South Downs Ltd, and East Sussex Highways.
4. The project Risk Register monitors risks to the project from a client perspective. Risks are now being monitored and updated on a weekly basis. This report offers Members a status update on the risks reported to Committee on the 26 April.
 - i) Service data: Collection rounds and other data from each Local Land and Property Gazetteer (LLPG) system has now been imported into the new Waste Management System. A further upload will be undertaken mid-June. Cross checking will occur after this point to check the data has loaded as expected. This risk will not be de-escalated until all tests and checks are completed.
 - ii) Depots: The leases for the depots are still being negotiated between Biffa and the Landlords.
 - iii) Customer Contact (arising from public communications): Bin hangers will be attached prior to 28 June to advise residents they should no longer present their box for collection.

- iv) Customer Contact (arising from operational issues): This risk has been decreased pending confirmation of the scale and intended implementation date for collection round changes.
- v) Development of the Waste Management System: There has been a lengthy delay in setting up the Biffa Whitespace System to manage and monitor services under the contract. The system is to be integrated with each Councils' Firmstep system so that all work is recorded by and flows through Firmstep. Such work will be input by Customer Service Staff or by customers 'self-serving' via their Council website. However, Firmstep works differently at each Council, so each Council has to undertake their integration work independently. It is very likely that some services will not be integrated in time for 29 June. This matter is being managed so services with the highest demand are being integrated as a priority. However, this may mean some lower demand services will require use of interim solutions. In practice, the solution is likely to be service requests and instructions being communicated by email. This risk and the ICT workstream is a priority for the Project Manager.
- vi) Service transfer: Agreement has been reached with Kier and Waste Officers with regard to the last dates for service requests and instructions under the current Waste Contract (e.g. the last date for requesting a replacement container will be 14 June). This means that some lower priority service requests will effectively be 'on-hold' for up to a two week period, and may need to be re-entered onto the new Biffa Whitespace system at Contract Start. During this initial period of the Contract, the Councils should anticipate some short delays in meeting requests.

Contractor Mobilisation Update

- 5. Biffa shall be attending the JWRC meeting to provide a progress update.

Client Mobilisation Update

- 6. Contract Execution has been planned for 7 June and verbal confirmation will be provided during the meeting.
- 7. The invoicing, payment and cost recovery processes are being tested to minimise the likelihood of payment problems at the start of the Contract.
- 8. Biffa are responsible for collecting and tipping the dry recycling material (DMR) presented by residents in their recycling bins and pink sacks. From that point responsibility for handling and disposal of the DMR lies with contractors commissioned by East Sussex County Council (ESCC).
- 9. The tipping points for DMR are made up of existing Veolia operated ESCC Waste Transfer Stations (WTS). Hastings and Rother will continue to tip DMR at Pebsham WTS. Wealden will tip DMR at Maresfield WTS. From the 29 June ESCC's new contract with Viridor will commence for the onwards haulage and processing of DMR. ESCC and Viridor are able to offer a very wide range of materials for residents to recycle, reflecting the existing service. Glass can now be included in the recycling bin, making it easier for residents to use the service.

10. There is one minor change to the service that Members should be aware of. Global markets for recycling have been extremely volatile for some time. The quality of materials collected and sent for processing has become increasingly important. As a result, the new recycling contract will not include cartons and Tetrapaks for recycling. Previously cartons and Tetrapaks have been acceptable in lower grade cardboard and paper recycling but this is no longer possible. This composite material, which is made up of fibre, plastic and metal can impact the value of cardboard and paper sales and can pose a risk of materials being rejected. This small change to the recycling service will be communicated to residents on the bin hangers being delivered in June, which will also include the full list of what can and cannot be recycled. ESCC will also 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.

Hastings Borough Council: Local Service Preparations

11. Hastings officers will offer a verbal update during the meeting.

Rother District Council: Local Service Preparations

12. During the evaluation of Biffa's bid for the partnership Biffa demonstrated an in-depth knowledge and experience within the waste and street/beach cleansing industry and a sound understanding of Rother District's urban and rural environment. Their proposed management of the different service areas was clearly set out and intimated that their proposal was based upon sound research of the area and practical operational knowledge. Particularly beneficial to Rother was Biffa's previous experience of operating in the District and having senior managers who both live locally and have individual experience of Rother's towns and beaches, including Camber Sands.
13. Rother waste collections and street cleansing officers' contact with Biffa management has, to date, been limited during mobilisation, whilst focus has been maintained on partnership operations as a whole. Where Rother specific queries have been raised with Biffa via the Joint Waste office, Rother has received clear and unambiguous responses. More recently a Rother officer has completed joint site visits with a Biffa chargehand to view examples of access issues that Rother waste collection crews experience on a regular basis and lists of which were given to Biffa at the specification stage. In identifying 'live' examples of these 'hotspots' we hope that Biffa will be in a good position to ensure the new service provision accounts for these local challenges. Similar site visits have been arranged for beach cleansing, in particular Camber Sands, and cleansing operations for fast roads.
14. Although there will be no collection round changes until later in the year, Rother is introducing a new daily (Monday to Friday) waste collection for four main streets in Bexhill town centre where many residents lack the ability to store waste inside their homes and waste is left out on the pavements all day. Therefore one focus between June and July 2019 will be to ensure that affected residents are fully aware of this improved service and to work with Biffa to achieve its successful implementation.
15. During July to September, as we continue through the peak summer season, focus will be on working with Biffa to ensure that our streets and beaches

remain clean and litter free. In particular Camber Sands beach and car parks' litter cleansing operations will be closely monitored by Rother officers, as will high streets in Rye and Battle. In addition, the use and servicing of bring sites, fly tips and dog fouling will be closely monitored by Rother officers.

16. Ultimately Rother will focus on working with Biffa to achieve a smooth and seamless transition from the old to the new contract with minimal disruption to our residents, whilst seeking an improved service to those residents currently experiencing a less than satisfactory service. It is perhaps inevitable that there may be 'teething' problems so we have officers ready prepared to work with Biffa to resolve any issues that arise as quickly as possible.
17. The Joint Waste Office has played a key role in ensuring that the Partnership works in unison to give Biffa clear answers to queries and works to agreed partnership guidelines for the implementation and administration of the contract.
18. We now look forward to the contract start and working closely with Biffa management team and Joint Waste Partnership to provide an excellent service to our customers.

Wealden District Council: Local Service Preparations

19. Liaison with Biffa is generally positive with good working relations being established – though these are inevitably at an early stage and need further development. Primary focus at present is ensuring IT integration is developed to enable key service processes to be in place from 29 June. There has been some slippage in the timetable to date and this will need to be recovered. This will need to be a focus of all partners and the Joint Waste Office over the next weeks.
20. From 29 June, a key issue will be to return the street cleansing service to consistent levels of performance, and in particular to address those areas, such as fast roads, that Kier had been unable to adequately address. We anticipate that Biffa will be able to put appropriate routines in place but this will be an important test. Consistent and reliable staffing levels on the collection service will also need to be addressed soon after go live. In addition, preparatory work and discussions on possible round changes will be a key focus through to early autumn.

Dr Anthony Leonard
Lead Director

Risk Assessment Statement

Failure to adequately plan and manage mobilisation activities and ensure progress is maintained incurs risk to a successful contract start in each council area.