

TONBRIDGE & MALLING BOROUGH COUNCIL

STREET SCENE and ENVIRONMENT SERVICES ADVISORY BOARD

11 February 2019

Report of the Director of Street Scene, Leisure & Technical Services

Part 1- Public

Matters for Recommendation to Cabinet - Non-Key Decision (Decision may be taken by the Cabinet Member)

1 WASTE SERVICES CONTRACT

Summary

This report updates Members on the new Waste Services Contract starting on 1st March 2019 and the introduction of new recycling services due to commence from 30th September 2019. It seeks approval of proposals relating to the Mobilisation Arrangements, an Operational Marketing Plan and a Domestic Recycling & Waste Collection Policy & Procedure Statement for the new Service. The report also highlights the Government's recently published new Resources & Waste Strategy.

1.1 Background

1.1.1 At the last meeting of this Board on 5th November 2018, Members were updated on the new Contract and made a number of recommendations to Cabinet as follows:-

- the actions taken by the Directors of Street Scene Leisure & Technical Services and Finance & Transformation in liaison with the Cabinet Members for Street Scene & Environment and Finance, Innovation & Property to approve the final Inter Authority Agreement be noted;
- the detailed terms and conditions and early bird discount (of £5 per bin at £35) proposed for the garden waste charges be approved;
- a discounted subscription rate of £25 per annum for each additional garden waste bin be approved;
- the mobilisation arrangements for the new service arrangements as outlined in the report be agreed;
- an Operational Marketing Plan be reported to the next meeting of this Board following initial consideration by the Waste Contract Member Group;

- a Data Protection Impact Assessment be undertaken with any resultant actions implemented; and
- a lease of the Vale Rise depot to be granted as per the terms outlined in the report.

- 1.1.2 Members will be aware that the new Contract has been awarded to Urbaser and will commence on 1st March 2019. Urbaser will commence with our Partner Authority, Tunbridge Wells Borough Council, a month later on 30th March 2019.
- 1.1.3 The Business Development Manager and the new Contract Manager will be attending the Board to meet Members and to answer any questions.
- 1.1.4 A Member Group has been established by this Council to help oversee the implementation of the new contract and the Group met on 28th November 2018. It has been agreed that the Group will continue to meet throughout 2019 in order to retain a close link between Officers and Members.

1.2 General Update

- 1.2.1 Since the last meeting of this Board good progress has been made by the Partner Authorities with Urbaser, with weekly meetings ensuring close communication is maintained. Separate meetings have also taken place with Urbaser to focus on specific issues such as Information Technology, Communications and Operational Mobilisation.
- 1.2.2 This Council's Street Scene Manager has been successfully appointed into the new role of Contract Partnership Manager until 1st March 2020. The Partnership Manager reports to a Steering Group of Senior Officers from the Partner Authorities and Kent County Council, with this Council represented by the Head of Street Scene & Leisure. In addition to the administration of the Contract, the Partnership Manager will be developing an Annual Service Plan, which will be reported to a future meeting of this Board.
- 1.2.3 Urbaser has undertaken staff meetings with the employees of the existing contractor (Veolia), all of whom will automatically transfer over to Urbaser on the commencement date if they so wish. Initially, Urbaser will manage the Contract in accordance with current service delivery arrangements, prior to the introduction of the new improved service later in the year.
- 1.2.4 Close liaison will continue with both Urbaser and Veolia over the remainder of this month to help ensure as smooth a transfer as possible on 1st March 2019, with staff from the Waste & Street Scene team available to help address any initial teething problems facing the contractor on the ground.
- 1.2.5 The Inter Authority Agreement between this authority and Kent County Council has been approved and a lease of the Vale Rise depot is being progressed by the Director of Central Services. Consideration is currently being given to whether a

formal Data Protection Impact Assessment is required, but irrespective of this, the requirements of the General Data Protection Regulations will be met in full.

1.3 Mobilisation Arrangements for the New Service

1.3.1 At the last meeting of this Board Members were advised of Urbaser's outline proposals for the implementation of the new recycling services, which include the introduction of the opt-in garden waste service, the mixed dry recycling collections and the new food waste arrangements. Within the Contract Documents Urbaser are required to introduce the new arrangements between July – November 2019.

1.3.2 Following detailed discussions with Urbaser, and having carefully taking into account the contractors recent experiences with the introduction of other contracts elsewhere in the country, a phased Implementation Plan has been developed. The Plan will see the new collection service implemented from 30th September 2019, and follows 2 phases. The phases can be summarised as follows:-

i) Phase 1

- for subscribers to the opt-in garden waste service, new brown garden waste bins will be delivered before the service starts on 30th September;
- food waste bins will be delivered before the service starts on 30th September for each property.

The above approach takes into account that peak demand for garden waste is ending, will enable follow up messaging with residents still presenting 'old' garden waste receptacles, and will free up the contractor's staff and vehicles. The timing of the food waste will allow residents to continue to dispose of food waste when the garden waste receptacles are removed.

ii) Phase 2

- collection of residual waste and recycling will commence from 30th September;
- the new bring bank service will commence once the new service has bedded in. This will involve replacing banks at those sites earmarked to remain to mirror the new service. Banks will be removed from sites approved for closure in liaison with the land owners, and public notices will be displayed at the sites prior to closure.

The above approach ensures co-ordination with the new recycling and food waste collections.

1.3.3 With regard to the opt-in garden waste service the 'Early Bird scheme' will be available to residents between Tuesday 7th May and Friday 2nd August 2019. The Early Bird scheme will not only offer residents a reduced price of £35 p.a. for the service (guaranteed for the first 2 years), but will also ensure their new garden

waste bin is delivered and available for use in accordance with the aforementioned Implementation Plan. For all those applying for the garden waste service after 2nd August 2019, the full charge for the service will be applied (£40), they will be added to a waiting list and their new bin will be delivered as soon as is practicable. It is not anticipated that this will be before 30th September 2019.

- 1.3.4 Members will note from the above that there will be real and significant incentives for residents to sign up early for the new garden waste service, and it will therefore be essential that the Council's marketing makes this clear to residents.

1.4 Marketing/Communications

- 1.4.1 A detailed Operational Marketing Plan has been developed in liaison with the Member Group and a marketing consultant employed directly by Urbaser. A copy of the Plan is attached at **Annex 1** for Member comment/approval.
- 1.4.2 Members will note that a whole variety of marketing techniques will be used, starting later this month with Urbaser distributing an Introductory Leaflet about themselves and the contract to all households in the Borough.
- 1.4.3 A standalone temporary website is currently being developed in liaison with IT Services to inform residents of the changes and to take subscriptions for the garden waste service. The website will not only include written information but will also host a short video. Detailed answers to frequently asked questions will also be included.
- 1.4.4 At the request of the Member Group a separate leaflet on the new opt-in garden waste charge will be sent out with all Council Tax bills. This will ensure residents fully understand that the garden waste charge is not included in the Council Tax and will be a separate payment.
- 1.4.5 Whilst more traditional methods such as press adverts, posters, leaflets, booklets, bin stickers, bin hangers and printed calendars will be produced, there will also be a focus on social media including posts, Facebook adverts and digital marketing. Roadshows will be taken to local community events over the summer period and competitions will be run with local schools in the autumn term. It is the intention to run a joint school's competition with Tunbridge Wells Borough Council to come up with names for a recycling vehicle. Bookings are being taken for presentations to Parish Council meetings and updates will continue to be presented at the Parish Partnership Panel and Tonbridge Forum and front line Council staff will be fully briefed.
- 1.4.6 It is the aim of the Marketing Plan to ensure that all residents are aware of the changes, fully understand the new arrangements and are informed of the benefits of signing up early for the opt-in garden waste scheme.

1.5 Domestic Recycling & Waste Collection Policy & Procedure Statement

- 1.5.1 A copy of the draft Policy and Procedure Statement is attached at **Annex 2** for Members information and comment. Members will note that the Statement covers a wide range of operational issues including containers, assisted collections, clinical waste collections, bulky waste collections and acceptable/unacceptable materials.

1.6 Information Technology

- 1.6.1 An IT Officer Group has been established involving Officers from Financial Services, IT Services, the Waste Team and the Waste Admin Team to coordinate IT processes necessary for the new contract. The Admin Manager chairs this Group and liaises with the IT lead at Tunbridge Wells Borough Council and Urbaser.
- 1.6.2 The first IT process has been to provide Urbaser with this Council's current List of Properties, along with the current collection arrangements for every property in the borough. This has required considerable data cleansing to ensure accuracy and removal of any personal data on the current system. Officers will continue to check this data up until the contract starts, and will then need to consider which properties may or may not be suitable for the new service arrangements in September. For example, Officers will need to assess properties currently on weekly black bin collections or properties with bin stores.
- 1.6.3 The second key process is integrating the Council's current CRM (Customer Relationship Management) system with the back office facilities used by Urbaser called Whitespace. This system holds all the round collection data, all the requests for service and details of any incidences such as contamination or non-presented bins. The key benefit of this system is that as a crew enter details, via a hand held device, it will, in real-time, be visible to the Waste Admin team. The Group are currently configuring the Whitespace system for the current services via a number of workshops.
- 1.6.4 The aim is that on the 1st March the service will be "as-is" with both the public and staff not noticing any differences as data is fed from the CRM to Whitespace. In addition, the Waste Admin Team will be able to access and use Whitespace as a standalone system in order to use additional facilities, such as live data and photographs, not yet integrated into the CRM. Over time, as the integration increases, further improvements for both staff and public are anticipated.
- 1.6.5 The third key process is to introduce a payment system for the public to sign up and pay for the Garden Waste subscription service. To facilitate this IT Services has purchased a bolt on to the current Adelante system. Whilst various payment options will be available the bolt on that will allow customers to pay by direct debit, is the Council's preferred choice. The payment subscription system will need to

integrate with Adelante and the CRM. This system is currently in development with IT Services with a number of tasks to be completed before the direct debit facility will be available.

- 1.6.6 Once the property data, integrated CRM and payment systems are in place the IT Group will focus on providing data for the new service arrangements and introducing further improvements for the public and staff such as phone "Apps". The Apps will enable residents to access all information on collection days/calendar, set reminders for collections and find out what materials go into each bin.
- 1.6.7 It is the intention to focus on the IT arrangements at the next meeting of the Member Group, as it is essential to both the mobilisation and marketing of the new service to have a fully operational and reliable IT system in place. Members of the Group will also be presented with a demonstration of the Whitespace system.

1.7 Resources & Waste Strategy

- 1.7.1 At the time of writing this report the Council has received a copy of the Government's new Resources & Waste Strategy covering the next 25 years. The Government are planning to undertake 3 major consultations starting in January 2019 covering the Extended Producer Responsibility, Deposit Return Schemes and most relevant to this authority, Consistent Collections. In addition to the above, the Government will also launch a consultation on increased charges for carrier bags at some point in 2019.
- 1.7.2 With regard to Collection Systems, the Strategy contains an ambition to have more consistent collections across Council areas, which has been achieved by this authority through the introduction of the new service arrangements. There will be consultation on collecting a core set of dry recycling materials, and once again in line with this authority's planned approach, will promote weekly food waste collections. Of concern to this authority is an ambition of the Strategy to explore free garden waste collections, although the document does include a caveat of this being assessed to account for new burdens being funded appropriately.
- 1.7.3 Once the consultations are launched this Council will need to carefully consider its response, which will most likely be in liaison with all the other Kent local authorities through the Kent Resource Partnership. The response will need to take into account both service delivery and financial implications, together with the standards and levels of service outlined in the new contract.
- 1.7.4 Members will be updated verbally at the meeting on any further information regarding the new Strategy.

1.8 Legal Implications

- 1.8.1 The Council has a legal duty to provide waste and street cleansing services. The new Waste Services Contract was undertaken in compliance with all current legislation, including Public Contract Regulations.
- 1.8.2 The introduction of the new service arrangements is considered to assist the Council in meeting its requirements under the Waste (England & Wales) Regulations 2011, which are to provide separate collections where necessary to achieve high quality recycling.

1.9 Financial and Value for Money Considerations

- 1.9.1 At the November 2018 meeting of this Board Members received a detailed financial appraisal of the new Waste Services Contract, and the financial implications have been reflected in the revenue budgets reported to the January 2019 Finance, Innovation & Property Advisory Board.
- 1.9.2 The annual gross level of income for the opt-in garden waste service is forecast to be £550,000, which is based on a take up rate of 30%. For medium term financial planning purposes as mentioned in the report to the Finance, Innovation and Property Advisory Board on 9 January, it is assumed the inflationary increase in the contract sum over and above CPI is negated by a gradual increase in both the charge and the take-up of the garden waste service.
- 1.9.3 The Council's Capital Plan incorporates £600,000 to reflect the need to purchase new garden waste bins and internal and external food caddies. A revenue budget of £100,000 has been approved by Council to fulfil the Operational Marketing Plan, funded in full from the Invest to Save earmarked Reserve.

1.10 Risk Assessment

- 1.10.1 A Project Steering Group has been established by this Council, Tunbridge Wells Borough Council and Kent County Council to oversee the implementation and ongoing management of the Waste Services Contract. The Steering Group will be managed in accordance with a formal Joint Working Agreement agreed by each of the Partners.
- 1.10.2 This authority is represented on the Group by the Head of Street Scene & Leisure. The Contract Partnership Manager reports regularly to the Steering Group on progress and any key issues are addressed.
- 1.10.3 Weekly meetings are being undertaken with Urbaser to ensure good levels of communication are maintained, and the Operational Marketing Plan will ensure residents are kept fully informed and encouraged to embrace the new service arrangements.

1.10.4 A significant amount of information will be shared between the Council and contractor, and it is essential that General Data Protection Regulations are met in full.

1.10.5 Detailed consideration has been given to risks within the Operational Marketing Plan. The risks, together with mitigation measures are attached at **Annex 3**.

1.11 Equality Impact Assessment

1.11.1 A full Equality Impact Assessment (EQIA) has previously been reported to this Board and its recommendations have been implemented.

1.12 Policy Considerations

1.12.1 Communications

1.12.2 Community

1.12.3 Customer Contact

1.12.4 Procurement

1.13 Recommendations

1.13.1 It is RECOMMENDED TO CABINET that:-

- i) the Mobilisation Arrangements for the new Waste & Recycling Service as outlined in the report be approved;
- ii) the draft Operational Marketing Plan detailed at **Annex 1** to the report be agreed and implemented;
- iii) the Domestic Recycling & Waste Collection Policy Procedure & Statement for the new Service detailed at **Annex 2** to the report be agreed; and
- iv) the Partnership Manager brings forward an Annual Service Delivery Plan to a future meeting of this Board for approval and ongoing monitoring.

The Director of Street Scene, Leisure & Technical Services confirms that the proposals contained in the recommendation(s), if approved, will fall within the Council's Budget and Policy Framework.

Background papers:

contact: Darren Lanes

Nil

Robert Styles

Director of Street Scene, Leisure & Technical Services