

## **Policy and Performance Scrutiny Panel**

**Monday, 20 July 2020**

### **Report about the New Ways with Waste Work Programme**

#### **Project background**

Eastleigh Borough Council (EBC) has an aspiration to increase its recycling rate and be carbon neutral by 2025. It has a growing population and by 2025 a further 11,000 residents will be living in the borough, which equates to nearly 6,000 additional households.

It has operated alternate weekly collections since 1994 and a weekly food waste collection since 2008. Whilst food waste is currently suspended due to Covid-19, it will require relaunching at an appropriate point in the future.

The New Ways with Waste (NWWW) work programme was initiated in February 2020, with the employment of an interim Project Manager for 12 months. The final revised project initiation document (PID) went to the Change and Improvement Board in March 2020 (the board has since been rebranded as the Change and Implementation Board). This programme of work builds on phase one work which took place in 2019, which focused on round/route optimisation, installation of in-cab technology and increasing food waste participation.

Whilst work to increase food waste participation will continue, it is expected that round/route optimisation and installation of in-cab technology will be completed by end July 2020.

NWWW has four key workstreams:

1. Operational improvements including commercial waste
2. Options appraisal to assess service changes which will reduce waste/increase recycling rate and consider new and best practice
3. Infrastructure/resource constraints and the impact of any changes on these and;
4. Outcomes from the Environment Bill and outcomes from the Hampshire Waste Partnership (HWP) modelling that is being undertaken. The timeline for this work is 2023/24.

#### **Project Rationale**

The EU Waste Framework Directive has a requirement for the UK to increase household waste recycling rates to 50% by 2020, 55% by 2025, rising to 65% by 2035. These targets have been accepted by the UK and accordingly the Government's Resources and Waste Strategy for England, published December 2018, also sets a target of increasing municipal waste recycling rates to 65% by 2035.

In 2019/20, the borough recycled 43.8% of its waste. The borough is the top authority for recycling in Hampshire, but when compared nationally, it remains in the third quartile. Based on current performance, the borough will not achieve a 50% recycling rate by 2020. It should be noted however, that no indications have been given that councils failing to achieve this target will be faced with punitive measures.

Responding to the Climate and Environmental Emergency is critical, as is the need to ensure residents are also clear about their responsibilities and the Council's responsibilities for managing their waste and recycling.

As mentioned previously, the population of the borough is increasing, and this places further demand on waste and recycling services. The purpose of this work programme is to identify best practice options to improve efficiency and modernise waste collections and accordingly increase the borough's recycling rate and reduce residual waste arisings.

## **Project Objectives**

NWWW has the following objectives:

- Implement operational improvements to reduce and remove excess bins and have appropriate container capacity for the number of people in households, ensure assisted collections are delivered to those that require them, review collection points where there are alleys, rear of access collections, bins stores, those with long driveways and farm tracks. This will improve service efficiency and reliability.
- Review delivery of waste and recycling services, both statutory and non-statutory. Identify new and best practice and develop alternative ways of working to ensure service is fit for purpose, value for money and resilient.
- Revise policies, work processes, data capture and further utilise technology to support an efficient waste and recycling service that is fit for the future.
- Implement changes to front-line waste and recycling services that improve performance and efficiency. Deliver high quality, successful services that can demonstrate good customer service and ease of access to services. Deliver consistently high service performance and manage the service safely in accordance with HSE guidance.
- Train and develop staff as part of modernisation process and culture change.
- To ensure the waste and recycling service works to reduce carbon emissions and its impact on the local environment.
- Ensure Eastleigh's waste and recycling service is congruent with outcomes from the Environment Bill, and the Waste Disposal Authority strategic review (HWP work).
- To make sure infrastructure, resources (including vehicles/equipment) are in place to implement new ways of working and consider population and housing growth.
- To further increase commercialisation of services that generate income with both internal/external customers.
- Consider the wider benefits of partnership working across Hampshire and synergies with all direct services.

A more detailed work plan is being managed via a project board led by Andrew Trayer, Corporate Director – Service Delivery. The section below sets out the key components of the work plan and its progress.

## Project work plan

As part of the NWWW programme, the following service improvements are required:

- Increase capture of food waste
- Reduce waste arisings
- Increase capture of targeted DMR, including glass
- Reduce contamination of recycling and waste
- Maximise use of Whitespace waste management system and improve service delivery and workflows
- Reduce missed collections
- Charge for lost/damaged bins
- Reduce the number of unauthorised bins across the borough
- Implement a revised domestic waste and recycling policy
- Agree a revised 'waste agreement' with staff

The following work is in progress:

	<b>Activity</b>	<b>Progress</b>
a	Revised waste and recycling policy	Completed and going to Policy & Performance/Scrutiny and Cabinet in July 2020. A communications campaign will be required to inform residents and remind about their responsibilities. Charging for lost/damaged bins will be implemented January 2021.
b	Waste agreement	Agreement reviewed with HR/project board and work priorities agreed, which will require consultation and agreement with staff and trade unions. Implementation date: April 2021
c	Improving waste collections	Paper produced for project board. Developing methodology to pilot separate collection of food and fortnightly collection of glass in a designated and agreed area in borough. Purpose is to assess suitability of electric/hybrid vehicles for food collection, potential to increase capture of targeted DMR, impact on waste arisings and resident satisfaction. This links to round optimisation work.
d	Round optimisation	Phase 1 work to be completed July 2020. Phase 2 work initiated, and outcomes will be taken to management liaison in Aug/Sept 2020. A zonal approach to collections is being developed, which would enable residents to have the same day of collection for all services, support

		population growth, respond more quickly to issues/missed collections.
e	Waste and recycling bins audit	This work is delayed due to Covid-19. The process to do the audit is agreed and it is hopeful it will commence Sept/Oct subject to guidance about social distancing.
f	Frontline service improvement group	Gaining feedback from frontline staff is key when any service changes are being developed. It is intended to start this when working conditions become more normal following Covid-19.
g	Rollout of in-cab technology (tom toms)	This has been delayed due to Covid-19. The tom toms are being rolled out more slowly due to social distancing requirements. This should be completed by end July 2020.
h	Maximising the use of the waste management system, Whitespace	A scoping document has been produced for Head of IT. A key concern is capacity to support the work required.
i	Hampshire Waste Partnership	There is ongoing work to develop a twin-track approach to waste collections. HCC have stopped work relating to the development of a super MRF. EBC continues to work closely with colleagues across Hants.
j	Benchmarking best practice	Work has commenced and further work to be undertaken using Project Integra.
k	Anaerobic digestion plant	This is a separate project. Currently, Portsmouth City Council leading a proposal to develop a plant with interested parties.
l	Underground refuse containers	Ongoing programme of work.

Gale Smith, 9 July 2020