



South London Waste Partnership Joint Committee Agenda

Date: Thursday 17 December at 18:30

Location: A virtual meeting which members of the public can view online at this link:
https://www.youtube.com/c/kingstoncouncil/videos?view=2&live_view=502

Published: 9 December 2020

Members of the Committee

London Borough of Croydon

Councillor Nina Degrad – Deputy Cabinet Member for Clean Green Croydon
Councillor Muhammad Ali – Cabinet Member for Sustainable Croydon

Royal Borough of Kingston upon Thames

Councillor Hillary Gander (Chair) – Portfolio Holder for Environment and Sustainable Transport
Councillor Tim Cobbett - Deputy Leader and Portfolio Holder for Communities and Engagement

London Borough of Merton

Councillor Natasha Irons - Cabinet Member for Local Environment and Green Spaces
Councillor Tobin Byers – Cabinet Member for Finance

London Borough of Sutton

Councillor Manuel Abellan (Vice-Chair) - Deputy Leader of the Council, Chair - Environment & Neighbourhood Committee
Councillor Ben Andrew - Vice Chair, Environment & Neighbourhood Committee

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For enquiries on this agenda please contact: Henry Yellop tel: 020 8547 5846 e-mail: democratic.services@kingston.gov.uk. This is a public meeting and viewership by the public is encouraged and welcomed. If you wish to submit a question, please contact: email: democratic.services@kingston.gov.uk **Questions must be submitted by 10:00am the day before the meeting (10:00am – Wednesday 16 December 2020).**

AGENDA

1. **APOLOGIES FOR ABSENCE AND ATTENDANCE OF SUBSTITUTE MEMBERS**

2. **MINUTES**

3. **DECLARATIONS OF INTEREST**

4. **CONTRACT MANAGEMENT REPORT A AND B Q2**

Appendix 1

An update on the performance of the Phase A and Phase B Contracts procured and managed by the South London Waste Partnership. The Committee is asked to note the contents of this report, and comment on any aspects of the performance of the Partnership's Phase A & B contracts.

5. **PARTNERSHIP BUDGET UPDATE - MONTH 6**

Appendix 2

An update on the Partnership's budget position for month 6 (September) of the financial year and the projected outturn for the 2020/21 financial year. The Committee is asked to note the content of this report.

6. **PARTNERSHIP BUDGET 2021/22**

Appendix 3

The proposed final budget for the Partnership for 2021/22 for its core activities. The Committee is asked to agree the proposed budget for the core activities of the Partnership.

7. **COMMUNICATIONS UPDATE**

Appendix 4

An update to Members of the South London Waste Partnership Joint Committee on communications and stakeholder engagement activities relating to the Partnership's Phase A (transport & residual waste management, HRRC services and marketing of recyclates) and Phase B (residual waste treatment) contracts. The Committee is asked to note the contents of this report and comment on any aspects of communications and engagement activities relating to the Phase A and Phase B contracts.

8. **RISK REPORT Q2 Appendix 5**

Summarises key risk areas which are facing the partnership boroughs in relation to the waste disposal functions of the Joint Waste Committee. The Committee is asked to note the contents of this report.

9. **EXCLUSION OF THE PRESS AND PUBLIC**

The following matters may be considered in private if the Committee agrees that, under Section 100(A)(4) of the Local Government Act 1972, the public are excluded from the meeting on the grounds that it is likely that exempt information, as defined in paragraph 1 of Part I of Schedule 12A to the Act, would be disclosed. This paragraph covers information relating to any individual.

10. **CONTRACTS 1 AND 3 REPROCUREMENT (EXEMPT)**

Appendix 6 3

11. **URGENT ITEMS AUTHORISED BY THE CHAIR**

To consider any items which, in the view of the Chair, should be dealt with as a matter of urgency because of special circumstances in accordance with S100B(4) of the Local Government Act 1972.

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Report to: South London Waste Partnership (SLWP) Joint Waste Committee
Date: 17th December 2020
Author(s): Andrea Keys Interim Strategic manager
Chair: Councillor Hilary Gander
Report title: Phase A and B Contract Management Report

Summary

This report provides Joint Waste Committee with an update on the performance of the Phase A and Phase B Contracts procured and managed by the South London Waste Partnership:

- i. Contract 1 – Receipt and Transport of Food, Green and mixed recycling.
- ii. Contract 2 - HRRC services - HRRC site management and material recycling
- iii. Contract 3 - Treatment of food and green
- iv. Phase B - The 2012 Residual Waste Treatment Contract (the ERF Contract)

This report and provides performance data for the period 1st April 2020 to the 30th September 2020.

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 & B 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 in September 2020 by the Interim Strategic Manager, Andrea Keys.

BACKGROUND

- 1.1. **Phase A: Contract 1** is operated by Viridor Waste Management Ltd and includes the receipt, bulking and haulage of green, food and recycling until August 2022. (The disposal element of this contract ceased on the 3rd March 2019 and since the 4th March 2019 the residual waste has been managed through the Residual Waste Treatment Contract operated by Viridor South London Ltd (also referred to as the Phase B ERF Contract)).

- 1.2. The London Boroughs of Croydon, Sutton and Merton direct deliver kerbside collected garden and food waste into the Beddington site, operated by Viridor.
- 1.3. The Royal Borough of Kingston (RBK) direct delivers kerbside collected residual, recyclates, garden waste and food waste into the Kingston Villiers Road Waste Transfer Station (WTS). The WTS is divided into three parts and is operated by Viridor South London under the Residual waste treatment contract (see 1.6 below), by Veolia under the HRRC contract (1.4), and also by Viridor WML under this Contract 1.
- 1.4. **Phase A: Contract 2**, the HRRC service is operated by Veolia (ES) (UK) Ltd. The contract commenced on the 1st October 2015 and includes the management of the 6 Partnership HRRC sites in addition to the marketing of recyclates collected at each of the sites.
- 1.5. **Phase A: Contract 3** is operated by Viridor Waste Management Ltd and includes the composting of garden and food waste until August 2022. The services provided under Contract 1 receive and bulk this material and then provide onward transport to the composting facilities in this Contract 3.
- 1.6. **Phase B: Residual Waste Treatment Contract** - Viridor South London Limited ('Viridor SL') was formally awarded a contract for the treatment and disposal of residual waste in November 2012. The Contract involves Viridor designing, building and operating an Energy Recovery Facility (ERF) which will remain in its ownership and through which it will dispose of suitable and permitted municipal residual waste arising in the South London Waste Partnership area.

PERFORMANCE DETAIL

- 1.7. **Contract 1: Waste transfer station bulking and haulage (Viridor Waste Management Limited)**
- 1.8. Contract 1 includes waste transfer station operations and bulk haulage services only. The Contract is operating effectively and there are no issues to report.
2. **Contract 2: Management of the Household Reuse and Recycling Centres (Veolia (ES) (UK) Ltd)**
 - 2.1. **HRRC Contract Performance Review:** The scope of the HRRC services can be summarised in three parts: the general management of the sites including staffing, plant, equipment, and site layouts; the transportation of materials; and the recycling, treatment, and/or disposal of waste collected at the HRRC sites (excluding garden and residual waste).
 - 2.2. The contract specification focuses on three key performance categories; site user experience, health and safety, and material recycling. The report reviews the performance of the contract against these three categories for the period April to September 2020.

- 2.3. **HRRC COVID Measures** – On the 24th March 2020 all six SLWP HRRC sites, along with all other London borough HRRC sites, were closed following government advice and resultant legislation in relation to the COVID19 outbreak. Following the remobilisation project the services reopened on the 13th May 2020 and have remained under special COVID measures. These measures include; restrictions on customer numbers in narrow access areas within the sites (such as the gantry steps and raised walkways), enhanced hygiene measures (washing down of handrails and contact points), social distancing between staff and customers (staff cannot offer assistance with carrying waste), measures to control number of customers on site, and additional site signage.
- 2.4. Since March 2020 the Partner Boroughs have moved through a number of government led 'risk classification and control mechanisms' including a full lockdown, the '5 step social distancing guide', and the '3 tier' system. The guidance throughout this period, and until now, is that there still remains a risk from COVID for our residents and for site staff, to varying degrees at each stage. For this reason some special measures have remained in place since March 2020 to ensure the contractor can continue to operate the sites in a safe and controlled way.
- 2.5. **Site user experience:** Veolia started customer satisfaction surveys in July 2016 to monitor site user experience. Customer satisfaction questionnaires are undertaken for two weeks at the six sites in turn for each round.
- 2.6. Customer Satisfaction surveys were suspended on the 24th March 2020 when the sites were closed, as detailed above, so the survey results were incomplete for quarter 1. Surveys restarted in September and data is being gathered. Customer Satisfaction performance for quarter 2 and 3 will be reported in the April 2021 update to JWC.
- 2.7. **Recycling Performance analysis** - Detailed analysis undertaken by the SLWP each month looks at materials recycled, recycling markets, and the impact of the wider SLWP recycling services, in order to better understand HRRC recycling rates and assess the Contractor's performance.
- 2.8. Table 2a of Appendix A details the recycling performance by site and by month (please note the year end performance figure is based on the raw tonnage data, not an average of the recycling performance per month). At the end of quarter 2 the combined performance at the SLWP HRRC sites was 65%, this is a 2% drop against quarter 2 last year.
- 2.9. Table 2b in Appendix A uses data from the last three years in order to compare performance year-to-date with previous years. The green bar shows the recycling performance for the current Contract Year 2020/21. The yellow and blue bars show recycling performance for the same period in the previous two years. The dotted line and accompanying white numbers in this graph show last years end of year recycling performance for each site.

- 2.10. The sites have seen a reduction in both the tonnes received and the recycling rates and this is assumed to be as a result of the 6 week site closure period, the restrictions on staff assisting customers, and the unavailability of some off-takers once the first lockdown was lifted. Some further analysis on site recycling performance is below.
- 2.11. **Recycling: Wood and Green** - Between April and September the HRRC sites would typically receive 85% of the total annual green waste tonnes, approximately 9,500 tonnes out of an annual 11,000 tonnes. At the end of quarter 2 this year we received 47% less green waste than we would normally expect. If we consider that green waste accounts for approximately one third of the recycling rates at our HRRCs, any change in this waste stream has a dramatic impact on our recycling rates. Wood waste also accounts for one third of our total recycling rate at the HRRC sites. Wood waste arisings analysed at quarter 2 this year follow a similar pattern with a 39% drop in tonnes when compared to the previous year, however unlike green waste, wood waste is easier to store for prolonged periods and so we are hopeful that we will start to see these tonnes come into site and that figures in quarter 3 and 4 will show an increase in this material.
- 2.12. **Other Recycling** – When combined, the waste electrical, the metals, and the cardboard tonnes attribute to around one fifth of the total tonnes recycled at the HRRC sites. The non-ferrous tonnes have increased, but the remaining tonnes within this category were also much lower than what we would expect for quarter 2.
- 2.13. **Residual waste** - Similarly, residual waste tonnes have also been lower for this year, and at quarter 2 the analysis shows a reduction of just over 33%.
- 2.14. In total the HRRC sites processed 41% less waste during the quarter 1 and 2 period when compared to the previous year, but again, this is not unexpected given that the sites were closed for 6 weeks of the busiest period which is quarter 1.
- 2.15. **On-going Improvement measures** – The black bag splitting project remains on hold due to the increased risk posed by COVID19. The segregation of rigid plastics and mattresses and the soil segregation project continue to operate, and as previously reported, the commercial clamp down has been applied since the sites reopened and will continue to be applied alongside social distancing measures. SLWP are working with Veolia to explore new improvement measures that can be managed safely whilst there still remains a COVID risk.

3. Contract 3 – Materials Recycling Services, Composting, and additional treatment services (Viridor Waste Management Limited)

- 3.1. Garden waste is delivered to the Viridor Beddington facility where it is bulked and hauled off-site for treatment in a combination of the following facilities: KPS Isfield and Pease Pottage, Woodhorn Runcton and Tangmere, Tamar Beddingham and Swanley, and Birch Airfield.

- 3.2. The garden waste is processed in order to produce a BSI PAS100 compost product. There have been some changes to the PAS100 requirements making quality control more stringent, but our material continues to meet quality requirements. Garden waste tonnage data for the reporting period on combined kerbside and HRRC tonnes can be found in Appendix A, in chart 3b.
- 3.3. Food waste is delivered to either the Beddington facility or the Villiers Road Transfer Station facility. From both sites the food is transferred by Viridor to the Agrivert Trumps Farm Anaerobic Digestion (AD) facility located in Surrey. The Agrivert facility produces a BSI PAS 110 compost product. Food waste tonnage data for the reporting period can be found in Appendix A, in chart 3b.
- 3.4. There are no performance issues with the food and garden waste processed through the Contract 3 service.

4. Phase B – Residual Waste treatment Contract (Viridor South London Limited)

- 4.1. Viridor South London have been delivering the full Services under the Residual Waste Treatment contract since 4th March 2019.
- 4.2. In the reporting period, 1st April 2020 until the 30th September 2020, the Partnership delivered just over 108,000 tonnes of residual waste to Beddington, this is an increase in residual waste of 7% when the data is compared to the same period last year. Please see Appendix A table 1a for further detail.
- 4.3. **Landfill Diversion** - Viridor SL has an annual landfill diversion target, and for 2020/21 this target is 91.34%. In the reporting period April to September 2020, 100% of the residual waste delivered by SLWP partner boroughs was treated via ERF with no residual waste sent to landfill. Please see Appendix A table 1b for further diversion data.
- 4.4. **Emissions** – The emissions from the Beddington ERF are sampled every 10 seconds, 7 days a week, 365 days a year. The results are fed back to the ERF Control Room, so any potential issues are known about immediately and appropriate action can be taken. The results from the emissions monitoring are reported to the Environment Agency (EA - the regulator for the facility) and uploaded by Viridor to a publicly-accessible website (www.beddingonterf.info). The EA sets limits (based on 10-minute, 30-minute, and daily averages) for different types of emissions. The Beddington ERF has been designed to operate at the very highest international standards and, under normal operating conditions, emissions are well below the limits set by the EA.
- 4.5. **Volatile Organic Compounds** – During the reporting period April to September there have been 4 exceedances of the VOC half-hourly average: one in May, one in June, and two in August. Viridor report that a contributing cause of this exceedance was the variable nature of the waste. Large cranes in the ERF bunker are used to mix the waste (which varies from load to load) to ensure the composition is as consistent as possible. Occasionally the variable nature of municipal waste composition

causes a temporary exceedance in the performance of the ERF. After each incident, the issue was quickly identified and rectified, ensuring the impact on the daily average emissions readings were minimal (and well within permit requirements). The Environment Agency has been notified in accordance with the ERF's environmental permit.

- 4.6. There were no exceedances of any of the other 6 monitored emissions during the reporting period.
- 4.7. The facility must operate in accordance with its Environmental Permit which is issued and regulated by the Environment Agency (EA). The site cannot operate without its permit from the EA and if the site is not compliant with its permit, the EA have the power to serve both enforcement and suspension notices. The SLWP will continue to work closely with Viridor and the EA to ensure the Beddington ERF is operating safely.
- 4.8. **Environmental Permit Update** - The Beddington ERF is currently permitted by the Environment Agency (EA) to treat 302,500 tonnes of waste per annum. The facility is capable of processing more than that, but this annual limit takes into account planned down-time for maintenance (when waste is received at Beddington but transported on to alternative facilities for treatment).
- 4.9. As previously reported to this Committee, the planned downtime in the spring did not take place this year due to the coronavirus pandemic, It has been deferred to 2021. This means that Viridor is forecasting that it will exceed its permit for the volume of waste that can be treated in a calendar year. The EA has confirmed that this is a pattern it is seeing at similar facilities across the country and has advised Viridor to submit a formal permit variation to increase the limit of waste processed as opposed to applying for a one year dispensation as this will enable future flexibility around the periods when the facility is shut down for planned maintenance.
- 4.10. As a result, Viridor has made an application to the EA to vary the permit for the Beddington ERF, to increase the annual amount of waste the facility is allowed to process by 15%, up to 347,422 tonnes per annum. If granted, the permit variation will increase the amount of waste the Beddington ERF is allowed to process each calendar year from 2020 onwards. Viridor report that the Environment Agency has deemed this permit variation to be non-substantial and are expecting notification of the EA decision in the coming weeks.
- 4.11. The variation is to the annual limits, the amount of waste the facility will process on a typical day will not change as the plant is already working at its daily operational limit. What the permit variation will do is give Viridor more flexibility around the length and frequency of planned maintenance periods in the future. This will help Viridor to optimise when maintenance takes place. Traffic movements to and from the site would remain within those allowed through the planning process.

5. **RECOMMENDATIONS**

- 5.1. 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 & B contracts.

6. IMPACTS AND IMPLICATIONS

- 6.1. LEGAL -There are no legal considerations arising directly out of the recommendation in this report.
- 6.2. FINANCE - There are no financial considerations arising directly out of the recommendation in this report.

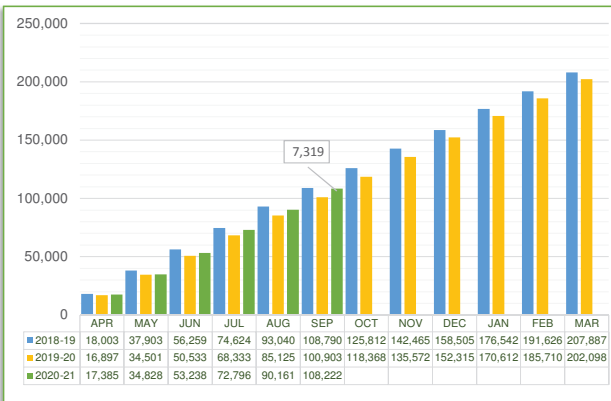
7. Appendices

- 7.1. Appendix A provides data on the performance of the Phase A contracts for the reporting period 1st April 2020 to the 30th September 2020.

SECTION 1: CONTRACT 1 - RESIDUAL WASTE DISPOSAL

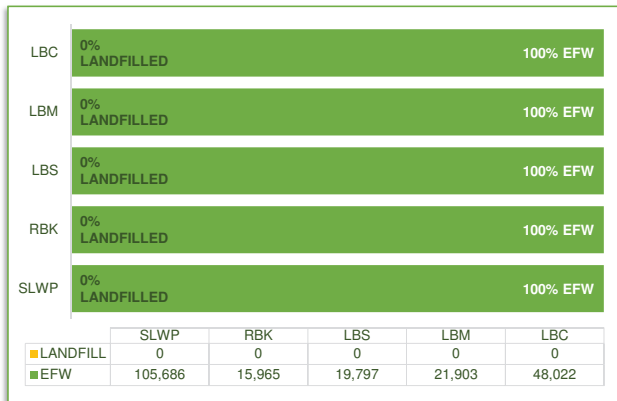
1a - TOTAL RESIDUAL WASTE GROWTH

CUMULATIVE RESIDUAL WASTE - CURRENT YEAR AGAINST 2 PREVIOUS YEARS



1b - DIVERSION FROM LANDFILL

TOTAL TONNES AND % OF WASTE SENT TO ENERGY RECOVERY



SECTION 2: HRRC RECYCLING PERFORMANCE

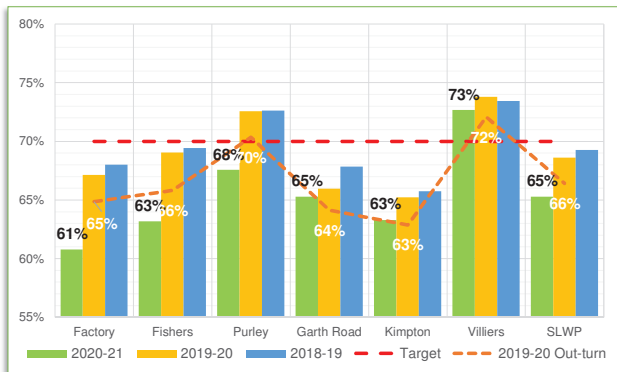
2a: HRRC RECYCLING PERFORMANCE

MONTHLY PERFORMANCE FOR EACH SITE AND SLWP AVERAGE

	FACTORY LANE	FISHERS FARM	PURLEY OAKS	GARTH ROAD	KIMPTON PARK WAY	VILLIERS ROAD	SLWP
APR	All HRRC sites closed during April 2020						
MAY	57%	67%	66%	64%	67%	77%	66%
JUN	59%	66%	65%	69%	68%	77%	67%
JUL	66%	67%	73%	72%	65%	77%	70%
AUG	59%	62%	68%	66%	61%	71%	64%
SEP	65%	67%	71%	65%	66%	73%	68%
OCT							
NOV							
DEC							
JAN							
FEB							
MAR							
YTD	61%	63%	68%	65%	63%	73%	65%

2b: YEAR TO DATE RECYCLING PERFORMANCE

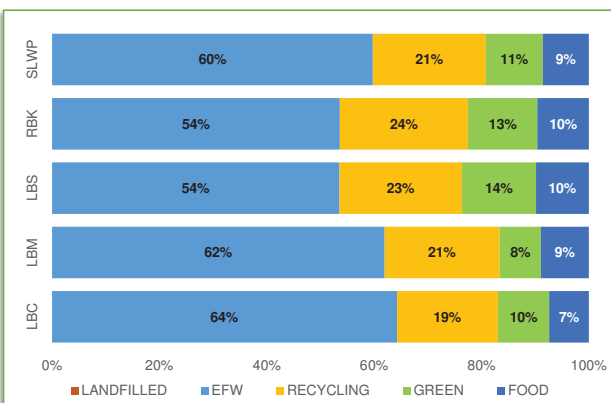
PERFORMANCE COMPARED TO LAST 2 YEARS



SECTION 3: WASTE ARISING

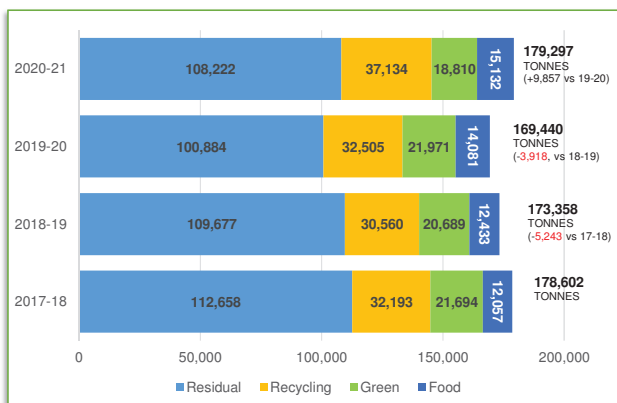
3a: WASTE ARISING BY BOROUGH (INC. NON HOUSEHOLD WASTE)

INDIVIDUAL WASTE STREAMS AS % OF TOTAL WASTE (APRIL'20 - SEPTEMBER'20)



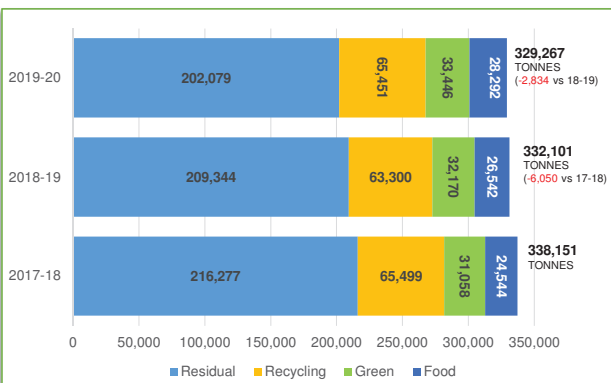
3b: TOTAL WASTE ARISING - YTD (INC. NON HOUSEHOLD WASTE)

QUARTER 1 & 2 (APRIL'20 - SEPTEMBER'20) 2020-21 AGAINST LAST 3 YEARS



3c: TOTAL ANNUAL PARTNERSHIP WASTE ARISING (INC. NON HOUSEHOLD WASTE)

TOTAL SLWP TONNAGE BY WASTE STREAM - LAST 3 YEARS





Report to: South London Waste Partnership (SLWP) Joint Waste Committee
Date: 17 December 2020
Author(s): Michael Mackie, Finance Lead
Chair: Councillor Hilary Gander
Report title: South London Waste Partnership Budget Update Month 6 2020/21

Summary

This paper provides an update on the Partnership's budget position for month 6 (September) of the financial year and the projected outturn for the 2020/21 financial year

1. Background

- 1.1 The Partnership sets its budget in December for the forthcoming financial year.
- 1.2 The budget is monitored monthly to allow the budgets to be flexed where appropriate in order to respond to any budget pressures.

2. Financial Position 2020/21

- 2.1 The table below refers to the Partnership's budget position for its Strategic Management activities for month 6 (September) of the 2020/21 financial year. It relates to expenditure in the following areas; procurement, project management, administration, contract management and communications.

Item	Approved Budget £	Actuals & Commitments £	Forecast Outturn £	Variance £
<i>Internal and External Advisors, Accounting and Projects</i>	148,400	147,697	342,000	193,600
<i>SLWP Staff Resources and communications management</i>	615,400	220,430	410,200	(205,200)
<i>Document and Data Management</i>	25,000	7,551	19,000	(6,000)
<i>Communications</i>	26,000	243	26,000	0
TOTAL	814,800	375,921	797,200	(17,600)
COST PER BOROUGH	203,700	93,980	199,300	(4,400)

- 2.2 The Partnership's budget for Strategic Management activities at month 6 forecasts an underspend of £17,600 (£4,400 per borough) for the year. The major variances are as follows:

- 2.3 Project and Contract Management is forecasting a £205k underspend. A review of the SLWP staff resource has taken place and the forecast has been based on the recommendations of the review being accepted. Due to the recruitment timetable it is likely that several posts will not be filled for the remainder of this financial year.
- 2.4 The Internal and External Advisors budget is forecasting a £194k overspend. This is due to advisors being commissioned to carry out the governance and staffing structure review, the annual review for the Environmental Services Contract and to provide strategic and contract management services.

3. Recommendations:

- 3.1 To note the content of this report.

4. Impacts and Implications:

Finance

- 4.1 Contained within report.



Report to: South London Waste Partnership (SLWP) Joint Waste Committee
Date: 17 December 2020
Author(s): Michael Mackie, Finance Lead
Chair: Councillor Hilary Gander
Report title: South London Waste Partnership Proposed Final Budget for 2021/22

Summary

This paper provides the proposed final budget for the Partnership for 2021/22 for its core activities.

1. Background

- 1.1 The Partnership is required to produce a draft budget for consideration by the Joint Waste Committee by 31st 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 31st December each year. Should an Annual Budget not be agreed by the Joint Committee by 31st December in any year, the previous year's Annual Budget, uplifted by RPI plus 2%, shall be deemed to have been agreed and shall be the Annual Budget for the following financial year until agreed otherwise by the Joint Committee.
- 1.2 The budget is monitored monthly to allow the budgets to be flexed where appropriate in order to respond to any budget pressures.

2. Issues

- 2.1 The draft budget for Core Activities would usually be presented to the Joint Waste Committee in September and the draft budget would then be subject to consultation with Finance Directors, with the final budget being presented to the JWC in December. However, it was not possible to present the draft 2021/22 budget to the 9 September committee as the review of the staff resource had not been completed at that point.
- 2.2 The table below details the proposed final budget for 2021/22 and has been prepared on the basis that the proposed staffing structure is implemented following the appointment of the SLWP Director. The table below also includes the approved 2020/21 budget for comparison purposes.
- 2.3 The proposed budget, if approved, delivers a real (before indexation) saving of £28,290 (£7,073 per borough).

Core and project Activities

Item	2020/21 Approved Budget £	2021/22 Final Budget £
<i>Internal & External Advisors, Projects and Accounting</i>	148,400	149,500
<i>SLWP Staff Resources and communications management</i>	615,400	599,100
<i>Document and Data Management</i>	25,000	19,200
<i>Communications</i>	26,000	26,500
TOTAL	814,800	794,300
COST PER BOROUGH	203,700	198,575

- 2.4 The 2021/22 budget assumes a 1% increase for pay and 2% increase for other budgets.
- 2.5 Internal & External Advisors, Projects and Accounting budget allows the Partnership to engage external and internal advisors to provide expert legal, financial and technical advice in respect of all the partnerships contracts (Phase A, Phase B, HRRC's and Environmental Services). This also includes costs from Kingston for providing finance activities for managing Phase A transactions (£26.5k), costs from Croydon for providing finance activities for Phase B, the HRRC and the Environmental Services contract transactions (£26.5k).
- 2.6 The SLWP Staff Resources and communications management budget contains provision for eight posts (see below) and to buy in communication management.
1. SLWP Director
 2. Head of Contracts
 3. Finance Lead
 4. Waste Strategy Officer
 5. Contract Manager
 6. Contract Data Officer
 7. Contract Officer
 8. Contract compliance officer
- 2.7 Document and Data Management provides for storage of project documentation in an online library which is available on-licence to authorised stakeholders.

2.8 The communications budget of £26.5k is for planning and delivering communications activities. The budget in 2019/20 included £40k for carrying out a triennial residents' survey. This has been removed for the 2020/21 and 2021/22 budgets, and will be brought back into the proposed budget during the 2022/23 budget process

3. Recommendations:

3.1 To agree the proposed budget for the core activities of the Partnership as set out in 2.3.

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



SOUTH LONDON WASTE PARTNERSHIP

Report to: South London Waste Partnership Joint Committee

Date: 17 December 2020

Report of: South London Waste Partnership Management Group

Author(s): John Haynes (South London Waste Partnership Communications Advisor)

Chair: Councillor Hilary Gander

Report Title:

**Communications and Engagement
South London Waste Partnership - Phase A and Phase B contracts**

Summary

This paper provides an update to Members of the South London Waste Partnership Joint Committee on communications and stakeholder engagement activities relating to the Partnership's Phase A (transport & residual waste management, HRRC services and marketing of recyclates) and Phase B (residual waste treatment) contracts.

This report focuses on activity that has taken place between September and November 2020.

Recommendations

The Committee is asked to:

- Note the contents of this report and comment on any aspects of communications and engagement activities relating to the Phase A and Phase B contracts.

1. Recycle Week 2020

- 1.1 The 17th annual Recycle Week took place 21-27 September 2020. The theme this year was 'Together – We Recycle', thanking the nation for continuing to recycle despite the challenges that COVID-19 has presented.
- 1.2 The SLWP Boroughs once again worked in partnership to mark Recycle Week in a number of ways:
- Targeted paid-for social media advertising campaign (match-

funded by London Waste and Recycling Board, LWARB) – see below for details

- Organic social media campaign via council-run social media channels
- Launch of a new schools e-learning package, Recycling Rockstars, in partnership with Veolia

1.3 £3,000 from the SLWP communications budget was allocated to the targeted paid-for social media advertising campaign. This was match-funded by LWARB (who also paid the media buying agency fee) which meant a total of £6,000 was spent on Facebook and Instagram advertising.



1.4 The campaign performed well, delivering a good return on investment:

Reach (no. of individuals):	668,716
Impressions (no. of views):	1,620,151
Video views:	1,233,981
Post engagements:	129,478

2. London Repair Week 2020

2.1 The inaugural London Repair Week took place 12-17 October 2020. Coordinated by the London Waste and Recycling Board (LWARB), this awareness week focused on moving Londoners to the top of the waste hierarchy by reducing the amount of rubbish and recycling they generate in the first place.

2.2. The SLWP boroughs were official ‘Supporters’ of the Repair Week campaign and marked the awareness week with a high-profile social media campaign, coordinated by the SLWP Communications Advisor.



- 2.3 The 'organic' (zero cost) campaign performed well, delivering the following results across the four SLWP boroughs' Facebook and Twitter social media platforms:

No. of posts:	40
Impressions (Twitter):	31,631
Reach (Facebook):	13,518
Post engagements:	1,174

- 2.4 London Repair Week closely aligns to the borough's key priorities around waste minimisation so we look forward to it becoming something we can support and be part of on an annual basis.

4. PHASE A BACKGROUND

- 4.1 The Phase A contracts encompass transport & residual waste management, HRRC services and marketing of recyclates.
- 4.2 From a communications and stakeholder engagement perspective, the elements of the Phase A contracts that are of most significance are:
- the management of the six Household Reuse, and Recycling Centres (HRRCs), and
 - the landfill operations at Beddington.

5. HOUSEHOLD REUSE AND RECYCLING CENTRES (HRRCs)

- 5.1 Site user customer satisfaction surveys continue to take place on a rolling basis across the sites. The findings are reported back to this Committee in the Phase A & B Contract Management Report and are also published on the SLWP website.
- 5.2 The SLWP Communications Advisor continues to support the boroughs and Veolia in ensuring that residents are aware of the arrangements in place at the six HRRC sites and that suitable temporary signage is in place to support appropriate use of the site. These arrangements are working well with the sites operating smoothly.

6. BEDDINGTON LANDFILL OPERATIONS AND RESTORATION

- 6.1 This contract is operated by Viridor on behalf of the Partnership.
- 6.2 The focus of communications and engagement activities has been two-fold:
- Educating local residents and key stakeholders about the landfill operations at Beddington – i.e. how it has provided vital waste disposal capacity for hundreds of thousands of local households

and businesses and how the site is being managed in order to minimise any negative environmental impacts;

- Providing information on how the 120-hectare Beddington Farmlands site (which incorporates the landfill) is being restored into a rich patchwork of habitats for wildlife with public access.

- 6.3 Viridor recently issued a press release and published a short video updating on progress with the new wet grasslands habitat. The video can be viewed by searching online: 'YouTube Beddington wet grassland'.
- 6.4 A change.org petition to 'Save the Lapwings at Beddington Farmlands' has now attracted over 45,000 signatures. The co-ordinator of the petition was invited by Viridor to attend the Beddington Conservation and Access Management Committee (CAMC) meeting in October. The CAMC formally noted the petition along with the actions Viridor have already committed to in order to address the concerns raised.

7. PHASE B BACKGROUND

- 7.1 The Phase B contract (residual waste treatment) was awarded to Viridor in 2012. In order to fulfill the contract, Viridor have constructed a £205m state-of-the-art Energy Recovery Facility in Beddington. Household waste from the four Partner boroughs that has not been sorted by residents for recycling is treated at the facility and used to generate electricity.
- 7.2 The SLWP Communications Advisor continues to work closely with Viridor to:
- Ensure Viridor are meeting their contractual requirements with regards to communications and stakeholder engagement around the construction and operation of the Beddington ERF
 - Ensure local people understand why it is we need an ERF and provide reassurance around the safety of modern, well-run facilities such as this
 - Ensure the Partnership understands the views of local people with regards to waste treatment and ERF technologies in particular.

8. BEDDINGTON ERF COMMUNICATIONS AND STAKEHOLDER ENGAGEMENT

- 8.1 Viridor continues to upload Emissions Monitoring Reports to the Beddington ERF Virtual Visitor Centre (www.beddingtonerf.info) twice per month.
- 8.2 The occasional exceedances in Emissions Limits Values (ELVs) at the Beddington ERF (as reported in the Contract Management Report)

continue to attract attention from some members of the local community.

- 8.3 The Beddington ERF Virtual Visitor Centre (www.beddington.eref) will receive a significant upgrade in the coming weeks when a series of 15 short videos (filmed during September 2020) will be uploaded to the site to provide a richer and more engaging user experience. This is particularly welcome as ERF's on-site Education Centre remains closed for the time being due to coronavirus restrictions.

9. IMPACTS AND IMPLICATIONS

Legal

- 9.1 None

Finance

- 9.2 The South London Waste Partnership's Communications Advisor post is funded through the core activities budget.
- 9.3 A £25,000 annual Communications Budget is available to support communications and engagement activities.

10. RECOMMENDATIONS

- 10.1 The Committee is asked to:
- Note the contents of this report and comment on any aspects of communications and engagement activities relating to the Phase A and Phase B contracts.



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

Date: 17 December 2020

Author(s): Andrea Keys Interim Strategic manager

Chair: Councillor Hilary Gander

Report title: SLWP Risk Report

Summary

This report summarises key risk areas which are facing the partnership boroughs in relation to the waste disposal functions of the Joint Waste Committee.

Recommendations

The Joint Waste Committee is asked to note the contents of this report.

Background Documents

A confidential risk register is held by the Interim Strategic Partnership Manager, Andrea Keys

1. BACKGROUND

- 1.1. This report summarises key risk areas for the waste management contracts overseen by the Joint Waste Committee, based on the South London Waste Partnership team's risk register. This report summarises the key risks that should be noted at committee level. The full risk register is considered at the SLWP's Strategic Management Group.

2. KEY RISK AREAS

- 2.1. Areas have been included in this report where they are considered strategically important, for example because they are high scoring in terms of impact and/or likelihood, or have changed significantly in score.
- 2.2. **Increase in Waste Volumes** - The risk register includes the following risks: Residual waste increases leading to increased disposal costs not covered in budgets; and cost of recycling increases beyond forecasted rates. The recent COVID19 pandemic has resulted in a 7% increase in residual waste tonnes and a 13% increase in recycling tonnes collected at the kerbside during the period April

to September 2020. This will result in higher levels of disposal and recycling costs.

- 2.3. Whilst lockdown measures have eased, we are not seeing a reduction in waste growth, and volumes have still not returned to pre-COVID19 levels. This risk will be monitored and further details presented as part of the quarter 3 report.
- 2.4. **Staff Shortages** - The COVID19 pandemic presents the risk of staff shortages due to sickness. This risk has been effectively managed by both Veolia and Viridor through a combination of communications, revised operational measures, a rapid response to reviewing and, where required, amending risk assessments, and delivering on-going staff training. Both contractors responded swiftly to the crisis and have maintained the staffing levels required in order to deliver the services. A local level, contract level, or even a site level outbreak of COVID still remains a risk so this item will continue to be tracked and presented.
- 2.5. **Cost, availability and reliability of Recycling markets** -This area continues to present a significant risk. Significant changes to global recycling material markets placed increasing pressure on the European markets. Recycling costs and incomes are built into the financial models of several of our waste management contracts and so contractors will also feel a budget pressure. This continues to present a risk and the impact of a worsening level of income for recycling will continue to be managed through budget and contract management processes.
- 2.6. As a consequence of the market changes, reprocessors remain increasingly strict on the level of contamination they will accept in the recycling material. Material which is too contaminated requires further sorting if any of the material is to be recycled. Extra sorting increases the reprocessing costs for recycling and so some impact on budgets continues to be expected, as above. The following summarises the actions undertaken to protect the quality of our recycling:
 - An increasingly harmonised approach to recycling across the SLWP area means that messages about what to recycle can be simple and effective across our whole region. All boroughs now follow broadly the same recycling regime.
 - A four-stage contamination awareness process for household (including bin tags, letters and door-knocking) has been formulated with Veolia.
 - Material which doesn't meet the contamination thresholds is being sent to specialist sorting facilities where the recyclable material is extracted.
 - The poorest quality material we collect typically comes from communal collection containers where it is difficult to identify who might be putting the wrong material in the wrong bin, which can make communications work hard to target; we're working with organisations and networks to look at what we can learn from others and what good practice we can share in this area.
 - The communal containers are typically collected on separate collection rounds which protects all the other recycling material we collect from unnecessary contamination.
 - We're closely monitoring the quality of the materials being collected for recycling and the processes being followed to manage contamination.

- The “Destination Recycling” films highlight the importance of sorting materials into the correct containers and these films are available on the SLWP website and have been promoted through the boroughs.
- The 2021/22 SLWP Communications Plan presented at the July 2020 JWC further builds on our work to reduce contamination.

2.7. **Impact on our contracts from recycling value changes** - Financial issues within contracts can have a significant impact on contract performance and the likelihood of contract disputes - ultimately contracts cannot operate unless they are financially sustainable. Pressures such as the current global recycling market must be carefully considered when we formulate our approach to procurement of contracts and services. The changes and unpredictability of the recycling markets, which affects all our contracts, mean that this continues to be a key focus for us at the present time.

3. **Defra strategy consultation**

3.1. As reported to previous committee meetings, following the publication of their Resources and Waste Strategy, Defra ran a consultation which closed in May 2019, and formal second stage consultations will now take place in early 2021. The key points are as follows:

- Reforming the packaging producer responsibility regulations in the UK
- Introducing a deposit return scheme for drinks containers
- Measures to accelerate consistency in recycling for both households and businesses in England

3.2. In addition, the Treasury is consulting on a plastic packaging tax. The SLWP team and the boroughs considered the proposals set out by Defra and continue to participate in the consultation process. SLWP will continue to manage any risks as well as opportunities that the proposals might present to the boroughs and the partnership.

4. **Brexit**

4.1. The UK is now in the ‘transition period’ until the end of 2020 while the UK and EU negotiate additional Brexit arrangements. Current rules on trade and travel will continue to apply and any new agreement will take effect on 1st Jan 2021. We will continue to monitor the impact of a ‘no deal’ scenario at the end of the transition period. Potential impacts, including those relating to the workforce, recycling markets and supply of consumables, will continue to be considered. We will continue to work closely with our contractors on the management and mitigation of any developing risks.

4.2. As before, we do not expect any type of Brexit to prevent us from being able to safely dispose of our residual waste because of the waste disposal arrangements we have within the partnership’s own area. Recycling markets and exports could be impacted by Brexit and in particular any scenario where transport movement through UK ports is affected.

5. RECOMMENDATIONS

- 5.1. It is recommended that the Joint Waste Committee note the contents of this report.

6. IMPACTS AND IMPLICATIONS

- 6.1. Legal - There are no legal considerations arising directly from the recommendation in this report.
- 6.2. Finance – There are no financial considerations arising directly from the recommendation in this report.

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