



**One Council
Overview & Scrutiny Committee**

14th September 2011

**Report of the Director of Environment &
Neighbourhoods**

For Action

Wards Affected:
ALL

**Waste and Street Cleansing Review – Waste Collection
Implementation**

1.0 Summary

- 1.1 This report updates on progress with respect to the One Council Waste and Street Cleansing Review, in particular implementing and communicating the waste collection changes that are to be implemented as part of that project.

2.0 Recommendations

- 2.1 That the contents of this report are noted.

3.0 Detail

The waste and street cleansing review started in October 2009.

The target allocated to the review in 2009 was to deliver £1.2m efficiency savings, notionally split as follows:

- waste collection and disposal: £500k
- street cleansing: £700k

The Business Case (BC) for the review was endorsed by CMT in December 2009.

The Project initiation Document (PID) was approved by the project board in June 2010 and endorsed (in principle) by the programme board in July 2010.

3.1 Waste Collection.

The solution identified for this aspect of the review was to produce a new household waste collection strategy for the period 2010-14.

The household waste collection strategy was also supported by the production of a waste model developed with Veolia Environmental Services (VES) – the contractor –

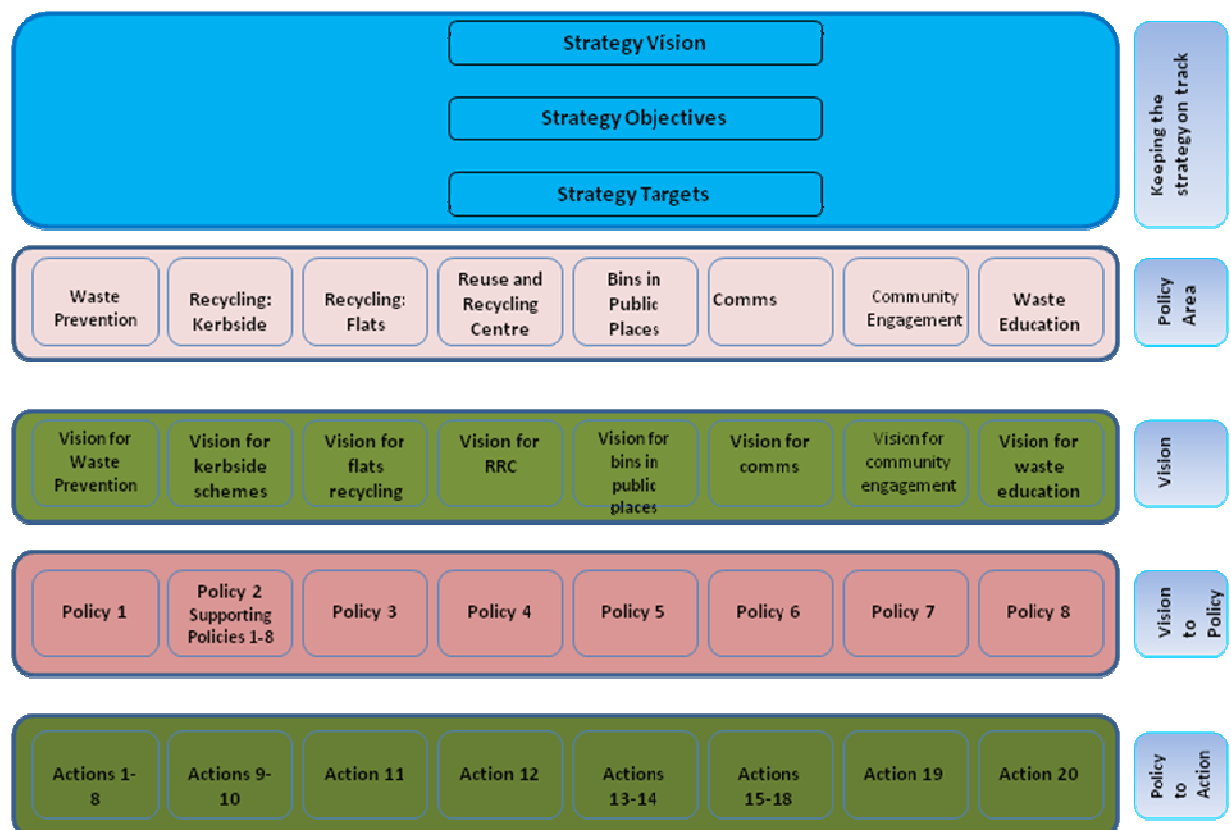
to compare the business as usual scenario with various waste collection options, on the basis of:

- potential recycling and composting rates
- costs (collection and disposal).

The key outcome of the waste strategy production was the selection of a new waste collection system, selected on its ability to:

- deliver the efficiency savings target assigned to this aspect of the review
- meet the aspirations of the local administration to significantly increase recycling and composting rates
- increase diversion from landfill and reduce the carbon impact of waste management operations in Brent.

3.2 The household waste collection strategy was formally adopted by the Executive on 13 December 2010. The strategy covers eight policy areas as shown below.



3.3 The key differences between the current and the new waste collection system for street level properties and blocks of flats are set out below.



3.4 The report to the Executive also indicated the level of efficiency savings that the waste aspect of the review could deliver (as outlined below)

	Year 1 (Oct 2011)	Year 2 (2012/13)	Year 3 (2013/14)	Year 4 (2014/15)
Business as usual				
% diversion	28.3	28.7	29.0	29.4
Collection k£ PA	6,170	6,170	6,170	6,170
Other costs k£ PA	80	322	322	322
Treatment k£ PA	7,743	8,326	8,914	9,496
Total k£ PA	13,993	14,818	15,406	15,988
Preferred waste collection system				
% diversion	41.3	49.0	51.8	53.1
Collection k£	5,932	5,694	5,694	5,694

	Year 1 (Oct 2011)	Year 2 (2012/13)	Year 3 (2013/14)	Year 4 (2014/15)
PA				
Other costs k£ PA	918	711	711	711
Treatment k£ PA	7,632	7,490	7,709	8,020
Total k£ PA	14,482	13,896	14,115	14,426
Saving	+495	-923	-1,292	-1,563

3.5 Project plan

The key elements of the project plan are set out below.

Product	Milestone
Executive meeting – approval to consult on the waste strategy	July 2010
Executive meeting – approval to consult on the waste strategy	August 2010
Executive meeting – formal adoption of waste strategy	December 2010
Procurement (containers) – timetable	February 2011 – March 2011
Implementation	July-September 2011
New waste collection service start date	October 2011
Project close	February 2012

3.6 Project Objectives

The key objectives underpinning the review are described below.

Objective	What the objective will achieve	When the objective will be achieved	Why it is important to achieve the objective
Waste			
Developing the new household waste collection strategy	Provide strategic direction of travel over the next four years for the waste collection service in Brent	December 2010	Ensuring the new waste collection service is supported by council policies
Introducing the new waste collection service in Brent	Increased recycling and composting rates Increased diversion from landfill Increased environmental performance of waste management operations	October 2011 – June 2012	Achieving efficiency savings target

3.7 Project Dependencies

The known dependencies between the waste and street cleansing review and other projects, departments or external factors are shown below.

Dependency	Mitigation
Waste Enforcement	<p>In January 2011, the staffing and structure review entered the second phase of wave 2. A staff consultation document was published. The document includes a proposal to bring together the functions of the former StreetCare, Environmental Health and Health Safety & Licensing services into a new Safer Streets and Protection Service Unit.</p> <p>The waste aspect of the review relies heavily on enforcement activity to reduce the level of trade waste entering the household waste stream illegally. It is imperative that the waste enforcement activity continues after the enforcement team is relocated from StreetCare to the new Safer Streets and Protection Service Unit.</p>
Future customer services	<p>The new waste collection service will affect every household in Brent. The new service will result in changes in waste containers, materials collected and frequency of collection. The increased investment on communications will address some of the issues that residents will face. However it is anticipated that customer contact will increase dramatically leading up to and for a limited period after the introduction of the new service.</p> <p>It is imperative that proactive engagement with the Future Customer Services review takes place to understand how the operational model developed by that review will support the waste and street cleansing review.</p>

3.8 Risk and Issues

This section details key risks and issues associated with the project. Since the project entered the delivery stage:

- 43 risks have been identified
- 50 issues have been identified.

The table below outlines the main risks and issues affecting the waste and street cleansing review in 2011.

No	Description	Preventative / mitigating actions
R022	<p>EFFICIENCY SAVINGS - HOUSEHOLD BEHAVIOUR (WASTE)</p> <p>Households may not adopt new environmental behaviours (high levels of participation and capture rates and low level of contamination rate) to contribute to the council's 40% recycling and composting target by 2011/12 and 50% by 2014/15. This would mean higher disposal costs and savings target not being met.</p>	<p>The impact and probability of this risk need to be mitigated by increasing resources in communications and community engagement, monitoring and enforcement activities.</p>

No	Description	Preventative / mitigating actions
R039	<p>RADICAL CHANGES IN STREET CLEANSING (SERVICE STANDARDS AND MEMBERS EXPECTATIONS)</p> <p>The reduction in service standards may affect VES' ability to retain the same level of service.</p>	<p>Mitigation actions are as follows:</p> <ul style="list-style-type: none"> - members engagement - redevelopment and agreement of new performance standards - monitoring arrangements
R035	<p>LOCAL MEDIA (WASTE)</p> <p>There may be negative media coverage when the new waste collection service is introduced. This could lead to opposition from residents and affect resident participation and the overall savings target.</p>	<p>Mitigations actions need to be developed by the project team working closely with corporate comms and cllrs to manage residents' expectations and to ensure that they understand the council's financial position</p>
I039	<p>RE-ENGINEERING AND DISPOSAL OF VEHICLES (WASTE AND STREET CLEANSING)</p> <p>The re-engineering and disposal of the existing waste fleet may mean that the Council needs to bear a one-off cost if VES is unable to deploy vehicles no longer needed in Brent to other contracts.</p>	<p>The issue cannot be avoided. Various vehicles within the existing waste fleet cannot be re-engineered. VES has already advertised these vehicles in the VES surplus list to ensure that they can be reused elsewhere.</p>
I047	<p>CUSTOMER CONTACT</p> <p>The OSS may not be able to deal with the increased level of customer contact when the new waste service is introduced.</p>	<p>Recruitment of temporary call centre staff to support the new waste service</p> <p>Business case to recruit 12 temporary members of staff for three months approved</p>

3.9 Additional resources

The additional external resources which have been used through the delivery of the project are described below.

Resource	Period of activity	Description
SLR	February 2010 – March 2010	Carry out an appraisal of waste collection options and produce a report with recommendations on the preferred waste collection option based on: carbon impact, diversion from landfill, financial savings, housing stock
GMA	March 2010 – September 2010	Provide a SWOT analysis of waste collection options Produce a benchmarking report on street cleansing arrangement
WRAP (ROTATE)	December 2009 – June 2010	Provide technical advisory support during the development of the household waste collection strategy
WRAP (Recycle for London)	December 2010 – April 2011	Provide technical advisory support during the development of the communications and community engagement plan

4.0 Implementation

4.1 Working groups

The following Working groups have been established to support and manage the implement the new collection services.

Working group	Period of activity	Description
Waste strategy production working group	October 2009 – December 2010	The working group was set up to manage the production of the household waste collection strategy
Street level properties working group	December 2010 – April 2011	The working group is set up to carry out surveys of difficult to serve housing types
Blocks of flats	December 2010 – July 2011	The working group is set up to carry out an inventory of the blocks of flats in Brent that currently do not have a dedicated recycling facility
Communications and community engagement	September 2010 – May 2011	The working group is set up to develop a communications and community engagement plan to support the implementation of the new waste collection service in street level properties and blocks of flats and the promotion of waste reduction and reuse initiatives
Procurement (containers)	December 2010 – April 2011	The working group is set up to manage the selection of the preferred route for the procurement of waste containers, leading to the award of the contract by the Executive
Procedures	April 2011 – June 2011	The working group is set up to implement operational procedures with the waste collection contractor
Contender	May 2011 – July 2011	The working group is set up to ensure that Contender is updated in good time to reflect the changes in waste and street cleansing
Implementation	May 2011 – March 2012	The working group is set up to ensure that all aspects associated with the new waste collection and street cleansing service come together
Operations and monitoring	February 2012 – March 2014	This group will be responsible for monitoring the success of the waste collection service until the end of the contract

4.2 Communications & Stakeholders

The key stakeholders that have been involved in the project are set out below.

Stakeholders
StreetCare (Waste and Recycling Unit)
Brent staff (including contact centre)
Brent residents
Local organisations and voluntary sector
Members
VES (managers, waste collection crews, street sweepers)
WLWA, constituent waste collection authorities, GLA

As part of the project, a communications and community engagement plan was developed. As part of its development, a stakeholder mapping exercise was carried out. The results of the mapping exercise are outlined below.

This is Communications Plan is provided as an appendix to this report.

4.3 Roll-out

The roll-out of the new service began in the last week of August.

The production and supply of the required containers is set out below.

WK33 (w/c 15th August) - 2,500
 WK34 (w/c 22nd August) - 7,500
 WK35 (w/c 29th August) - 15,000
 WK36 (w/c 5th September) - 15,000
 WK37 (w/c 12th September)- 15,000
 WK38 (w/c 19th September)- 15,000
 WK39 (w/c 26th September) - 15,000

Distribution started during week 35. The process will take 6 full weeks (w/c 5th September through to the 14th October),

The new service will commence on the 3rd October.

5.0 Financial Implications

The level of efficiency savings that the waste aspect of the review is expected to deliver is set out below.

	Year 1 (Oct 2011)	Year 2 (2012/13)	Year 3 (2013/14)	Year 4 (2014/15)
Business as usual				
% diversion	28.3	28.7	29.0	29.4
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5.0 Legal Implications

None

6.0 Diversity Implications

- 6.1 During the implementation process the impact on service users has been evaluated. The project aims to deliver improved waste collection services across all services and through all channels and this is expected to benefit all service users and stakeholders.

7.0 Staffing/Accommodation Implications (if appropriate)

- 7.1 Maintaining high levels of participation and material capture will require a reprioritisation of the work of the Council's Recycling and Waste Officers.
- 7.2 Monitoring and eliminating contamination of recycling containers will similarly require a reprioritisation of work.

Contact Officers

Sue Harper, Director of Environment and Neighbourhood Services
Chris Whyte, Head of Recycling and Waste
David Pietropaoli, Waste Policy Manager

The Communications Plan and Timetable of Activities is set out below.

The new Service Leaflet and a sample collection calendar is also provided.



Communications Plan
v0.7.docx