



**SOUTH LONDON
WASTE PARTNERSHIP**

South London Waste Partnership Joint Committee Agenda

**Tuesday 18 June at 6:30pm
Merton Civic Centre**

Membership

London Borough of Croydon

Councillor Stuart Collins – Deputy Leader and Cabinet Member for Clean Green Croydon

Councillor Stuart King – Cabinet Member for Environment, Transport & Regeneration (Job Share)

Substitutes: Councillors Muhammad Ali and Nina Degrad

Royal Borough of Kingston upon Thames

Councillor Hilary Gander - Portfolio Holder for Environment & Sustainable Transport

Councillor Liz Green – Leader of the Council

Substitutes: Councillors Tim Cobbett and Malcolm Self

London Borough of Merton

Councillor Mark Allison – Deputy Leader and Cabinet Member for Finance

Councillor Tobin Byers - Cabinet Member for Adult Social Care, Health and the Environment

Substitutes: Councillors Stephen Alambritis and Martin Whelton

London Borough of Sutton

Councillor Manuel Abellan - Chair of the Environment and Neighbourhood Committee

Councillor Ben Andrew – Vice-Chair of the Environment and Neighbourhood Committee

Substitute: Councillor Hanna Zuchowska

This is a public meeting and attendance by the public is encouraged and welcomed. For more information about the agenda or to submit a question (by 12pm on the day before the meeting) please contact democratic.services@merton.gov.uk or telephone [0208 545 3357](tel:02085453357).

All Press contacts: communications@merton.gov.uk, 020 8545 3181

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www.croydon.gov.uk

www.sutton.gov.uk

www.kingston.gov.uk



South London Waste Partnership Joint Committee Agenda

18 June 2019

- | | | |
|----|---|---------|
| 1 | Appointment of Chair and Vice-Chair 2019/20 | |
| 2 | Welcome and Introductions | |
| 3 | Apologies for Absence | |
| 4 | Declarations of Interest | |
| 5 | Minutes of the Previous Meeting | 1 - 4 |
| 6 | SLWP Contract Management Report | 5 - 14 |
| 7 | Communications and Engagement | 15 - 20 |
| 8 | South London Waste Partnership Budget Outturn 2018/19 | 21 - 22 |
| 9 | South London Waste Partnership Budget Update Month 2
2019/20 | 23 - 24 |
| 10 | Risk Report | 25 - 28 |
| 11 | Date of the next Meeting | |

*The next meeting will be held on Tuesday 17 September 2019
at Croydon Council.*

Note on declarations of interest

Members are advised to declare any Disclosable Pecuniary Interest in any matter to be considered at the meeting. If a pecuniary interest is declared they should withdraw from the meeting room during the whole of the consideration of that matter and must not participate in any vote on that matter. If members consider they should not participate because of a non-pecuniary interest which may give rise to a perception of bias, they should declare this, withdraw and not participate in consideration of the item. For further advice please speak with the Assistant Director of Corporate Governance.

Agenda Item 5

All minutes are draft until agreed at the next meeting of the committee/panel. To find out the date of the next meeting please check the calendar of events at your local library or online at www.merton.gov.uk/committee.

SOUTH LONDON WASTE PARTNERSHIP JOINT COMMITTEE

2 APRIL 2019

(6.32 pm - 7.19 pm)

PRESENT

London Borough of Croydon

Councillor Stuart Collins – Deputy Leader and Cabinet Member for Clean Green Croydon

Councillor Stuart King – Cabinet Member for Environment, Transport and Regeneration (Job Share)

Royal Borough of Kingston Upon Thames

Councillor Hilary Gander – Portfolio Holder for Environment and Sustainable Transport

London Borough of Merton

Councillor Mike Brunt – Cabinet Member for Environment and Street Cleanliness

Councillor Nick Draper – Cabinet Member for Community and Culture

London Borough of Sutton

Councillor Manuel Abellan – Chair of the Environment and Neighbourhood Committee

Councillor Richard Clare – Vice-Chair of the Environment and Neighbourhood Committee

1 WELCOME AND INTRODUCTIONS (Agenda Item 1)

The Chair welcomed all present.

2 APOLOGIES FOR ABSENCE (Agenda Item 2)

Apologies for absence were received from Councillors Liz Green and Martin Whelton. Councillor Nick Draper attended as substitute for Councillor Whelton.

3 DECLARATIONS OF INTEREST (Agenda Item 3)

There were no declarations of interest.

4 MINUTES OF THE PREVIOUS MEETING (Agenda Item 4)

RESOLVED: That the minutes of the meeting held on 4 December 2018 were signed and agreed as an accurate record of the meeting.

5 PHASE A & B CONTRACT MANAGEMENT REPORT (Agenda Item 5)

The Contract Manager presented the report.

It was highlighted under Contract 1:

- 160,000 tonnes of waste had been delivered to Viridor in the first three quarters of this financial year, with 100,000 tonnes being taken under Contract 1. The remaining 60,000 had been sent to the Energy Recovery Facility (ERF).
- The partnership had seen a decrease of 3.5% in residual (non-recyclable) waste in the year to date and this had equated to a saving of just over £600,000.
- The Contract was working well and operating effectively.

Contract 2:

- All 6 Household Re-Use and Recycling Centres (HRRCs) were exceeding the 80% satisfaction target set by the Partnership and in round 10 of the customer satisfaction surveys, 90% of visitors to the sites said they waited less than 5 minutes to enter the site.
- There had been a recent reduction in complaints and an increase in compliments for HRRCs.
- All HRRCs were experiencing a reduction in recycle rates and work was ongoing to understand the reasons behind this. It was noted that there were still issues with mattresses and rigid plastics due to difficulties with the recycling markets for those materials. This meant that those two materials were having a significant impact on the figures. A more detailed end of year report would be produced on recycling rates.

Contract 3 was operating well with no issues.

In regards to the Phase B (Construction of the ERF) the Contract Manager advised that this had now passed all acceptance tests and wider takeover works were expected in the late spring/early summer. It was noted that there had been no process issues.

The extended testing period had meant that SLWP had been paying a reduced gate fee over this time and this had saved the partnership £2 million. In addition to the £600,000 saving achieved through the decrease in residual waste, the partnership had achieved a saving of £7.1million in comparison to last year's figures.

Councillor Collins asked whether recycling figures were obtained for Neighbourhood Recycle Centres (NRCs) across the Boroughs, as this would be useful to look at in relation to whether these sites could be reduced or removed. The Partnership Manager confirmed that this information was not collected as a partnership however it was best for any recycling not collected at the kerbside (from residential properties) to be taken to the main HRRC sites where there were staff available to assist residents. Councillors and officers confirmed that Sutton had removed all of their NRCs previously and that this had been a positive change. Councillors from Kingston had also been reducing the number of NRCs. All Boroughs agreed that there was an issue with fly tipping at NRCs and that a report should be brought to a future Committee meeting to discuss a collective approach to these sites in further detail.

In response to further questions, the Contract Manager advised that the £2 million saved to date was not expected to increase further as the reduced gate fee for the commissioning had now ceased.

In relation to the redacted contract, this was a good opportunity for the Partnership to review whether any further information could be disclosed from the contract. It was noted that the contract was available on the Partnership website.

RESOLVED: That the Committee noted the contents of this report, and commented on any aspects of the performance of the Partnership's Phase A & B contracts.

6 BUDGET UPDATE MONTH 11 2018/19 (Agenda Item 6)

The Finance Lead presented the report, advising that the Partnership's Budget forecast an underspend for the year of £22,400, which equated to £5,600 per Borough.

RESOLVED: That the report was noted.

7 COMMUNICATIONS AND ENGAGEMENT (Agenda Item 7)

The Communications Advisor presented the report which gave an overview of the activity from December 2018 to March 2019. Good progress was being made on the Destination Recycling film. This aimed to inform and reassure residents about what happened to their recycling once it was collected. The film was expected to be complete by the end of April 2019 and a targeted social media campaign would take place throughout May and June.

The Beddington Energy Recovery Facility Virtual Visitor Centre (VVC) was now online which highlighted the fifteen steps which take place after residual waste is collected and is taken to the ERF. The Communications Advisor had worked closely with Viridor to ensure that the VVC was accessible as possible. The VVC includes twice-monthly uploads of emissions monitoring data from the ERF along with guidance on how to interpret the reports. It was noted that there was no statutory requirement to provide this information publicly and there was a large amount of variation across the country as to the levels of transparency. The VVC was still being updated and the intention was to replace the photos with videos in the near future.

All contact details were provided on the website, and the option to visit for a tour of the site was available.

The Committee reviewed the mid-March emissions monitoring report included within the agenda pack and noted that there had not been any exceedances of any of the limits during the report period.

The tri-annual social research was due to be commissioned shortly and an update would be provided at the next meeting.

Councillors from all Boroughs thanked the Communications Advisor for the work and invited him to attend their respective Cabinet meetings to present the work.

In response to member questions, the Communications Advisor advised that in relation to the 14,000 printed newsletters scheduled to be delivered, this was still found to be an effective method of communication, however he undertook to also look into alternative methods.

RESOLVED: That the Committee noted the contents of this report and commented on any aspects of communications and engagement activities relating to the Phase A and Phase B contracts.

8 RISK REPORT (Agenda Item 8)

The Strategic Partnership Manager presented the report and gave an overview of the main risks detailed within the report, advising that all risks were being closely monitored.

Members wished to explore further the options for deposit schemes and requested that the Partnership Manager speak to supermarkets and/or relevant organisations with the view to offering the four Boroughs for any pilot schemes relating to this. The Partnership Manager undertook to investigate this further.

RESOLVED: That the report was noted.

9 MEETING DATES 2019/20 (Agenda Item 9)

RESOLVED: That the meeting dates for 2019/20 were agreed.

10 ANY URGENT BUSINESS (Agenda Item 10)

There was no urgent business.

11 DATE OF THE NEXT MEETING (Agenda Item 11)

The next meeting will be held on Tuesday 18 June 2019 at 6.30pm at Merton Civic Offices.



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

Date: June 2019

Report of: SLWP Management Group

Author(s):
Andrea Keys, Contract Manager

Chair of the Meeting:
Chair SLWP Joint Waste Committee

Report title:
SLWP Contract Management Report

Summary:

This report provides Joint Waste Committee with an update on the performance of the following contracts applicable to the South London Waste Partnership:

- i. Contract 1 - Transport and Residual Waste management
- ii. Contract 2 - HRRC services - HRRC site management and material recycling
- iii. Contract 3 - Marketing of recyclates and treatment of green and food waste
- iv. The 2012 Residual Waste Treatment Contract (the ERF Contract)

This report provides performance data for the period 1st April 2018 to the 31st March 2019.

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 April 2019 by the Contract Manager, Andrea Keys.

- 1.1. Contract 1 is operated by Viridor Waste Management Ltd and includes the bulking and haulage of material and the disposal of residual waste. NB The disposal element of this contract ceased on the 3rd March 2019 and from the 4th March 2019 the residual waste will now be managed through the 2012 Residual Waste Treatment Contract operated by Viridor South London Ltd (also referred to as the ERF Contract).
- 1.2. 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.
- 1.3. Contract 3 is operated by Viridor and includes the marketing of recyclates and the treatment of garden and food waste.
- 1.4. The London Boroughs of Croydon, Sutton and Merton direct deliver kerbside collected residual, garden and food waste into the Beddington site, operated by Viridor.
- 1.5. The Royal Borough of Kingston (RBK) direct delivers kerbside collected residual, garden and food waste as well as recyclates into the Kingston Villiers Road Waste Transfer Station (WTS). Viridor operate Villiers WTS and related bulk haulage services on behalf of RBK under Contract 1.

2. **PERFORMANCE DETAIL**

2.1. **Contract 1: Transport and Residual Waste Management (Viridor Waste Management Limited)**

- 2.1.1. In the financial year 2018/19, the Partnership managed just under 208,000 tonnes of residual waste, approximately 118,000 tonnes through Contract 1 and 90,000 tonnes as commissioning waste through Phase B. The partnership has seen a 3.88% drop in residual waste delivered to Viridor for the financial year 2018/19 (8,390 tonnes) when the data is compared to the same period last year. Please see Appendix A table 1a for further detail.
- 2.1.2. Landfill Diversion: Viridor has diverted almost 109,000 tonnes of residual waste from landfill via ERF in this financial year. This equates to a 48% diversion from landfill for the Partnership. Please see Appendix A table 1b for further tonnage data.
- 2.1.3. The Contract is operating effectively. There were no major operational or performance issues, no formal complaints were reported, and there were no KPI failures reported under Contract 1.

2.2. **Contract 2: Management of the Household Reuse and Recycling Centres (Veolia (ES) (UK) Ltd)**

- 2.2.1. Contract Management: 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).

- 2.2.2.** HRRC Site Reconfigurations: upgrades have been completed at all sites. SLWP is also in discussions with Veolia with regard to further improvements at the Villiers Road and Factory lane sites following ongoing reviews, and so further work may take place at these sites in due course.
- 2.2.3.** The contract specification focuses on three key performance categories; site user experience, health and safety, and material recycling.
- 2.2.4.** 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, table 2a of Appendix A details the dates for each round. Table 2b summarises the top 8 general comments made by customers at the end of the questionnaire.
- 2.2.5.** The Contract requires customer satisfaction levels of 80% and above at each of the sites and all results have remained above this contract target. The key questions are detailed in tables 2c, d, e and f of Appendix A, and a full list of responses, split-out by borough, are now available on-line via the SLWP website.
- 2.2.6.** Recycling Performance: All sites are down on their performance last year. Purley Oaks achieved the 70% contract target and Kingston achieved 72%. Total recycling across the SLWP HRRC sites year to date is 66% compared to 70% last year. Table 3a of Appendix A details the recycling performance by site, by month, and the 2018/19 year end performance – please note the year end performance figure is based on the raw tonnage data, not an average of the recycling performance per month.
- 2.2.7.** Recycling performance analysis - Detailed analysis undertaken by the SLWP looked at all 28 materials recycled, the recycling market challenges and their potential impact on the service, and also considered the impact of the wider SLWP recycling services, in order to better understand the cause of the 4% drop in recycling and assess the Contractor's performance. The key issues with the greatest impact on our recycling rates include; a drop in green waste presented at the HRRC sites, market issues with rigid plastics and market issues with mattresses. These are discussed in more detail below.
- 2.2.8.** Garden Waste – Taking a holistic view of the SLWP environmental services there appears to have been a shift in resident behavior in regard to garden waste. The HRRC sites collected 800 tonnes less garden waste in this reporting year, when compared to the previous year, however, all four boroughs have seen an increase in the percentage of garden waste tonnes collected at the kerbside. Merton has seen the most notable shift in how garden waste is presented by residents; in 2018 48% of garden waste collected in the borough was presented for collection at the kerbside, and in 2019 this has increased to 56%. The proportion of

garden waste presented for collection at the kerbside in Croydon has increased from 51% to 56%, in Kingston 55% to 59%, and in Sutton 71% to 73%. The drop in garden waste presented at the HRRCs could be the result of a shift in resident behavior, potentially the result of recent communication campaigns around kerbside garden waste collections, resulting in fewer individuals driving to the HRRC sites with separate loads of garden waste.

- 2.2.9.** Rigid Plastics – the market for rigid plastics continues to be challenging. This material was recycled for part of 2017/18, however there have been no available outlets in 2018/19. This market pressure is a UK wide issue, and has caused a 3% drop in the total SLWP recycling rate at the HRRC sites, meaning had there been an outlet for this material, the partnership would have achieved a 69% recycling rate for 2018/19. The Contractor continues to segregate this material so that SLWP can accurately analyse the tonnage data and we can respond quickly to any new markets that may become available in the future.
- 2.2.10.** Mattresses – as with the rigid plastics market, the mattress recycling market has been unreliable and outlets have been largely unavailable in 2018/19. There has also been a 35% increase in mattresses collected at the HRRCs (measured in tonnes not by item). Again, the increase in this material and the market pressures are not unique to the SLWP boroughs. Had the mattresses been recycled, the recycling rate would have been 2% higher, meaning an SLWP HRRC recycling performance of 68%. Combined with the rigid plastics, had there been a viable market for these two materials, the HRRC sites would have met their 70% recycling targets.
- 2.2.11.** Table 3b in Appendix A uses data from the last three years in order to compare performance year to date. The blue bar shows the recycling performance for the year 2018/19 and the orange bar shows recycling performance for the same period last year. The green dotted line and the text in this graph show last years end of year recycling performance for each site.
- 2.2.12.** Improvement measures – the contractor has commenced black bag splitting and residual waste analysis during quiet periods at the sites in order to better understand what recycling, if any, is not being segregated by our customers. If an issue is identified we will then look to agree how we can promote and encourage our customers to segregate. In addition, new schemes, such as a soil recycling project, aim to segregate and recycle material that has previously not counted towards our recycling rate. We will continue to report progress on these three projects.

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

- 2.2.13.** Garden waste is delivered to the Viridor Beddington facility where it is bulked and hauled off-site for treatment in the following facilities: KPS

Isfield and Pease Pottage, Woodhorn Runcton and Tangmere, Tamar Beddingham and Swanley, and Birch Airfield.

- 2.2.14.** 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 2018/19 split-out by borough can be found in Appendix A table 4a.
- 2.2.15.** 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. It is interesting to note that Merton have seen a 26% increase in food waste tonnes this year, most likely the result of the kerbside collection changes and the communications campaign which accompanied those changes.
- 2.2.16.** There are no performance issues with this element of the Contract 3 service. Appendix A table 4b contains further food waste information.
- 2.2.17.** A large proportion of the recyclates collected at the kerbside are now processed through the SLWP collections contract with Veolia. Comingled recyclates that are still handled under contract 3 are delivered to the Viridor Beddington facility and material meeting the input specification is then transferred to the Viridor Materials Recycling Facility (MRF) located in Crayford. Contamination remains an issue and work is on-going at each of the boroughs to manage and reduce contamination and bring the material back within the specification. Please refer to Appendix A table 4c.
- 2.2.18.** The twin stream recyclates collected by Kingston and handled under this contract are delivered to the Villiers Road Waste Transfer Station under Contract 1 and transferred by Viridor to the RBK recycling material processing contract with Veolia.

3. ERF CONTRACT UPDATE

3.1. Background

- 3.1.1.** Viridor South London Limited ('Viridor') 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 municipal residual waste arising in the South London Waste Partnership area.
- 3.1.2.** The contract includes the appointment of an Independent Certifier (IC), a technically competent and qualified advisor whose role is to ensure that the facility is able to pass a series of tests which demonstrate the facility has been built to specification. The IC is independent of the boroughs, Viridor and the construction contractors.

- 3.1.3.** Full planning consent was granted for the Construction of the ERF in March 2014, the Judicial Review concluded on the 28th April 2015, following which Viridor confirmed that Satisfactory Planning, free from legal challenge, was achieved on the 1st June 2015.
- 3.1.4.** Financial close took place on 9th June 2015, at which point the Sterling Euro exchange rate for the construction capital was agreed and fixed, in addition, the construction indexation was also fixed. Following the agreement of the variable rates detailed above, an updated base case Financial Model was agreed by all parties and the model was locked. Completion of the financial close stage provided a revised and more beneficial ERF gate fee for the Partnership.
- 3.2. Construction Phase**
- 3.2.1.** Notice to Proceed (NTP) was issued by Viridor to their engineering, procurement and construction (EPC) contractors on the 1st July 2015.
- 3.2.2.** The EPC contract was a joint venture between CNIM, the technology providers, and Lagan, the project's civil engineers. In spring of 2018 Lagan went into administration and so CNIM have assumed both of the EPC roles.
- 3.2.3.** The key developments in relation to the ERF construction are summarised below:

- The first commissioning milestone, and the first duty of the IC, was to ensure that the plant was safe and ready to receive waste – the 'Readiness Tests'. 'Readiness' was achieved in July 2018 at which point the Beddington ERF started accepting household waste from the four partner boroughs.
- The next role of the IC was to ensure that the commissioning process successfully achieved a pre-agreed list of compliance and performance tests – the 'Acceptance Tests'.
- Following a rigorous testing and verification process, in the professional judgement of the technically qualified IC, the ERF facility successfully completed these tests and the Acceptance Certificate was issued on the 4th March 2019 signaling a move to Service Commencement and the implementation of the full performance management framework (PMF).
- SLWP boroughs saved just over £4.5m between Readiness and Acceptance.
- Emissions data from the ERF has been published on the Virtual Visitor Centre since March 2019 and will continue to be updated twice per calendar month.

Next Steps:

- The IC will continue to monitor the wider works on site until a series of 'Take Over Tests' have been passed. The Take Over stage is still estimated to be complete in summer 2019.
- Further performance and reliability testing will continue beyond this time and maintenance work will continue throughout the life of the facility.
- SLWP are in discussions with Viridor to undertake a review of the redacted contract document with a view to reducing the amount of information that needs to be redacted to ensure the contract publication is as transparent as possible.

4. RECOMMENDATIONS

4.1. 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 four partnership contracts covered in this report.

5. IMPACTS AND IMPLICATIONS

Legal

5.1. There are no legal considerations arising directly out of the recommendation in this report

Finance

5.2. There are no financial considerations arising directly out of the recommendation in this report

6. Appendices

6.1. Appendix A provides data on the performance of the Phase A contracts for the reporting period 1st April 2018 to the 31st March 2019.

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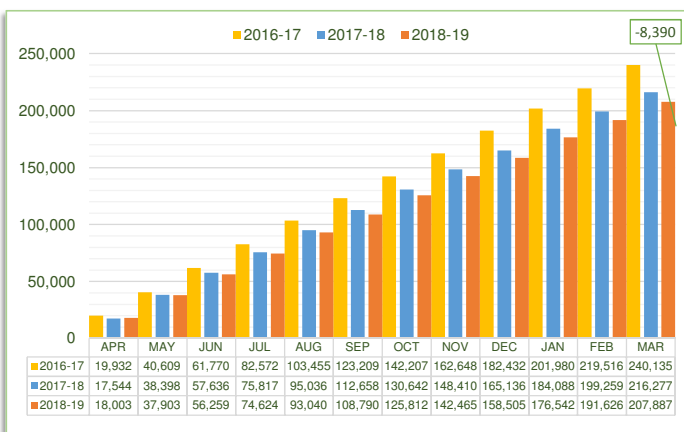
PHASE A CONTRACT MANAGEMENT DASHBOARD REPORT

Reporting Period: 01 April'18 - 31 March'19

SECTION 1: CONTRACT 1 - RESIDUAL WASTE DISPOSAL

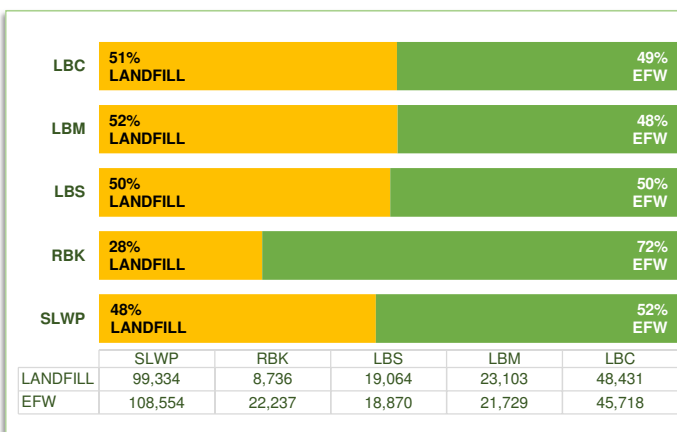
1a - TOTAL RESIDUAL WASTE GROWTH

CULMULATIVE RESIDUAL WASTE - CURRENT YEAR AGAINST 2 PREVIOUS YEARS



1b - DIVERSION FROM LANDFILL

TOTAL TONNES AND % OF WASTE SENT TO ENERGY RECOVERY



SECTION 2: HRRC CUSTOMER SATISFACTION SURVEYS

2a: SURVEY RESPONSES

SURVEY DATES AND NUMBER OF RESPONSES (ALL SITES)

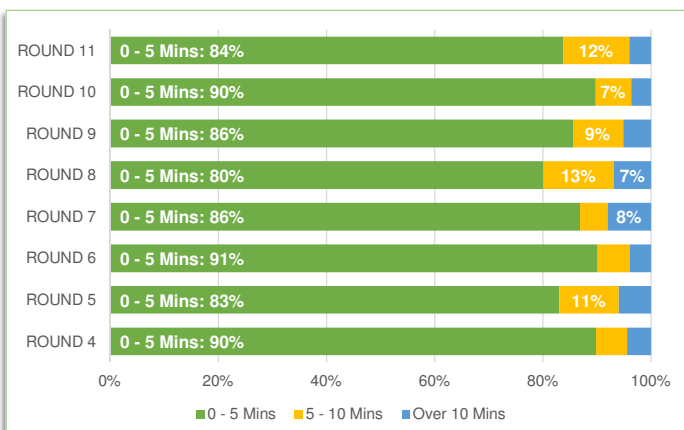
YEAR	ROUND	START DATE	END DATE	TOTAL RESPONSES
YEAR 1	ROUND 4	MAY'17	JUL'17	1555
YEAR 2	ROUND 5	AUG'17	OCT'17	1361
	ROUND 6	NOV'17	JAN'18	1464
	ROUND 7	FEB'18	APR'18	1310
	ROUND 8	MAY'18	JUL'18	995
YEAR 3	ROUND 9	AUG'18	OCT'18	831
	ROUND 10	NOV'18	JAN'19	1088
	ROUND 11	FEB'19	APR'19	848

2b: CUSTOMER FEEDBACK COMMENTS

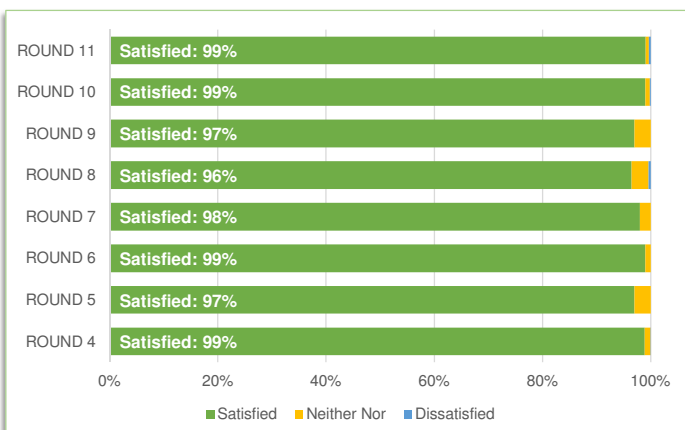
SUMMARY OF MOST COMMON COMMENTS MADE BY RESPONDENTS

RANK	COMMENT	COUNT
1	Staff are helpful	1561
2	Complaint about the stairs	930
3	Site is well organised	360
4	Site has improved	354
5	Site is convenient and easy to use	312
6	Parking could be improved	183
7	More staff needed on site	170
8	Not happy with queues to enter site	165

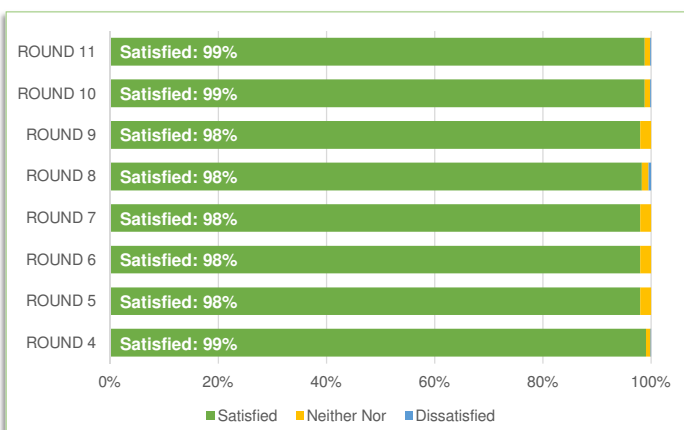
2c: HOW LONG DID YOU QUEUE TO ENTER THE SITE?



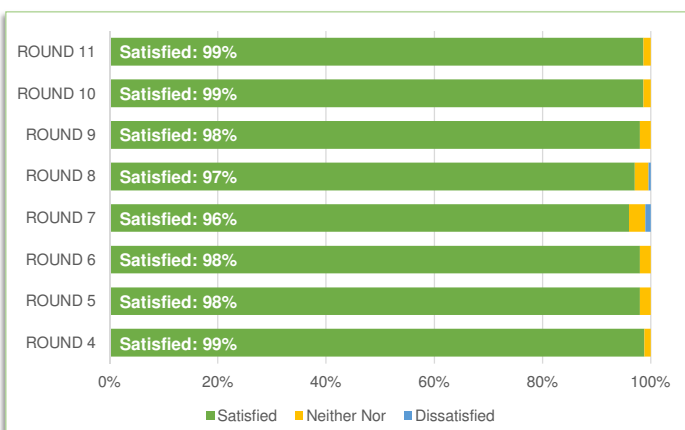
2d: HOW SATISFIED ARE YOU WITH THE CLEANLINESS OF THE SITE?



2e: HOW SATISFIED ARE YOU WITH THE SITE SIGNAGE?



2f: HOW SATISFIED ARE YOU WITH THE HELPFULNESS OF STAFF?



SECTION 3: HRRC RECYCLING PERFORMANCE

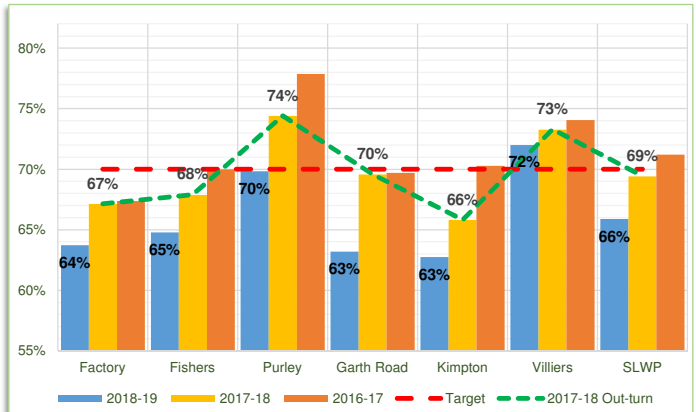
3a: HRRC RECYCLING PERFORMANCE

MONTHLY PERFORMANCE FOR EACH SITE AND SLWP AVERAGE

	FACTORY LANE	FISHERS FARM	PURLEY OAKS	GARTH ROAD	KIMPTON PARK WAY	VILLIERS ROAD	SLWP
APR	67%	70%	73%	70%	65%	74%	69%
MAY	73%	71%	76%	70%	69%	75%	72%
JUN	71%	73%	78%	71%	70%	75%	73%
JUL	63%	67%	68%	63%	62%	73%	66%
AUG	64%	66%	67%	65%	62%	71%	66%
SEP	65%	65%	74%	67%	66%	72%	68%
OCT	63%	64%	70%	62%	61%	72%	65%
NOV	60%	59%	71%	59%	60%	69%	63%
DEC	54%	56%	62%	58%	59%	64%	59%
JAN	59%	53%	62%	50%	53%	65%	57%
FEB	57%	55%	62%	57%	59%	66%	59%
MAR	58%	61%	65%	57%	60%	71%	62%
YTD	64%	65%	70%	63%	63%	72%	66%

3b: YEAR TO DATE RECYCLING PERFORMANCE

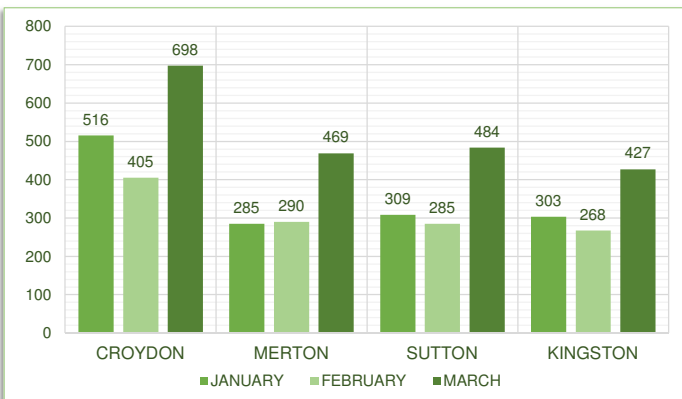
PERFORMANCE COMPARED TO LAST 2 YEARS



SECTION 4: CONTRACT 3 TONNAGE DATA

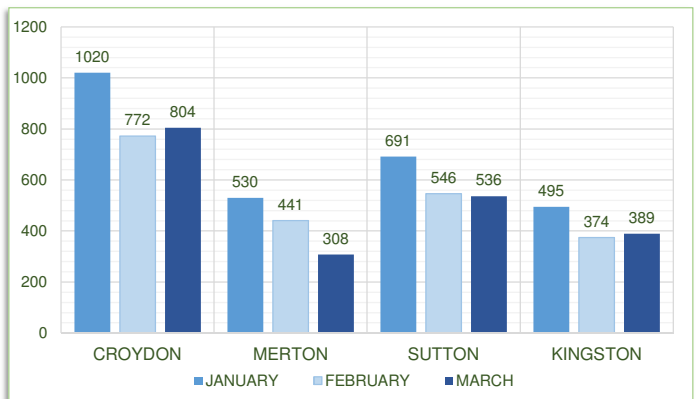
4a: GREEN WASTE TONNES BY BOROUGH

QUARTER 4 2018-19 (JANUARY'19 - MARCH'19)



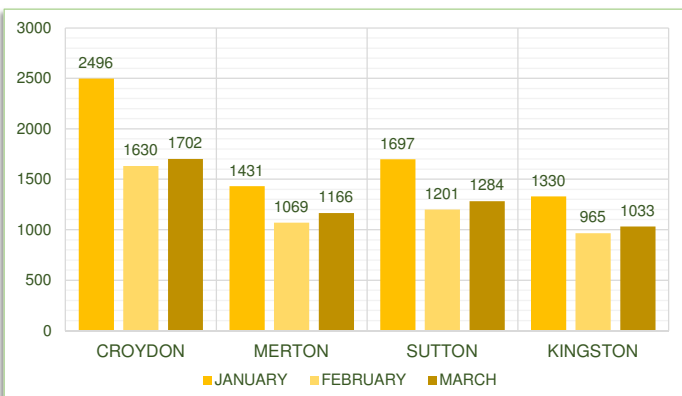
4b: FOOD WASTE TONNES BY BOROUGH

QUARTER 4 2018-19 (JANUARY'19 - MARCH'19)



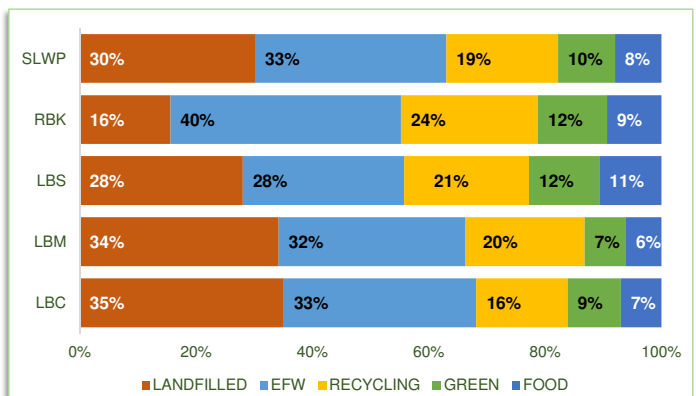
4c: RECYCLING TONNES BY BOROUGH

QUARTER 4 2018-19 (JANUARY'19 - MARCH'19)



4d: WASTE ARISING BY BOROUGH

INDIVIDUAL WASTE STREAMS AS % OF TOTAL WASTE (APRIL'18 - MARCH'19)





SOUTH LONDON WASTE PARTNERSHIP

Report to: South London Waste Partnership Joint Committee

Date: 18 June 2019

Report of: South London Waste Partnership Management Group

Author(s):

John Haynes (South London Waste Partnership Communications Advisor)

Chair of the Meeting:

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 April and June 2019.

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. 'DESTINATION: RECYCLING' CAMPAIGN

- 1.1 'Destination: Recycling' is the name of a film being produced by the Partnership that will tell the story, in an entertaining and engaging way, of what happens to recycling and waste after it has been collected from the doorstep.
- 1.2 10-second 'trailers' will also be produced using footage from the film. These trailers will form the basis of a paid-for, targeted social media campaign to drive traffic to the film (the social media campaign will be based on the highly successful 'Plastic Planet' campaign, which

delivered an excellent return on investment as reported at the December 2018 Committee meeting).

- 1.3 Members of the Committee received an update on progress at the last Committee meeting in April 2019. Key developments at the time were:
 - The appointment (following a robust commissioning process) of Radley Yelder to produce the film
 - The script had been agreed
 - Shooting to obtain original footage for the film had taken place
- 1.4 The target was to have the film ready by the end of April, and for the social media campaign to launch in June. Unfortunately the timetable has been delayed. Obtaining permission to use the footage required from some third parties has proven much more challenging than anticipated. Progress in obtaining the permissions required has been made in recent weeks and editing of the film is due to commence soon. The revised expected launch date for the film is now July 2019. Members will receive an update on the latest position at the Committee Meeting.

2. PHASE A BACKGROUND

- 2.1 The Phase A contracts encompass transport & residual waste management, HRRC services and marketing of recyclates.
- 2.2 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.

3. HOUSEHOLD REUSE AND RECYCLING CENTRES (HRRCs)

- 3.1 Members of the Veolia Communications, Education and Outreach Team spent time at the six HRRCs across the SLWP region during April promoting the Garden Waste Collection Service to site users.
- 3.2 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

4. BEDDINGTON LANDFILL OPERATIONS

- 4.1 This contract is operated by Viridor on behalf of the Partnership.
- 4.2 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 is providing 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.
- 4.3 Viridor will be holding a Beddington Farmlands Open Day on Thursday 20 June 2019. There will be morning and afternoon guided tours. Attendance is by registration only. The tours will enable members of the local community to see the work that is taking place to create a mosaic of habitats to support target wildlife species.
- 4.4 Viridor have produced a Beddington Farmlands Restoration Roadmap (see Appendix A). This document summarises in one page the very detailed Restoration Management Plan and is designed to help local community members understand the progress made to date and the work that is planned in the coming months and years.
- 4.5 A press release has been issued by Viridor raising awareness of the Open Day, the Restoration Roadmap and the installation of three new bird hides which are accessible from the permissive footpath that runs along the western boundary of the site.

5. PHASE B BACKGROUND

- 5.1 The Phase B contract (residual waste treatment) was awarded to Viridor in 2009. In order to fulfill the contract, Viridor are constructing 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 will be treated at the facility and used to generate electricity.
- 5.2 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.

6. BEDDINGTON ERF COMMUNICATIONS AND STAKEHOLDER ENGAGEMENT

- 6.1 The Beddington ERF Virtual Visitor Centre (www.beddingtonerf.info) went live at the end of March 2019. This new, high quality website is now the go-to resource for members of the public who have any questions about the facility.
- 6.2 In the coming months, videos taken from inside the Beddington ERF will be added to the Virtual Visitor Centre (to supplement the existing photographs) to provide further insight into the energy from waste process.
- 6.3 Viridor continues to upload detailed emissions monitoring reports from the ERF to the Virtual Visitor Centre twice each month. These reports provide information on all the emissions covered by the Environmental Permit. This represents one of the most open and transparent approaches to the publication of emissions monitoring data from an ERF in the country.
- 6.4 Construction work on the on-site Beddington ERF Education Centre is nearing completion. Once the centre is opened, visits (including a guided tour of the facility) by community groups, schools and other interested parties can be facilitated. Booking will be made via the Virtual Visitor Centre.
- 6.5 The next edition of the Beddington ERF Community Newsletter is due to be published and distributed to ~14,000 households to coincide with 'takeover' of the facility. It will, amongst other things, promote awareness of the VVC and the onsite Education Centre.
- 6.6 In May 2019, the SLWP issued a public statement clarifying the fact that the Beddington ERF is not permitted to receive or treat radioactive waste. This was in response to rumours (triggered by a story on a local blog site) that the facility was permitted to treat radioactive waste.
- 6.7 Beddington Community Liaison Group meetings continue to be held on a quarterly basis, with the SLWP Communications Advisor in attendance.

7. Social Research study

- 7.1 Work to commission the fourth triennial SLWP 'Measuring resident perceptions of waste management' survey has commenced.
- 7.2 Tender documents have been sent to six specialist independent social

research companies. The target is to award the contract by the end of June, for the surveys to take place from mid to late July and for the Findings Report to be finalised by the end of August.

- 7.3 The findings of the survey will further our understanding of the views of local people on a wide range of waste related issues, enabling us to plot trends over a nine-year period, since the first survey took place in 2010. The findings will also be used to evaluate the success of our communications and engagement activities to date, and to review and refresh the SLWP Communications Strategy document.

8. IMPACTS AND IMPLICATIONS

Legal

- 8.1 None

Finance

- 8.2 The South London Waste Partnership's Communications Advisor post is funded through the core activities budget.
- 8.3 A £25,000 annual Communications Budget is available to support communications and engagement activities. An additional £40,000 has been agreed in the 2019/20 SLWP Communications Budget to pay for the social research study.

9. RECOMMENDATIONS

- 9.1 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

Beddington Farmlands Restoration Roadmap 2019-2023

Site Restoration Overview

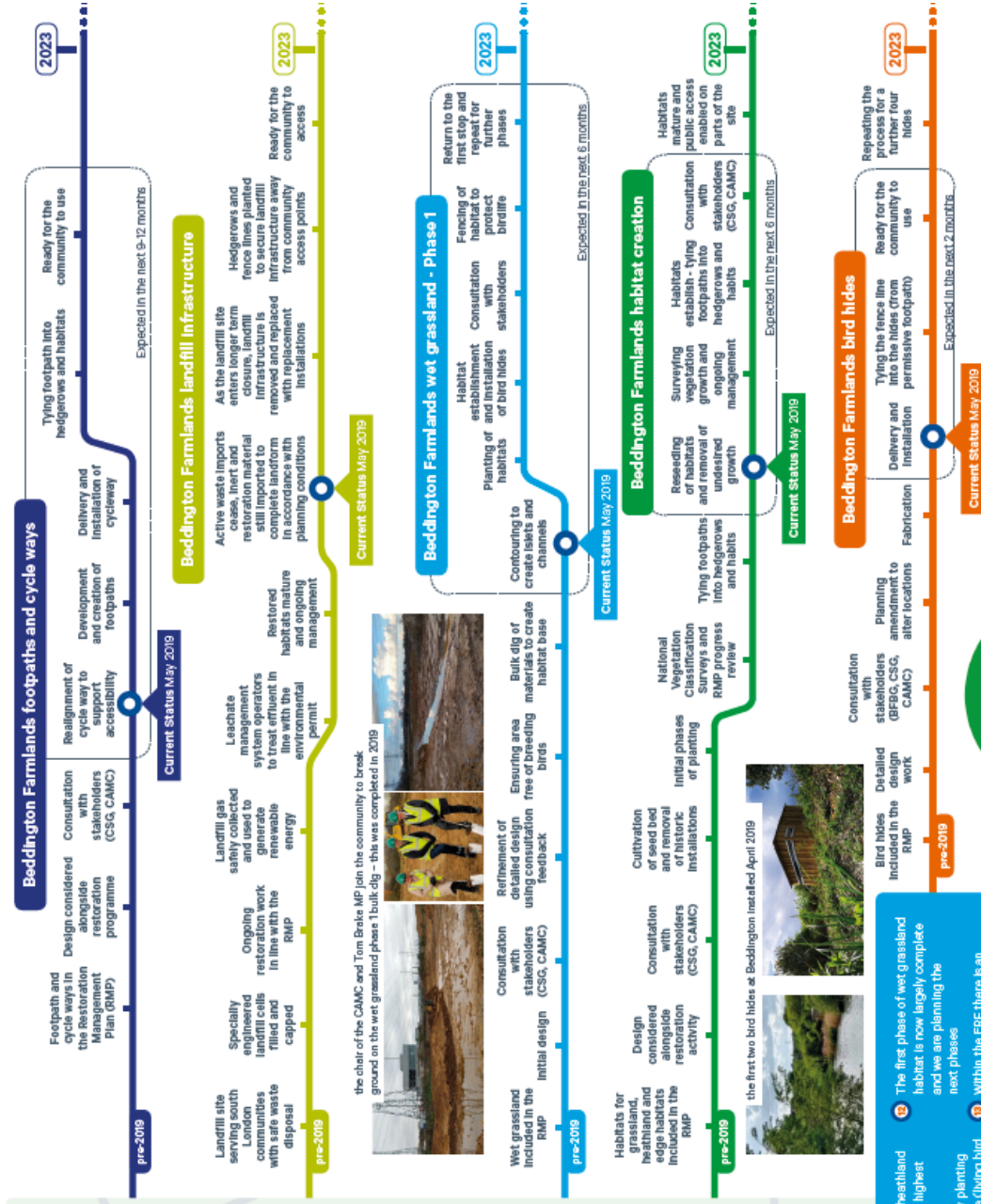


- 1 Creating access to the Farmlands from Beddington Park
- 2 Managed Reedbed habitats for wetland and wading birds
- 3 Creation of meadowland and field enclosures
- 4 Footpaths will be mown in this area for public access
- 5 Access will be established from Beddington Lane (near Asda)
- 6 The Permissive footpath allows access today to view the Farmlands
- 7 Across the Farmlands hedgerows and fence lines will be planted to create habitats
- 8 Three bird hides have been installed to date (these are accessible from the permissive path)
- 9 Acidic grassland and heathland will be created on the highest point of the site
- 10 We support birdlife by planting sacrificial crops on-site (living bird feeders)
- 11 A cycle path will be installed through the site connecting Mitcham and Beddington Park north of the Farmlands
- 12 The first phase of wet grassland habitat is now largely complete and we are planning the next phases
- 13 Within the EPF there is an education centre for community visits
- 14 Viridor will continue to manage historic sludge drying beds to the north of the Farmlands
- 15
- 16

Appendix A – Beddington Farmlands Restoration Roadmap

Issue 1 – May 2019

Viridor is committed to high quality restoration, habitat creation and stewardship at the Beddington Farmlands to ensure its status as an important nature conservation area in south London. The site has a Restoration Management Plan outlining how the restoration should be carried out, and also a Conservation Management Scheme detailing the objectives for conservation and public access. Both of these are complex technical documents and we wanted to create an easy to understand roadmap of the progress being made to date to share with the local community.



For more information or to contact us please visit www.viridor.co.uk





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

Date: Tuesday 18 June 2019

Report of: South London Waste Partnership Management Group

Author(s):
Michael Mackie, Finance Lead

Chair of the Meeting:

Report title:

SOUTH LONDON WASTE PARTNERSHIP BUDGET OUTTURN 2018/19

Summary

This paper provides the outturn position for the 2018/19 financial year.

Recommendations

To note the content of this report.

Background Documents and Previous Decisions

Previous budget reports.

1. Background

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

2. Financial Position 2018/19

- 2.1 The table below refers to the Partnership's outturn position for its Strategic Management activities for the 2018/19 financial year. It relates to expenditure in the following areas; procurement, project management, administration, contract management and communications.

Item	Approved Budget £	Final Outturn £	Variance £
<i>Internal and External Advisors</i>	175,000	112,665	(62,335)
<i>Project & Contract Management</i>	500,000	533,198	33,198
<i>Document and Data Management</i>	24,000	22,702	(1,298)
<i>Communications</i>	25,000	22,555	(2,445)
TOTAL	724,000	691,120	(32,880)
COST PER BOROUGH	181,000	172,780	(8,220)

2.2 The Partnership's budget for core functions forecasts an under spend for the year of £32,880 (£8,220 per borough), an increase of £10,480 from the month 11 position of £22,400 reported to this committee on the 2 April 2019. The difference between month 11 and outturn is attributable to the final outturn being based on actuals and not rounded to the nearest £100, and due to de-minimus levels allowed for year-end accruals. The major variances are detailed below:

2.3 External advisors underspend of £62k mainly due to the ERF contract not requiring the additional external advice budgeted as contingency.

2.4 Project and contract management overspend by £33k due to additional cost of maternity cover, the evaluated grades of new posts through the changed structure last year being higher than budgeted and the impact of increments.

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: Tuesday 18 June 2018

Report of: South London Waste Partnership Management Group

Author(s):
Michael Mackie, Finance Lead

Chair of the Meeting:

Report title:

SOUTH LONDON WASTE PARTNERSHIP BUDGET UPDATE MONTH 2 2019/20

Summary

This paper provides an update on the Partnership's budget position for month 2 (May) of the financial year and the projected outturn for the 2019/20 financial year.

Recommendations

To note the content of this report.

Background Documents and Previous Decisions

Previous budget reports.

1. Background

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

2. Financial Position 2019/20

- 2.1 The table below refers to the Partnership's budget position for its Strategic Management activities for month 2 (May) of the 2019/20 financial year. It relates to expenditure in the following areas; procurement, project management, administration, contract management and communications.

Item	Approved Budget £	Actuals & Commitment s £	Forecast Outturn £	Variance £
<i>Internal and External Advisors</i>	96,500	51,000	96,500	0
<i>Project & Contract Management</i>	598,700	86,155	568,350	(30,350)
<i>Document and Data Management</i>	24,500	0	24,500	0
<i>Communications</i>	65,500	0	65,500	0
TOTAL	785,200	137,155	754,850	(30,350)
COST PER BOROUGH	196,300	34,289	188,713	(7,588)

2.2 The Partnership's budget for Strategic Management activities at month 2 forecasts an underspend of £30,350 (£7,588 per borough) for the year. The variance is as follows:

2.3 Project and Contract Management is forecasting a £30k underspend. The new post of Waste Strategy Officer agreed during the 2019/20 budget process is currently vacant and the outturn assumes this post will be filled from 1 October 2019.

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: June 2019

Report of: SLWP Management Group

Author(s): Annie Baker, Strategic Partnership Manager

Report title:
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: Joint Waste Committee is asked to note the contents of this report.
Background Documents: Confidential risk register is held by the Strategic Partnership Manager, Annie Baker.

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 Management Group and Strategic Steering 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. Recycling materials market changes

This area continues to present a significant risk. Following significant changes to global recycling material markets over the last 18 months (for example China's changed import requirements), the value of some recycling materials has decreased significantly. As reported at previous Joint Waste Committee meetings, this has some impact on borough budgets (as some of our material has the potential to generate income depending on the recycling's sale value) and also has an impact on our contractors as recycling income is built into the financial models of several of our waste management contracts. 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.

As a consequence of the market changes, reproprocessors 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.

Action currently 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.
- 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.

Further planned activity to reduce contamination:

- We're looking at how we can best use and target our communications activities to further reduce contamination. This will form a part of our next communications plan.
- The "Destination Recycling" films, described in the communications report to this Committee, will highlight the importance of sorting materials into the correct containers.

2.3. Impact of recycling value changes on our contracts

Financial issues within contracts can have significant impacts on contract performance, likelihood of contract disputes and 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 remains as a key focus for us at the present time.

2.4. Defra strategy consultation

As reported to the last committee meeting, Defra recently ran a consultation (which closed in May 2019 and followed the publication of their Resources and Waste Strategy) on the following matters:

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

In addition, the Treasury has run a consultation on a plastic packaging tax.

The SLWP team and the boroughs considered the proposals set out by Defra and participated in the consultation and will continue to manage any risks that the proposals might present to the boroughs and the partnership.

2.5. Brexit

At the time of writing this report, a 'no deal' Brexit scenario remains a possibility. Analysis of the potential impact of Brexit has been undertaken

with our contractors and continues to be monitored. Potential impacts, including those relating to the workforce, recycling markets and supply of consumables, have been considered. 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 are affected.

3. RECOMMENDATIONS

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

4. IMPACTS AND IMPLICATIONS

4.1. Legal

There are no legal considerations arising directly from the recommendation in this report

4.2. Finance

There are no financial considerations arising directly from the recommendation in this report