



## **SOUTH LONDON WASTE PARTNERSHIP**

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# **SOUTH LONDON WASTE PARTNERSHIP JOINT COMMITTEE Agenda**

## **Members of the Committee**

### **London Borough of Croydon**

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

Councillor Stuart King - Cabinet Member for Transport and Environment

Reserves: Councillors Robert Canning and Pat Ryan

### **Royal Borough of Kingston upon Thames**

Councillor Phil Doyle - Portfolio Holder - Resident Services (Chair)

Councillor Terry Paton (Vice Chair)

Reserves: Councillors David Cunningham and Richard Hudson

### **London Borough of Merton**

Councillor Ross Garrod - Cabinet Member for Street Cleanliness and Parking

Councillor Martin Whelton - Cabinet Member for Regeneration, Environment & Housing

Reserves: Councillors Mark Allison and Nick Draper

### **London Borough of Sutton**

Councillor Manuel Abellan - Vice-Chair of the Environment & Neighbourhood Committee

Councillor Jill Whitehead - Chair of the Environment and Neighbourhood Committee

Reserve: Councillor Nighat Piracha

A meeting of the **LONDON BOROUGHS OF CROYDON, MERTON & SUTTON AND ROYAL BOROUGH OF KINGSTON UPON THAMES SOUTH LONDON WASTE PARTNERSHIP JOINT COMMITTEE**, will be held on Tuesday 27 JUNE 2017 at **5:30pm**, Queen Anne Suite, Guildhall, Kingston upon Thames KT1 1EU.

This is a meeting in public and attendance by the public is encouraged and welcomed.

## **Welcome to this meeting.**

**A large print copy of the agenda** can be requested in advance.

**Filming** - Residents and journalists/media wishing to film meetings are permitted to do so but are asked to give advance notice of this and respect any concerns expressed by people on being filmed.

**Running order** - Items may be taken in a different order depending on the interests of the members of the public present at the meeting. Please fill out a green form, available at the start of the meeting, if you would like to request that a particular item is heard earlier.

**Contact for further information** - For further about Council Committees and meetings please contact: **Ann Sweeney 020 8547 4629, e-mail: [ann.sweeney@kingston.gov.uk](mailto:ann.sweeney@kingston.gov.uk)**

# Agenda

**Apologies for Absence and Attendance of Substitute Members**

**Declarations of Interest**

**1. APPOINTMENT OF CHAIR AND VICE CHAIR 2017/18**

**2. Minutes**

To confirm the minutes of the meeting held on 14 March 2017

**3. PHASE A & B CONTRACT MANAGEMENT REPORT**

**4. SLWP BUDGET OUTTURN 2016-17**

**5. SLWP BUDGET 2017-18 - UPDATE**

**6. COMMUNICATIONS UPDATE**

**7. ANY URGENT ITEMS AUTHORISED BY THE CHAIR**

**8. Exclusion of the Press and Public**

To exclude the public from the meeting under Section 100(A)(4) of the Local Government Act 1972 on the grounds that it is likely that exempt information, as defined in paragraph 3 of Part I of Schedule 12A to the Act, would be disclosed and the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

This paragraph covers information relating to the financial or business affairs of any particular person (including the authority holding that information)

**9. RISK REGISTER**

## **Next Meetings**

These will be at 5:30 at Sutton Council offices

Tuesday 12 September 2017

Tuesday 5 December 2017

Tuesday 6 March 2018

Wednesday 13 June 2018



**SOUTH LONDON WASTE PARTNERSHIP JOINT COMMITTEE****TUESDAY 14 MARCH 2017****5:30 pm – 6:25 pm****London Borough of Croydon**

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

\* Councillor Stuart King - Cabinet Member for Transport and Environment

Reserves: Councillors Robert Canning and Pat Ryan

**Royal Borough of Kingston upon Thames**

Councillor Phil Doyle - Portfolio Holder - Resident Services (Chair)

Councillor Terry Paton Deputy Leader

Reserves: Councillors David Cunningham and Richard Hudson

**London Borough of Merton**

Councillor Ross Garrod - Cabinet Member for Street Cleanliness and Parking

\* Councillor Martin Whelton - Cabinet Member for Regeneration, Environment &amp; Housing

Reserves: Councillors Mark Allison and Nick Draper

**London Borough of Sutton**

Councillor Manuel Abellan - Vice-Chair of the Environment &amp; Neighbourhood Committee

Councillor Jill Whitehead - Chair of the Environment and Neighbourhood Committee  
(Vice Chair)

Reserve: Councillor Nighat Piracha

\* Absent

Apologies

Alternates

Councillor Stuart King

Councillor Robert Canning

Councillor Martin Whelton

**Declarations of Interest - None****30. Minutes****Appendix 1****Resolved** that the minutes of the meeting held on 6 December 2016 are confirmed as a correct record.**31. Contract Management Report**

Andrea Keys presented an update on the performance of the three Phase A Contracts from April to December 2016. An update on the Phase B Contract was also reported.

Contract 1 - Transport and Residual Waste management. The Contract is operating effectively. At the end of Q3 just under 183,000 tonnes of residual waste were handled; almost 20% diverted from landfill to the Lakeside ERF.

Contract 2 – Household Reuse and Recycling Centres (HRRC).

The upgrading of the Purley Oaks site was completed in December and the site reopened on 20<sup>th</sup> December. Feedback from users has been very positive.

The upgrading programme of the Kingston, Merton & Sutton sites is now complete. The separate upgrading works at the Fishers Farm site, directed by the Environment Agency, are progressing, however a recent engineering report may mean works being deferred until after spring.

Combined performance across all the sites is 72%. Performance at Garth Road is now back in line with the previous year's performance. Customer satisfaction surveys show increased satisfaction on queuing times and greeting of customers at all sites:

A targeted campaign to recycle more carpets and mattresses has diverted more than 200 tonnes from landfill between October and December 2016. This has improved recycling rates at Garth Road, Kimpton Park, and Factory Lane.

Contract 3 - Marketing of recyclates and treatment of green and food waste

This Contract is performing well.

Year to date green waste tonnages are up by approximately 2.2% on last year.

Year to date the Partnership has generated revenue of just under £200,000 from the sale of recyclable materials.

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Phase B Contract – Construction of an Energy Recovery Facility (ERF)

Key milestones in the construction programme have been passed, connection to the grid has been made and work is on target for completion in August 018

The quarterly Community Liaison Group meeting was held in January.

4 applications for funding from the Beddington Community Fund (BCF) have been received.

The quarterly newsletter to 14,000 households on the construction plan and other is updates was distributed at the end of February

The Viridor Beddington ERF website also provides updated information.

<https://viridor.co.uk/our-developments/beddington-erf/>

**Resolved that** the performance of the Phase A contracts and the current position on the Phase B contract is noted.

### 32. SLWP Budget Report 2016-17 Update

Michael Mackie, Finance Lead, presented an update on the budget for Q3. This forecasts an under spend for the year for all activities of £72,200 (£18,050 per borough).

On core activities. The underspend forecast is £12,700 (£3,175 per borough). Variations include a forecast underspend of £32.5k for external financial, legal and technical advice and a £17k underspend on salaries due to the Contract Data Officer post being held vacant until the end of September 2016.

The Residual Waste Procurement is currently on hold and unlikely to be carried out this financial year, resulting in a forecast underspend of £59.5k for 2016/17.

There was a discussion on whether the underspend could be carried forward into 17/18 and/or ring fenced to contribute to partnership work on education and recycling to increase rates as part of the effort to get closer to government targets.

It was noted that underspends are treated as part of individual Borough budgets and are therefore not retained in the Partnerships budget.

**Resolved** that the projected outturn for 2016/17 is noted.

### 33. The South London Waste Partnership Communications Strategy 2017 - 2018

The medium-term communications priorities covering April 2017 to April 2019 are

- April 2017 - roll-out of new collection service in Sutton and contract start in Merton (with an 'as is' collection service)
- Autumn 2017 – construction of Beddington ERF substantially complete
- Winter 2017 – commissioning of Beddington ERF
- March 2018 – Croydon join the collection contract with an 'as is' service
- May 2018 – Local Government elections in all four Partner boroughs
- Summer 2018 – Beddington ERF becomes fully operational
- October 2018 - roll-out of new collection service in Merton and Croydon
- April 2019 - roll-out of new collection service in Kingston

John Haynes presented the draft Communications Strategy for the South London Waste Partnership to cover the period April 2017 to March 2018.

The development of this Strategy has been informed by the findings of social research carried out on behalf of the South London Waste Partnership by BMG Research in late 2016. This investigated the attitudes and behaviours of local residents in relation to waste management and treatment. Findings were compared and contrasted with those obtained in 2010 and 2012 research projects and some encouraging trends in behaviour and attitudes were identified.

Effective and well-planned communications and community engagement activities will play a key role in ensuring the challenges of the year ahead are met and the opportunities maximised.

Given the current budgets and constraints of the Partnership itself, much of the supporting work will be delivered by the four partner boroughs and the Partnership's key commercial partners; Veolia, Viridor and idverde. The themes and activities contained within the strategy have been discussed with the Communications Leads from the four Partner boroughs and the Partnership's Management Group.

The 2017/18 strategy sets out  
 the 10 themes which emerged from research which have helped identify the key communications priorities;  
 the supporting evidence for each theme  
 the communications activities aligned to each theme and measureable targets wherever possible

The 10 Themes are:

- 1 Residents believe they are recycling more; it is environmental concerns (rather than financial ones) that are motivating them to do so)
- 2 The power of social norms is leading to an ever-increasing mismatch between reported recycling and actual recycling tonnages
- 3 Recycling apathy amongst 'Millennials' – the 16-34 year olds
- 4 Trust is improving
- 5 Strengthening support for finding new ways of tackling waste
- 6 Growing awareness of the Beddington ERF, but still work to do
- 7 Recycling and energy recovery can live happily side by side
- 8 Satisfaction with Recycling Centres is high
- 9 Residents feel less informed than they used to
- 10 A partnership known for innovation and enterprise – delivering exceptional value for money and high quality service for local taxpayers

The Strategy and the BMG Research findings report – Appendix E of the agenda - were discussed together, see also minute 34.

Members were pleased that awareness of the partnership has doubled – currently 23% - but concerned about:

Residents feeling less informed than they used to  
 The perception that 50% of refuse is recycled; against the reality of 40%  
 Apathy among 'Millennials' who are 'too busy to recycle more'

The proposed actions in the Strategy on clearer communications were supported. These include using social media platforms; Apps and targeted TV advertising to convey messages on recycling. The aim being to increase rates, change perceptions on how much is actually recycled and reassure residents on where recycling is carried out and the products produced from it.

Previous comments on following up campaigns with face to face conversations, clear and uniform labelling of bins, sharing skills and good practice were reiterated.

It was noted that use will be made of Recycle for London's 3-year communication and education campaign (2017-20) focussed on 18-34 year olds and recent work done by the London Environmental Directors' network around how to encourage people who live in flats to recycle more.



Officers were also asked to produce a discussion paper on a common approach to recycling, mechanisms for encouraging recycling – eg a ‘reward’ scheme and mechanisms to encourage compliance with recycling standards and discourage apathy/ignorance.

The Committee thanked John Haynes for his work on this Strategy.

**Resolved** that the South London Waste Partnership Communications Strategy 2017 – 2018 is approved.

#### 34. **Measuring resident perceptions of waste management**

Following a competitive tendering process, the South London Waste Partnership commissioned BMG Research to conduct social research on its behalf in September 2016.

The aim was to obtain a representative and robust measurement of resident perceptions of waste management across the Partnership and to use benchmarking data from 2010 and 2012 comparable research projects (conducted by Ipsos MORI) to identify trends in opinions and behaviours.

As indicated in minute 33 the 10 themes emerging from the research have informed the 2017/18 Communications Strategy.

Some highlights from the research are:

Compared to 2012 there has been a significant increase in the proportion of residents stating that waste management and recycling services are very important to them.

The main motivational factor behind residents recycling is the resulting environmental benefits; 6 in 10 state this as the reason they recycle.

What motivates residents is largely unchanged since 2012 and there is a slight indication that residents now need less encouragement from their local council to recycle.

There is a large variation in opinion between age groups; those aged between 16 and 34 are significantly less likely than older residents to state that waste management and recycling services are very important (69%) or that they would recycle as much as they can even if it requires additional effort (54%).

Around half agree that they need more information on what can and can't be recycled and the proportion strongly agreeing with this has increased significantly since 2012 (27%:16).

The majority of residents agree that they feel their own recycling effort makes a difference (82%). Less than 4 in 10 do not believe the council actually recycles all the items collected for recycling (39%); this is a reduction of around 8% since 2012.

Residents believe that a recycling rate of 68% is achievable in 5 years' time, however this is based on an optimistic view that the current recycling rate is 50% whereas the actual rate is 40%.

**Resolved** that the contents of the Research Report are noted.

**35. Meeting Dates 2017-18**

The next meeting will be  
Tuesday 6 June 2017 5:30pm at Guildhall, Kingston upon Thames KT1 1EU

NB subsequently rescheduled to 27 June due to the general election.

The following dates for 2017/18 were confirmed, subject to these having been included in individual Borough calendars

These will be at 5:30 at Sutton Council offices

Tuesday 12 September 2017

Tuesday 5 December 2017

Tuesday 6 March 2018

Wednesday 13 June 2018

**36. Exclusion of the Press and Public**

**Resolved** that the public are excluded from the meeting under Section 100(A)(4) of the Local Government Act 1972 on the grounds that it is likely that exempt information, as defined in paragraph 3 of Part I of Schedule 12A to the Act, would be disclosed and the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

This paragraph covers information relating to the financial or business affairs of any particular person (including the authority holding that information)

**37. Risk Register**

The Risk Register was reviewed. There are no Red risks..

**Resolved** that the current position on the Risk Register is noted.

**CHAIR'S THANKS**

Councillor Phil Doyle stated that at the next meeting he would be handing over as Chair to Sutton.

He thanked officers and members of the Joint Committee for all their help and support over his year as Chair.

Signed.....Date.....  
Chair



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

**Date:** 28 June 2017

**Report of:** SLWP Management Group

**Author(s):**  
Andrea Keys, Contract Manager

**Chair of the Meeting:**  
Councillor Doyle, Chair SLWP Joint Waste Committee

**Report title:**

**Phase A & B Contract Management Report**

**Summary:**

This report provides Joint Waste Committee with an update on the performance of the three Phase A 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

This report provides performance data for the period 1<sup>st</sup> April 2016 until the 31<sup>st</sup> March 2017.

This report also provides Joint Waste Committee with an update on the Phase B Contract.

**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 March 2017 by the Contract Manager.

## **PHASE A BACKGROUND**

- 1.1. Contract 1 is operated by Viridor Waste Management Ltd and includes the bulk haulage of material and the disposal of residual waste.
- 1.2. Contract 2, the HRRC service is operated by Veolia (ES) (UK) Ltd. The contract commenced on the 1<sup>st</sup> 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 green and food waste.
- 1.4. The London Boroughs of Croydon, Sutton and Merton direct deliver kerbside collected waste, organics, and recyclates into the Beddington site, operated by Viridor.
- 1.5. The Royal Borough of Kingston (RBK) direct delivers kerbside collected waste, organics, and recyclates into the Kingston Villiers Road Waste Transfer Station (WTS). Viridor operate Villiers WTS 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. Under Contract 1, at the end of quarter 4, from the 1<sup>st</sup> April 2016 until 31<sup>st</sup> March 2017, the Partnership managed just over 240,000 tonnes of residual waste. This is a notably low 0.59% increase on the previous year. Please see Appendix A Section 2 for further detail.
- 2.1.2. Landfill Diversion: For the financial year 2016/17 Viridor has diverted over 54,000 tonnes of residual waste from landfill via the Lakeside ERF. This equates to 23% diversion from landfill, which is an increase of 12% on last year's diversion rate. Viridor have direction on which borough's waste is diverted to Lakeside, largely determined by the location and capacity at the facility receiving the waste. Please see Appendix A Section 3 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 green and residual waste).

- 2.2.2.** HRRC Site Reconfigurations: upgrades are complete at the Kingston, Merton, Sutton, Factory Lane and Purley Oaks sites. The Fishers Farm HRRC site requires upgrades to the drainage as directed by the Environment Agency (EA). The May project meeting discussed final designs and an autumn 2017 refurbishment date was proposed as this is a less busy period. The Fishers Farm upgrades are not part of the contractor proposals, but Veolia are supporting on this project.
- 2.2.3.** Key Performance Indicators (KPIs): the contract specification focuses on three key performance categories; site user experience, health and safety, and material recycling. Appendix A section 4 provides a summary of the contract KPIs.
- 2.2.4.** KPI – Customer satisfaction: During the financial year 2016/17 more than 5,000 HRRC customers were surveyed (see part 5 of appendix A for a breakdown by site). The real time data for the customer satisfaction surveys can be accessed on line by SLWP so we have direct access to all of the data gathered. The results were generally positive, in the top five comments at all the sites customers noted that staff are helpful, and the sites were well organised. The main complaint raised was around the introduction of steps, although the number of complaints on this issue has fallen. It is also important to note the seasonality of the surveys.
- 2.2.5.** The Contract requires customer satisfaction levels of 80% at each of the sites. Purely Oaks and Villiers are the only two sites where this has not been achieved for all questions. At Purley this failure was rectified following the site refurbishment. At Villiers Road, the two performance failures for customer satisfaction are in relation to site signage and ease of navigation around the site. RBK and SLWP are working with Veolia on a site redesign that aims to address this issue.
- 2.2.6.** KPI - Recycling Performance: Section 7 of Appendix A details the end of year recycling performance at each site. Garth Road achieved the same recycling rate as last year and all other sites showed an improvement, most notably at Factory Lane which saw a 4% improvement. Across all six sites the recycling rate has improved by 1.8%. Please see table 7a for more details on recycling performance by site.
- 2.3. Contract 3 – Materials Recycling Services, Composting, and additional treatment services (Viridor Waste Management Limited)**
- 2.3.1.** Green 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.
- 2.3.2.** The green waste is processed in order to produce a BSI PAS100 compost product. Year to date green waste tonnes across the partnership are up by approximately 4.12% when compared to the same period last year, this is equivalent to 1,195 tonnes. Green waste tonnage data for quarter 4 can be found in Appendix A Section 9.

- 2.3.3.** 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. There are no performance issues with this element of the Contract 3 service. Appendix A Section 9 contains further food waste information.
- 2.3.4.** Comingled recyclates handled under contract 3 are delivered to the Viridor Beddington facility and then transferred to the Viridor Materials Recycling Facility (MRF) located in Crayford. Contamination rates continue to fluctuate, and the contractor continues to accept the material. Work is ongoing at each of the Boroughs to manage and reduce contamination and bring the material back within the specification. Please refer to Appendix A section 9.
- 2.3.5.** The twin stream recyclates collected by RBK 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.
- 2.3.6.** Year to date the Partnership has generated just over £225k of revenue from the sale of recyclable materials.

### **3. PHASE B 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 municipal residual waste arising in the South London Waste Partnership area.
- 3.1.2.** Full planning consent was granted for the Construction of the ERF in March 2014, the Judicial Review concluded on the 28<sup>th</sup> April 2015, following which Viridor confirmed that Satisfactory Planning, free from legal challenge, was achieved on the 1<sup>st</sup> June 2015.
- 3.1.3.** 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 1<sup>st</sup> July 2015. Following the issue of NTP construction works are deemed to have

started, and this is termed the Works Commencement Date. The key developments in relation to the Phase B ERF construction are below:

Estimated date	Activity
Jul-15	Notice to proceed is issued 1st July 2015
Aug-15	Preparation of piling for walls
Sep-15	Demolition of existing buildings
Feb-16	New road and roundabout works commence
Oct-15	Work will start on the waste bunker
Apr-16	Waste Bunker construction becomes visible
Apr-16	Process equipment starts to arrive and visible construction is on-going
Aug- 18	ERF operational

- The new access road to the Beddington site is complete. The Phase A collection vehicles are now using the new access road with no issues,
- The waste transfer station is progressing well and is estimated to be complete by the end of summer,
- Boiler systems are in place,
- Cladding works are progressing well, and
- the build is on target to meet the August 2018 completion date.

**3.2.2.** SLWP representatives also met with the independent certifier (the IC) in May. The role of the IC is to ensure that the facility is built to specification, that it meets with environmental and H&S requirements, and will meet the performance requirements of the Service.

## **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 Partnership's Phase A & B contracts.

## **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 1<sup>st</sup> April 2016 to 31<sup>st</sup> December 2016.

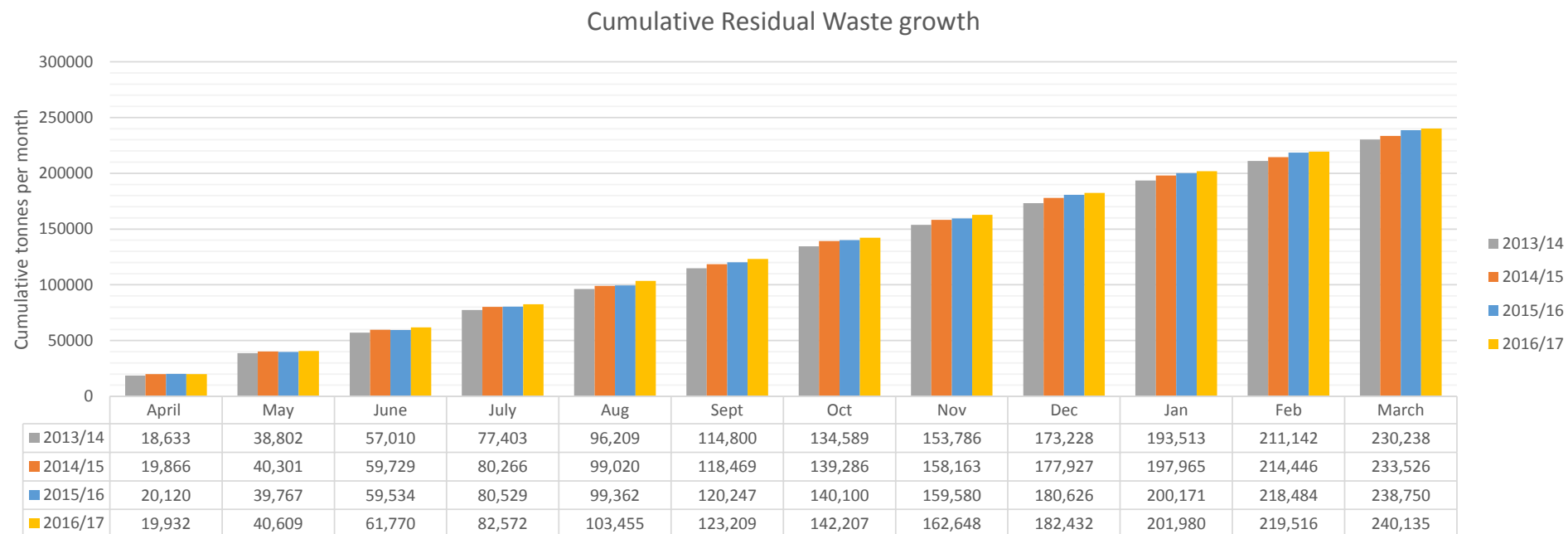


## Appendix A: Phase A: Contract Performance Data for the period 1<sup>st</sup> April 2016 to 31<sup>st</sup> March 2017

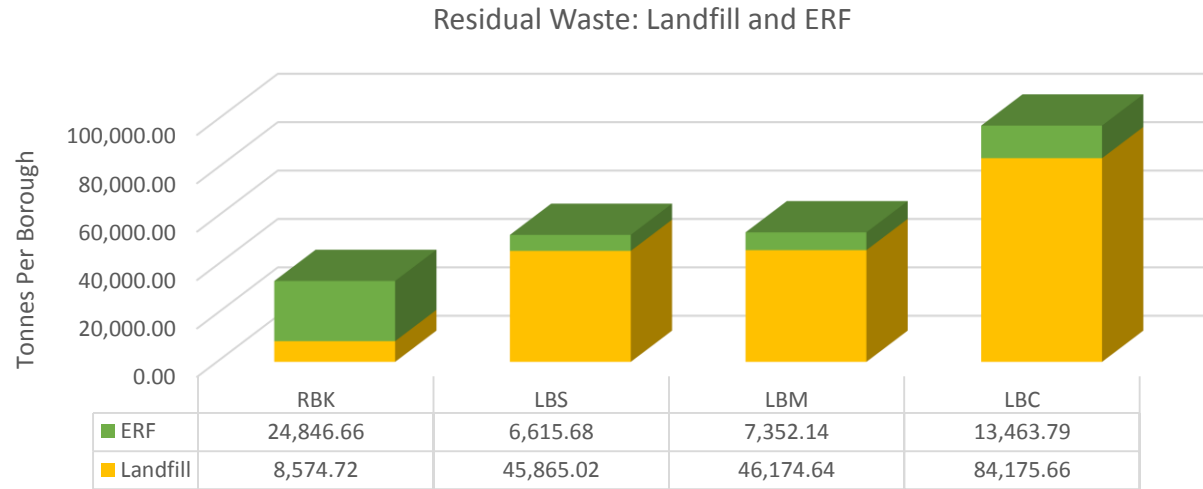
### 1. Contract 1 Key Performance Indicators:

KPI	Description
Turnaround times	Failure to achieve a maximum average turnaround time at the facility of 15 minutes
Cleanliness	Failure to remove litter attributed to the Contractors operations within 50m of facility within 1 day
Statutory Nuisance	Each warning letter or notice issued by a relevant statutory authority related to the Service
Correspondence	Failure to deal with correspondence in accordance with the Output Specification.
Environment, Quality, H&S	Failure to meet submission standards, report issues, good practice and applicable legislation.
Corrective action	Failure to deal with complaints in accordance with the Specification.
Monthly Summary Report	Failure to submit Summary Report within 5 Business Days of end of the previous Month.
KPI Reporting	Failure to notify the Council of any performance failures within the relevant Reporting Period.

### 2. Contact 1 - Cumulative Residual Waste Growth 2016/17 against 2015/16, 2014/15 and 2013/14:



3. Contract 1 - Residual Waste Disposal at Quarter 4 - 1<sup>st</sup> April 2016 to 31<sup>st</sup> March 2017:



<b>Residual Waste year to date</b>	<b>SLWP</b>	<b>RBK</b>	<b>LBS</b>	<b>LBM</b>	<b>LBC</b>
Landfill	185,875	8,575	46,789	46,335	84,176
ERF	54,260	24,847	6,616	7,352	15,446
Total Tonnes	240,135	33,421	53,404	53,688	99,621
% diverted	23%	74%	12%	14%	16%

#### 4. C2 HRRC Key performance indicators:

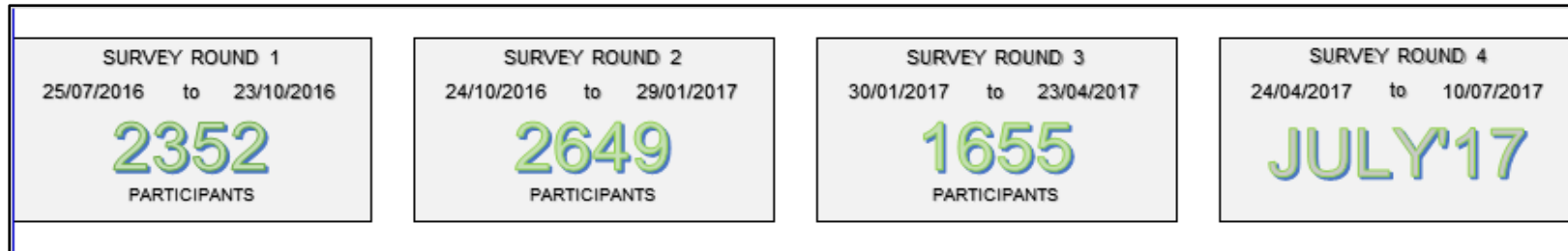
No.	KPI	Description
1	H&S	Failure to comply with agreed health & safety procedures at all Sites
2	Contamination	Failure to minimise contamination resulting in materials being rejected by processors
3	Customer satisfaction	Failure to achieve customer satisfaction levels of 80% at each of the Sites per quarter
4	Staff Training	Failure to ensure Staff are trained and execute duties in a professional and safe manner.
5	Containers	Failure to provide adequate numbers of containers
6	Staff Numbers	Failure to provide a suitably trained “meet and greet” Site employee at each Site
7	Data	Failure to maintain, and agree systems for the accurate storage of tonnage data
8	Correspondence	Failure to provide a full response to correspondence within 5 Business Days of receipt.
9	Site Availability	Failure to receive Contract Waste at any HRRC site during operating hours.
10	Site Security	Failure to comply with the security requirements specified for each HRRC
11	Recycling target	70% average recycling rate ( <b>calculated annually</b> )

#### 5. Customer satisfaction Surveys:

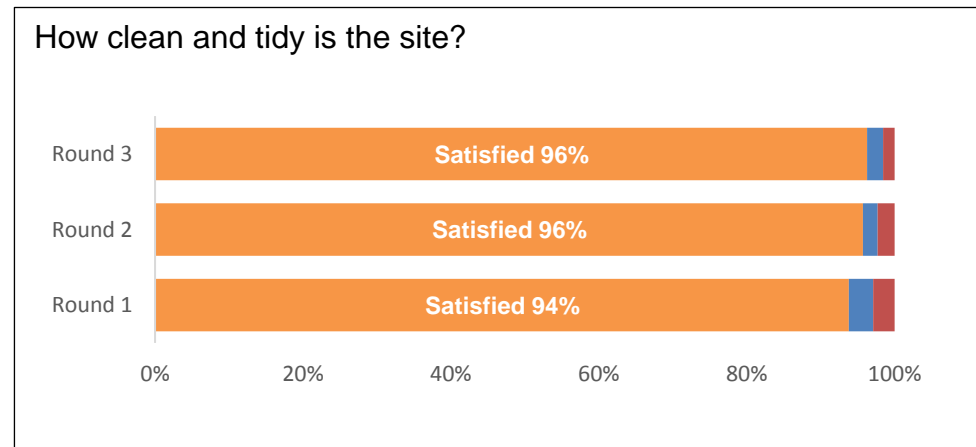
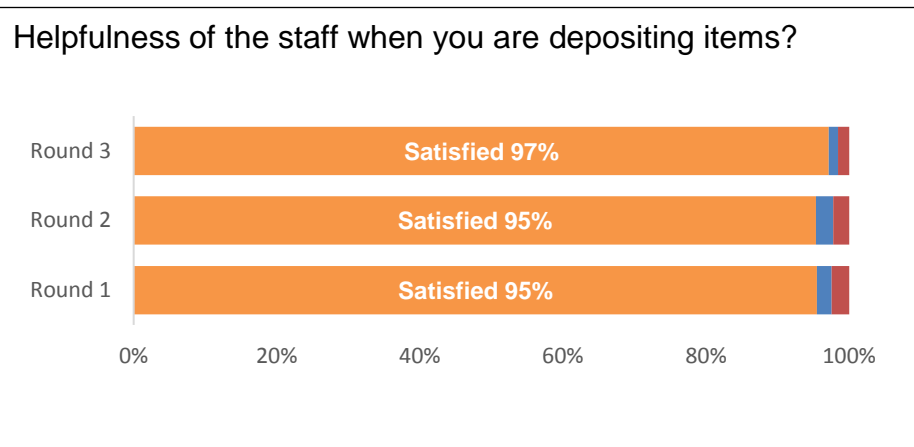
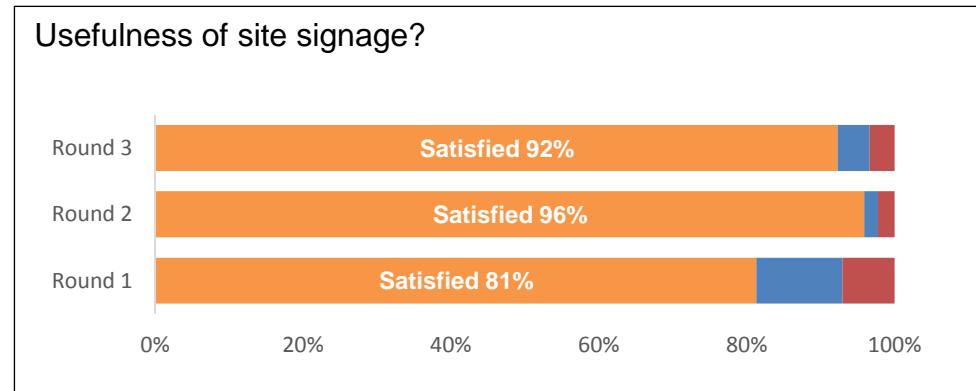
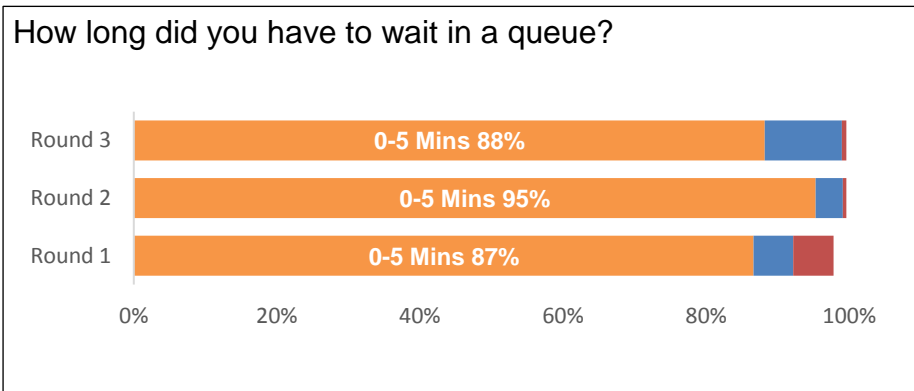
Customer Satisfaction surveys are continuing across all sites. Three rounds of surveys have been conducted at each sites with the exception of Purley Oaks, which to date has only had 2 rounds of surveys completed. The table below details of the number of surveys conducted at each site:

Site	Start Date	End Date	Total Respondents
Factory Lane	25 <sup>th</sup> July 2016	23 <sup>rd</sup> April 2017	1200
Fishers Farm	25 <sup>th</sup> July 2016	23 <sup>rd</sup> April 2017	1018
Purley Oaks	25 <sup>th</sup> July 2016	23 <sup>rd</sup> April 2017	798
Garth Road	25 <sup>th</sup> July 2016	23 <sup>rd</sup> April 2017	1500
Villiers Road	25 <sup>th</sup> July 2016	23 <sup>rd</sup> April 2017	900
Kimpton Park Way	25 <sup>th</sup> July 2016	23 <sup>rd</sup> April 2017	1240

6. Customer satisfaction and Questionnaires:



The tables below provide a partnership summary of the responses received to four key questions in the three rounds of the survey:



### 7. KPI 11 Cumulative recycling performance target 70%:

Table 7a – Quarter 4 recycling rates 2016/17 versus 2015/16\*

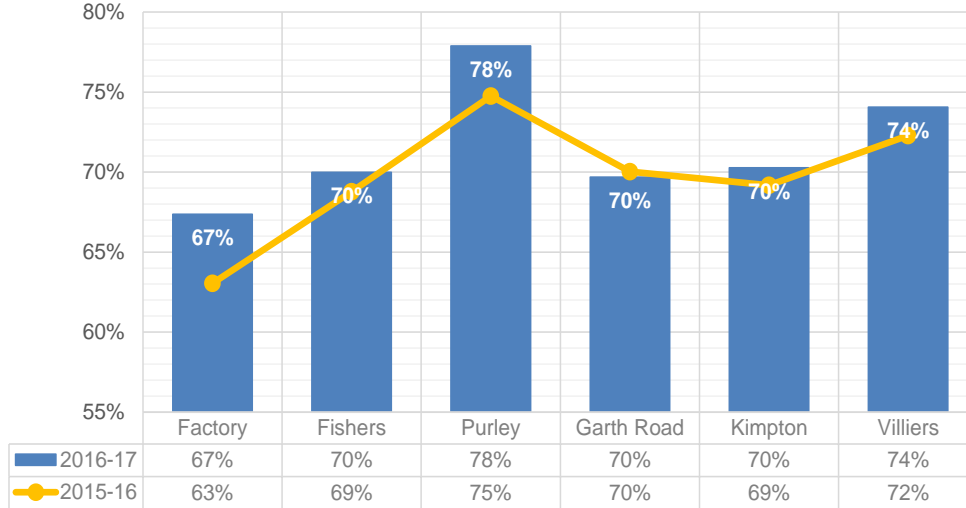
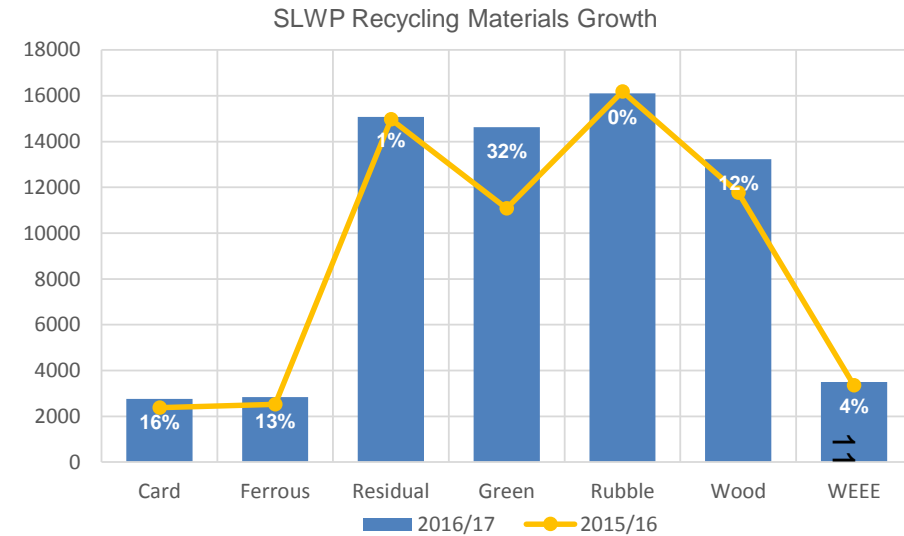


Table 7b – Q4 material collected 2016/17 versus 2015/16



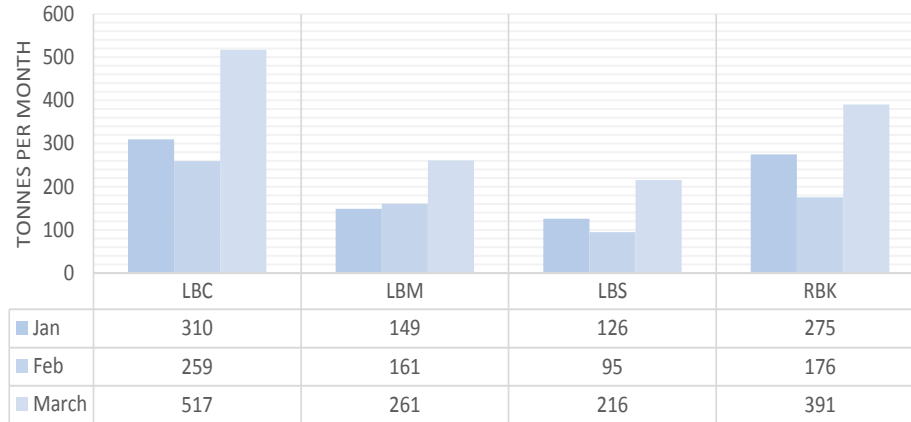
### 8. C2 Recycling performance by month:

2016/17	Factory	Fishers	Purley Oaks	Villiers	Garth Road	Kimpton Park Way
Jan-17	66%	64%	74%	69%	65%	65%
Feb-17	62%	64%	74%	73%	71%	73%
Mar-17	66%	67%	80%	78%	73%	71%

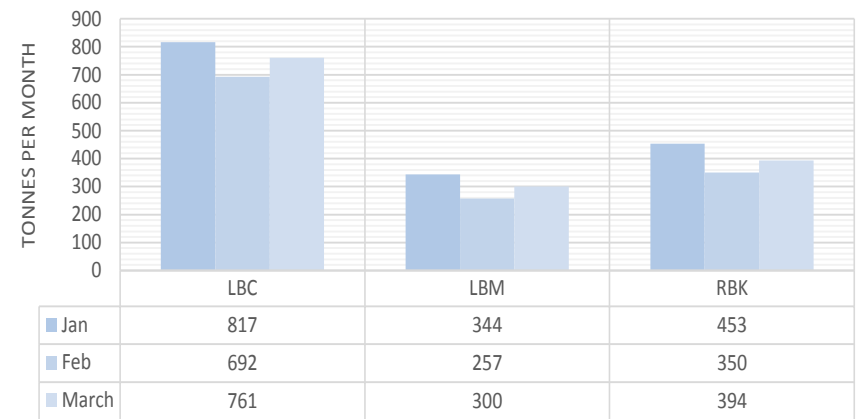
2015/16	Factory	Fishers	Purley Oaks	Villiers	Garth Road	Kimpton Park Way
Jan-16	58%	62%	70%	66%	62%	64%
Feb-16	62%	61%	70%	66%	66%	64%
Mar-16	61%	61%	74%	70%	62%	63%

## 9. C3 Green Waste Tonnage and Food waste

**GREEN WASTE BY BOROUGH**

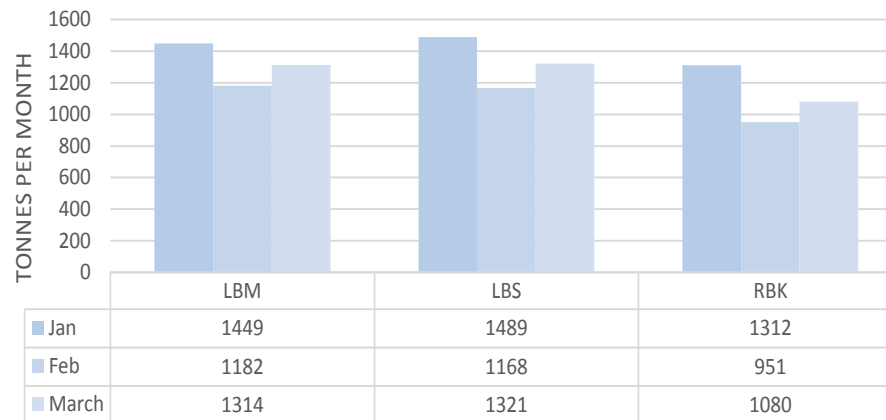


**FOOD WASTE BY BOROUGH**



## 10. C3 Recycling data

**RECYCLING COLLECTED PER BOROUGH**



Resident communication, kerbside collection, and the quality control at the kerbside of green, food and recyclables, are managed by the Boroughs through the kerbside collection arrangements.



**Report to:** South London Waste Partnership (SLWP)  
**Joint Waste Committee**  
**Date:** Tuesday 27 June 2017

**Report of:** South London Waste Partnership Management Group

**Author(s):**

Michael Mackie, Finance Lead

**Chair of the Meeting:**

Cllr Phil Doyle - Portfolio Holder - Resident Services

**Report title:**

**SOUTH LONDON WASTE PARTNERSHIP BUDGET OUTURN 2016/17**

**Summary**

This paper provides the outturn position for the 2016/17 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 by Management Group quarterly to allow the budgets to be flexed where appropriate in order to respond to any budget pressures.

**2. Financial Position 2016/17**

- 2.1 The table below refers to the Partnership's outturn position for its core activities for the 2016/17 financial year. It relates to expenditure in the following areas; internal and external advice, project and contract management, document and data management and communications.

Item	Approved Budget £	Final Outturn £	Variance £
<i>Internal and External Advisors</i>	125,000	83,305	(41,695)
<i>Project &amp; Contract Management</i>	325,000	329,282	4,282
<i>Document and Data Management</i>	20,000	16,513	(3,487)
<i>Audit Fee</i>	2,500	0	(2,500)
<i>Communications</i>	25,000	19,590	(5,410)
<b>TOTAL</b>	<b>497,500</b>	<b>448,690</b>	<b>(48,810)</b>
<b>COST PER BOROUGH</b>	<b>124,375</b>	<b>112,173</b>	<b>(12,203)</b>

2.2 The Partnership's outturn for core functions is an under spend for the year of £48,810 (£12,203 per borough). The major variances are detailed below.

2.3 The internal and external advisors budget provides £50k for external financial, legal and technical advice. Only £10k of advice has been required this financial year resulting in an underspend of £40k against this budget.

2.4 Underspend on salaries of £17k due to the Contract Data Officer post being held vacant until the end of September 2016, a saving of £10k from the Project Support Officer being on secondment to LB Sutton and a saving of £12k by covering the Communications Officer post with ad-hoc specialist advice. This is offset by a £44k overspend for additional clienting costs for managing the Environmental Services contract as agreed at the Strategic Steering Group in May.

2.5 The partnership was due to undertake a procurement exercise for Residual Waste during 2016/17.

The outturn position for 2016/17 for the project is illustrated below.

#### **Residual Waste Procurement**

Item	Estimate £	Provisional Outturn £	Variance £
<i>Advisor Consortium</i>	55,000	0	(55,000)
<i>Internal Legal Advice</i>	4,500	0	(4,500)
<b>TOTAL</b>	<b>59,500</b>	<b>0</b>	<b>(59,500)</b>
<b>COST PER BOROUGH</b>	<b>14,875</b>	<b>0</b>	<b>(14,875)</b>

2.6 The Residual Waste Procurement was put on hold and not carried out this financial year, resulting in an underspend of £59.5k for 2016/17.

2.7 The final outturn position for all activities for 2016/17 is shown below and is an under spend for all activities of £108,310 (£27,078 per borough).



<b>Item</b>	<b>Approved Budget £</b>	<b>Final Outturn £</b>	<b>Variance £</b>	<b>Variance per borough £</b>
<i>Core Activities</i>	497,500	448,690	(48,810)	(12,203)
<i>Residual Waste Procurement</i>	59,500	0	(59,500)	(14,875)
<b>TOTAL</b>	<b>557,000</b>	<b>448,690</b>	<b>(108,310)</b>	<b>(27,078)</b>
<b>COST PER BOROUGH</b>	<b>220,081</b>	<b>112,173</b>	<b>(27,078)</b>	

### 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 27 June 2017

**Report of:** South London Waste Partnership Management Group

**Author(s):**

Michael Mackie, Finance Lead

**Chair of the Meeting:**

Cllr Phil Doyle - Portfolio Holder - Resident Services

**Report title:**

**SOUTH LONDON WASTE PARTNERSHIP BUDGET UPDATE MONTH 2 2017/18**

**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 2017/18 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 by Management Group every month to allow the budgets to be flexed where appropriate in order to respond to any budget pressures.

## 2. Financial Position 2017/18

- 2.1 The table below refers to the Partnership's budget position for its Strategic Management activities for month 2 (May) of the 2017/18 financial year. It relates to expenditure in the following areas; procurement, project management, administration, contract management and communications.

<b>Item</b>	<b>Approved Budget £</b>	<b>Actuals £</b>	<b>Anticipated Outturn £</b>	<b>Variance £</b>
<i>Internal and External Advisors</i>	125,000	0	125,000	0
<i>Project &amp; Contract Management</i>	492,100	65,160	465,000	(27,100)
<i>Document and Data Management</i>	24,000	0	24,000	0
<i>Communications</i>	25,000	0	25,000	0
<b>TOTAL</b>	<b>666,100</b>	<b>65,160</b>	<b>639,000</b>	<b>(27,100)</b>
<b>COST PER BOROUGH</b>	<b>166,525</b>	<b>16,290</b>	<b>159,750</b>	<b>(6,775)</b>

2.2 The Partnership's budget for Strategic Management activities forecasts an under spend for the year of £27,100 (£6,775 per borough).

2.3 The underspend is due to 2 posts currently being vacant.

1. The Project Support Officer being on secondment to Sutton and assumes the post will be vacant until 1 August 2017 (£13k) and;
2. The Contract Compliant Officer post being vacant (£14k). This post is currently being recruited to and the forecast underspend assumes the post will be vacant until 1 August 2017.

### **3. Recommendations:**

3.1 To note the content of this report.

### **4. Impacts and Implications:**

#### Finance

4.1 Contained within report.



## **SOUTH LONDON WASTE PARTNERSHIP**

**Report to:** South London Waste Partnership Joint Committee

**Date:** 27 June 2017

**Report of:** South London Waste Partnership Management Group

**Author(s):**

John Haynes (South London Waste Partnership Communications Advisor)

**Chair of the Meeting:**

Councillor Phil Doyle, Chair of the Joint Waste Committee and Portfolio Holder for Resident Services at The Royal Borough of Kingston upon Thames

**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 January 2017 and June 2017.

**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. PHASE A BACKGROUND

- 1.1 The Phase A contracts encompass transport & residual waste management, HRRC services and marketing of recyclates.
- 1.2 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.

## 2. HOUSEHOLD REUSE AND RECYCLING CENTRES (HRRCs)

- 2.1 This contract is operated by Veolia on behalf of the Partnership.
- 2.2 Veolia continues to conduct a rolling programme of customer satisfaction surveys across the six HRRC sites in the Partnership region: Garth Road (Merton), Villiers Road (Kingston), Kimpton Park Way (Sutton), Factory Lane, Purley Oaks and Fisher's Farm (Croydon).
- 2.3 Between 25 July 2016 and 23 April 2017, Veolia have conducted over 6,000 interviews with site users.
- 2.4 The findings indicate that:
  - Around 90% of site users are queuing on average no longer than five minutes: satisfaction levels with queue times is high
  - Satisfaction levels with the helpfulness of site staff, the greeting received on arrival and general attitude of site staff is very high (all above 95% satisfaction)
  - Satisfaction with the cleanliness of the sites and smells in and immediately around the sites is generally high
  - There has been a significant increase in satisfaction with signage on the sites (up from 81% to 92%)
  - Site users are generally satisfied with the feeling of safety on the sites, the opening times and the range of materials accepted
  - When asked (unprompted) about their views of the sites, residents most frequently refer to the good attitude of site staff (706). A significant number of residents (384) also comment about the steps (up to the containers) being too steep. The third and fourth most popular responses is that the sites have improved (249) and are well managed (160).
- 2.5 The survey results show that across the Partnership region there is a generally high level of satisfaction with the sites. The surveys also help the Partnership and Veolia identify site-specific issues, which are being discussed and addressed at the regular contract monitoring meetings.
- 2.6 The feedback from the surveys provides the Partnership with a valuable

tool for managing the contract and informing communication and engagement activities. Surveys will continue on a rolling basis with findings being reported by the SLWP Communications Advisor to Management Group on a quarterly basis.

- 2.7 The Partnership's Communications Advisor is working with Veolia to explore further enhancements to the service, including site-specific information boards and leaflets providing details on recycling rates, where waste is taken and what it is turned into.

### **3. BEDDINGTON LANDFILL OPERATIONS**

- 3.1 This contract is operated by Viridor on behalf of the Partnership.
- 3.2 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 100-hectare Beddington Farmlands site (which incorporates the landfill) is being restored into a rich patchwork of habitats for wildlife with public access.
- 3.3 A number of activities have been implemented and are planned in order to achieve these aims. Recent highlights have included:
- February 2017: Viridor ran a well-attended open day (following on from similarly successful and popular events towards the end of 2016).
  - February 2017: information about the landfill restoration project featured in a newsletter distributed to 14,000 households in the area (this was the third edition of Viridor's 'Beddington ERF Community Update'). A further newsletter is due for distribution in autumn 2017.
  - Viridor continues to invite key stakeholder to the Beddington site so they can see for themselves the work that is being done to manage and restore the landfill site. This includes recent visits from the partner boroughs, local MPs, GLA representatives and waste industry bodies.

### **4. PHASE B BACKGROUND**

- 4.1 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 that will become operational in 2018. Household waste from the four Partner boroughs that has not been sorted by residents for recycling will be

treated at the facility and turned into electricity. The landfill site at Beddington will close once the ERF becomes operational.

- 4.2 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 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

## **5. BEDDINGTON ERF COMMUNICATIONS AND STAKEHOLDER ENGAGEMENT**

- 5.1 Supported by the Partnership, Viridor has undertaken a great deal of work in recent months to keep local residents and key stakeholders well informed about the Beddington ERF construction project. Highlights include:
- Production and distribution of a high-quality community newsletter to c.14,000 households in the Beddington and surrounding areas. The newsletter provides residents with information about the construction project and associated activity and was distributed in February 2017. The next edition (issue 4) of the newsletter is due for distribution in autumn 2017.
  - Hosting a well-attended and successful open day in February, where members of the community were invited on a guided walking tour of the site. Further open days are planned for later in the year
  - Visits by a number of key stakeholders (including borough representatives, local MPs, GLA representatives and waste industry bodies) to the site for guided tours of the under-construction ERF
  - Regular Community Liaison Group meetings, where community representatives are invited to the site for an update on progress on the construction project
  - Administration and promotion of the Beddington Community Benefit Fund (a £1m fund to support community projects primarily in and around the Beddington area). Applications to the Fund are considered by a Panel made up of community, Sutton Council and Viridor representatives. To date, £60,650 has been awarded to five community projects. A further 11 projects have applied but have not been successful in securing funding. All projects that are not successful are provided with constructive feedback and, where appropriate, encouraged to refine their application so it aligns more closely to the funding

criteria and re-submit.

- Close monitoring of local media and social media channels to ensure the views of local residents and stakeholders towards the ERF are understood and responded to appropriately

5.2 Viridor's communications and engagement activities are guided by the Beddington ERF (Construction Phase) Communications Strategy. There is ongoing liaison between the Partnership and Viridor communications leads and progress is monitored at the monthly Phase B Project Board meetings.

## **6. MEASURING LOCAL OPINION AND ATTITUDES TOWARDS WASTE TREATMENT**

6.1 A key role of the Partnership's communications function is to ensure that key stakeholders understand the views of local people with regards to waste treatment and ERF technologies in particular.

6.2 The findings of an independent research project carried out by BMG Research was presented to the Joint Waste Committee in March 2017. These findings were also presented at the April 2017 meeting of the Beddington Community Liaison Group.

6.3 The research findings:

- Help the Partnership in managing its contract with Viridor and evaluate the effectiveness of Viridor's communications activities
- Enable the Partnership to monitor trends in resident attitudes and opinions on important issues such as landfill and alternative waste treatment methods, using benchmarking data from the 2010 and 2012 surveys (conducted on behalf of the Partnership by Ipsos MORI)
- Provide Elected members and senior officers from the four Partnership boroughs with balanced, objective information about the views of local people with regard to waste management and treatment
- Informed the 2017/18 Communications Strategy for the Partnership (which was agreed by the Joint Waste Committee at its March 2017 meeting)

## **7. WASTE MINIMISATION CAMPAIGNS**

7.1 The four Partner boroughs are committed to doing all they can to encourage residents to reduce, reuse and recycle as much as they possibly can. The Beddington Energy Recovery Facility will not change that approach.

7.2 The Partnership provides a platform for waste education and awareness campaigns to be delivered at a regional level – this is an



effective use of borough resources and can help attract funding from external partners such as WRAP, Recycle for London and industry associations.

- 7.3 Following on from a series of successful events in 2016, the Partnership will once again be involved in Resource London's 'Reuse and Repair' quarter (being delivered under the Recycle for London brand).
- 7.4 As part of the 'Reuse and Repair' quarter, the Partnership will host:
- Two Jumble Trail events (Merton and Sutton) – giving neighbours the opportunity to set up stalls outside their homes and sell things that were otherwise destined for the bin
  - Two 'Restart Parties' electrical repair workshops (Croydon and Kingston) – enabling local people to take broken electronic items such as smartphones and small electrical appliances to be repaired
  - Two Sewing workshops (Merton and Sutton) - helping local people transform and revive old and ill-fittings clothes.
- 7.5 The Partnership has also been successful in securing £9,000 of funding from Resource London to fund local Recycle activity Week (25<sup>th</sup> September – 1<sup>st</sup> October).
- 7.6 The funding will be used to run a targeted Facebook advertising campaign. Engaging and thought-provoking recycling-themed animations (provided by WRAP but branded with borough logos) will be targeted at residents aged between 16-34 years of age (a key target audience for the SLWP Communications Strategy). The campaign is expected to deliver 1,100,000 impressions and 375,000 views (of +3 seconds). It will be supported by London-wide activity delivered by Resource London.

## 8. STRATEGY AND PLANNING

- 8.1 At its March 2017 meeting, the JWC approved the SLWP Communications Strategy 2017/18. The strategy identified ten key communications-related themes and set measureable two-year targets against each.
- 8.2 Good progress has been made against delivering the aims and objectives of this strategy in the first three months. These include:
- Ensuring the environmental benefits of the SLWP's work are clearly communicated in support of the roll-out of new collection service in Sutton (supporting *'Theme 1: Residents believe they are recycling more; it is environmental concerns (rather than financial ones) that are motivating them to do so'*).
  - Delivering a comprehensive communications campaign in support of the new collection service in Sutton to ensure

residents know how to use the new service and recycling rates rise accordingly (supporting *'Theme 2: The power of social norms is leading to an ever-increasing mismatch between reported recycling behaviours and actual recycling tonnages'*).

- The SLWP Communications Advisor has been appointed as a member of the 'User Group Review Panel' for Recycle for London's three-year (2017-2020) communications and education campaign, which will be focus on 18-34 year olds (supporting *'Theme 3: 'Recycling apathy amongst 'Millennials''*).
- Use of new and innovative technologies to target recycling and waste minimisation messages more successfully at 16-34 years olds: this includes the use of targeted TV advertising (Sky Adsmart) to support the roll-out of the new collection service in Sutton and securing £13,500 of external funding to run a targeted Facebook advertising campaign during Recycle Week 2017 (supporting *'Theme 3: 'Recycling apathy amongst 'Millennials''*).
- Ongoing customer satisfaction surveys across the Partnership's six HRRC sites (supporting *'Theme 8: Satisfaction with Recycling Centres is high'*)
- Identifying and maximizing opportunities to run regional awareness/behaviour change campaigns: Reuse and Repair Quarter and Recycle Week (supporting *'Theme 9: Residents feel less informed that they used to'*).
- Secured funding from external sources (£13,500 from Resource London) to support the Partnership's communications work (supporting *'Theme 9: Residents feel less informed that they used to'*).
- Secured substantial positive coverage in trade publications around the award of the Environmental Service (Phase C) contracts (supporting *'Theme 10: A Partnership known for innovation and enterprise'*).

## 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 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.

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A<sup>1</sup>  
of the Local Government Act 1972.

# Agenda Item 9

Document is Restricted