

BRIEFING PAPER

SUBJECT: WASTE IMPROVEMENT AND TRANSFORMATION PLAN
DATE: 3 FEBRUARY 2022
RECIPIENT: OVERVIEW AND SCRUTINY MANAGEMENT COMMITTEE

THIS IS NOT A DECISION PAPER

SUMMARY:

A five-year Waste Improvement and Transformation Plan (“WITP”) will be brought forward for decision by Cabinet on 7 February 2022. The WITP does not simply seek to maintain a basic level of service but puts in place significant and ambitious new targets such as 50%+ recycling by 2027; outlines planned improvements to customer service, such as reducing missed bins by 90%; and proposes a citywide taskforce with the aim of eliminating fly-tipping from Southampton by 2030. If approved, the WITP sets a positive course for waste management in Southampton not just for the five-year plan period, but for many years beyond.

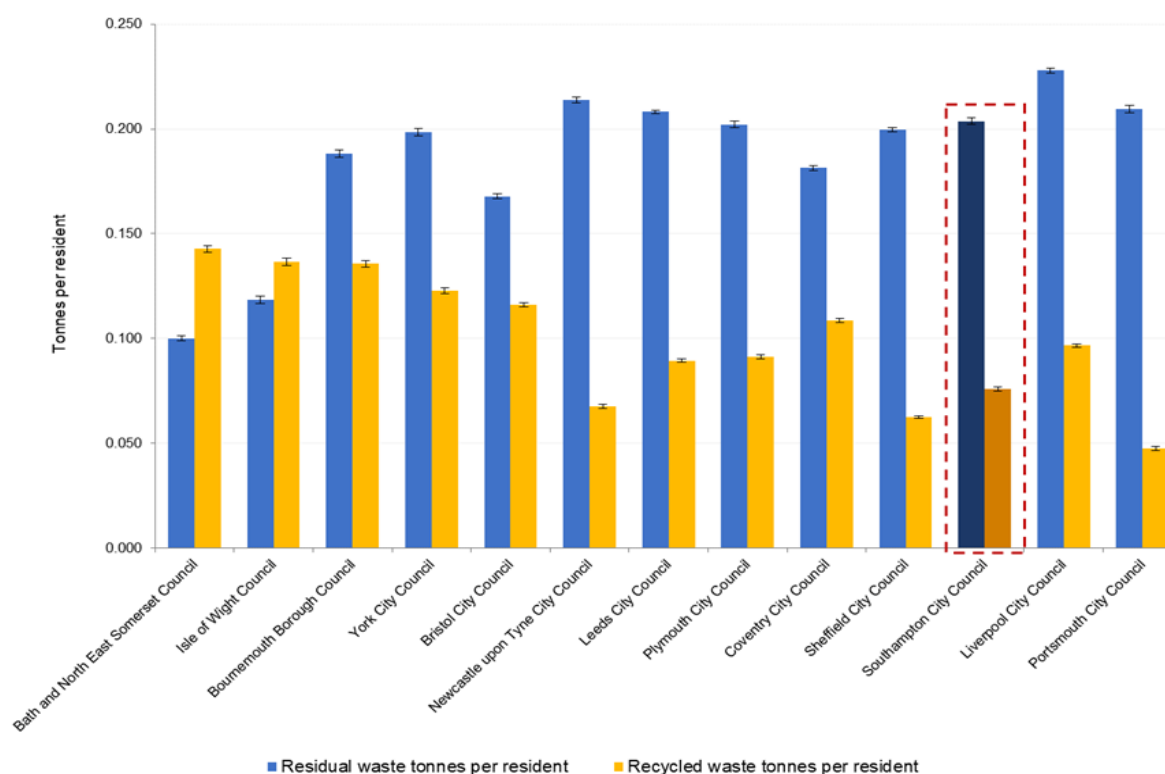
Cabinet will be asked:

- To approve the draft Waste Improvement and Transformation Plan 2022-2027.
- To delegate authority to implement the Waste Improvement and Transformation Plan 2022-2027 to the relevant Chief Officers having responsibility for plan functions following consultation with the Cabinet Member for Customer Service and Transformation.
- To delegate authority to the Head of City Services to make minor amendments to the Waste Improvement and Transformation Plan 2022-2027 as required during its implementation (annually as a minimum).

BACKGROUND and BRIEFING DETAILS:

1. The draft WITP is attached as Annex 1. It was commissioned in autumn 2021 as a response to recent pressures including the Covid-19 pandemic, a national shortage of drivers and the forthcoming requirements of the Environment Act 2021. It also addresses service pressures that have been building in the Southampton waste system over a longer period. New dwelling growth, low recycling rates, excess disposal costs, under-investment over time, increased fly-tipping, covid-related absence, support service changes and some historic working practices have all contributed to a decline in morale, productivity and customer service.
2. As can be seen below, Southampton is among the poorer performers in terms of recycling rates across a range of medium to large cities (data from WasteDataFlow 2018/19, compiled by WRAP, the latest comprehensive available set). The strategy outlines the council’s commitment to customers through three key customer service principles which will direct activity, and deliver improvements while reducing costs and creating efficiencies:

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3. The WITP (a five-year plan for the period 2022-27) has been produced by a cross-service group. Trade unions have been consulted on its principal recommendations. In addition to the normal scrutiny process, an all-councillor briefing was scheduled for 31 January 2022 to provide the opportunity for all Councillors to familiarise themselves with the WITP ahead of it being brought to Cabinet.
4. The WITP is brought forward for Cabinet decision for the following reasons:
 - The WITP reflects new budget commitments expected to be approved at Council in February 2022 and lays the groundwork for policy changes;
 - The WITP affects all wards, Councillors and residents;
 - The WITP needs co-operation from residents and will be more successful with maximum transparency and publicity.
5. If the WITP is adopted, the council will commit itself to supporting the implementation of a major behavioural change programme for the city and its residents, as outlined in the WITP, which will require radical thought and action. In addition, adoption of the WITP will commit the council to policy changes and the financial investment required to achieve the ambitious targets within a relatively short time-frame. OSMC is therefore asked to note in particular the following headline goals of the WITP:
 - a. Increase our recycling rate above 50% by 2027, so that the majority of household waste is recycled;
 - b. Improve the customer experience by reducing operational inefficiencies such as missed bins to near zero, adapting the service to make recycling easier, and strengthening our waste communications;

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- c. Work with partners to encourage and enforce responsible waste behaviours in all settings across the city, and specifically join forces to eradicate fly-tipping from Southampton by 2030.
6. OSMC is also asked to note that the WITP is structured into three phases of delivery:
 - 1) Stabilisation by April 2023 – ensuring the Waste Service has the staff, equipment and working conditions to carry out its essential functions and put it in a position to improve;
 - 2) Improvement by April 2025 – core improvements within the WITP including a steep increase in recycling, a much-improved customer experience and implementation of the requirements of the Environment Act 2021;
 - 3) Excellence by April 2027 – taking the Waste Service to the next level so that Southampton becomes known as a leading waste authority.
7. The WITP puts the Waste Service in a position not just to improve service performance and customer satisfaction, but also to make savings from reduced disposal costs, increased recycling income, more efficient rounds and reduced vehicle damage.
8. Sources for the WITP include a consultant's report on the Waste Service produced during the summer of 2021. The report included over 100 recommendations. Each recommendation has been analysed, considered and 'RAG rated' ie agreed/partially agreed/rejected. A summary will be provided at the meeting.
9. The WITP as published contains high-level actions and targets. More detailed plans that align with the WITP's objectives will be developed through the implementation project.

Action already taken

10. As a precursor to the WITP, several supporting actions have already been taken, detailed below.
11. Cabinet agreed the Joint Municipal Waste Management Strategy ("JMWMS") in November 2021. The JMWMS sets a direction of travel for waste collection and disposal after the introduction of a consistent set of materials to be recycled nationally, as mandated by the Environment Act 2021:
 - cardboard;
 - paper;
 - aluminium and steel cans;
 - plastic bottles;
 - pots, tubs and trays;
 - cartons;
 - glass;
 - plastic film (from 2026/27);
 - food (mandatory weekly collection).
12. The Environment Act 2021 takes formal effect from 2023 but there are criteria for staggered implementation that will apply to Hampshire. The date of implementation depends on the detail of government regulations, yet to be published at the time of writing, and on the delivery of new recycling facilities in Hampshire, but for planning purposes the assumed implementation date is mid-2024. As noted below, at this point the implementation is assumed to be cost-neutral.

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13. An important change from this date, which has been agreed across all Hampshire authorities, will be the introduction of 'twin-stream' kerbside collections. This will require residents to separate recycling materials into two different bins or containers at source, containing:
 - Cardboard and paper;
 - Glass, cartons, plastics, tin cans and aerosols.
14. These materials will be sent for disposal to a planned new recycling facility at Chickenhall Lane, Eastleigh. This facility is being developed by Hampshire County Council. As a member of the Tripartite Waste Disposal Partnership (with Hampshire County Council and Portsmouth City Council), Southampton City Council will be expected to contribute its proportional share of the capital costs of this facility. A further report will be brought forward when more details are available.
15. In addition, food waste will be collected and disposed of separately from the above materials, starting when disposal facilities are available. An independent study, which will operate during the first quarter of 2022, is being undertaken by the Waste Resources Action Programme (WRAP) on food waste in the city. The results from the study will provide valuable data of the amount and nature of food waste that is present in household waste bins. This will then enable the Waste Service to:
 - Plan suitable arrangements for the collection of food waste from 2024;
 - Estimate the impact of separating food from residual waste.
16. The potential for trialling food waste collections will be assessed when the WRAP data is available; when detailed government regulations underlying the Environment Act 2021 have been published; and when discussions with the current waste disposal contractor in Hampshire (Veolia) have established a contractual basis for processing food waste. This is expected to be by summer 2022 at the earliest.
17. Subject to the detailed regulations, the Environment Act 2021 also includes proposals to make producers of plastic packaging pay for disposal, to add a deposit (potentially 20p) to the price of drinks containers made from plastic and glass that can be reclaimed by consumers, and mandate free collection of garden waste during the growing season. All these measures would have potentially far-reaching effects on the council, for example because some income-earning materials such as garden waste would be collected free, and some valuable recyclables such as fizzy drinks cans would be diverted away from the municipal waste stream.
18. The changes in collections and other measures outlined above will have the following benefits:
 - Reduced disposal costs as food waste is diverted from energy recovery and landfill;
 - Increased income as more recyclables are collected uncontaminated;
 - Reduced household bin weights and potentially bin sizes, benefitting both residents and waste collection staff;
 - Potential to organise waste collection routes more efficiently as the distribution of waste changes;

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- Reduced attraction of household bins to vermin and foxes as food waste is separated into secure containers;
- Reduced litter as consumers of drinks are incentivised to return the containers to redeem deposits;
- Environmental and health benefits as side-waste and noxious odours are reduced.

19. Public consultation on new waste collection arrangements will be brought forward as part of the WITP in addition to any consultation organised nationally by the Government.

20. The Waste Service has been consulted on a service restructure that addresses the pressures faced by the service over recent years. The staff consultation was due to close in late January 2022. Key proposals included:

- Creating more driver posts;
- Strengthening of the Development Team to support greater emphasis on recycling education and community engagement;
- Reviewing the current 'task and finish' working arrangements and regularising some casual/historic practices;
- A new Waste Disposal and Development Manager post to strengthen our participation in the contractual Tripartite Waste Disposal Partnership.

21. The revised structure is expected to be operational by April 2022 for front-line staff, with detailed management structures confirmed subsequently.

22. The council's Strategic Asset Management Plan (SAMP) has been in development for some time. The SAMP will look at depot arrangements in 2022-23 and make proposals for the future. The requirements of the Waste Service will be a crucial factor in this exercise given that (for example) an early estimate is that food waste collection may require an additional 13 vehicles, which the council's depot at Dock Gate 20 cannot accommodate. Additional vehicles will also require additional capacity in the workshop and fleet management team.

Next steps

23. Should Cabinet approve the WITP, a project structure will be created to organise all the workstreams on the basis set out in the Plan (Annex 1). The WITP will need to be flexible and adapt as circumstances change and new approaches are tried and recommended, so it is intended that the detailed contents will change over time. A regular review, potentially quarterly but annually as a minimum, will be provided by the Head of Service and any proposed changes will be considered by the Cabinet Member, coming forward to Cabinet only if they require policy changes.

Alternative options considered and rejected

24. Running more than one waste collection shift a day. Under this proposal there would be 'early' and 'late' collection shifts, with the late shift running into the afternoon and potentially evening. This option offers significant efficiencies in vehicle usage as the number of vehicles required is potentially halved. However, this option is considered to carry considerable risk of traffic disruption and would require contract renegotiation with the Tripartite partners and Veolia Environmental Services, and has therefore been rejected.

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25. Merger of the Waste Service with a neighbouring authority is possible but is believed not to offer substantial benefits as economies of scale do not apply to an ultra-local service such as bin collection. This option has not been formally considered, but opportunities are being taken to share ideas, to align policy, and to look at options to share depot facilities and procurement of bins and vehicles.
26. Privatisation or outsourcing of all or part of the Waste Service has not been considered in any detail as it is believed that the improvements required can be delivered in-house.
27. Not to develop a waste improvement and transformation plan. Rejected due to the clear need to overhaul and modernise the service in readiness for the mandatory collection and disposal changes that will be imposed by the Environment Act 2021.

RESOURCE/POLICY/FINANCIAL/LEGAL IMPLICATIONS:

28. The funding required to support the WITP is built into the budget proposals that will come to council later in February 2022. The proposals envisage a temporary injection of funding to support the transformation process, with savings starting to flow from Year 3. Projected savings are derived from higher recycling rates resulting in lower disposal costs and higher income, greater efficiency in collection rounds and lower sickness, accident and damage rates. Pressures arising during the period include catering for the waste needs of new dwellings in the city and absorbing likely adverse movements in prices secured for recycled materials.

	22/23	23/24	24/25	25/26	26/27
	£000	£000	£000	£000	£000
Restructure changes	546	546	546	503	461
Transformation costs	549	350	150	100	0
Savings and other budget changes	-252	-522	-782	-802	-782
Net budget changes	843	374	-86	-199	-321

29. Savings are expected to be achieved over the period in a number of different ways. The expected increase in recycling, and associated decrease in contamination, will lead to a reduction in disposal costs as loads that would otherwise have been sent for energy recovery can be recycled. At the same time, to varying degrees the materials recycled have a resale value and can be sold, increasing income. The focus on increasing productivity – a significant decrease in missed bins for example – will mean fewer collection journeys are required to collect the same tonnage, with consequent lower fuel consumption and emissions. There will also be an increasingly commercial focus on our trade waste business to ensure that income is maximised and costs are fully recovered.
30. The savings proposals in the budget are seen by Waste managers as eminently achievable once the effects of higher recycling, lower contamination, reduced vehicle damage, optimised routes etc have been achieved during the 'Improvement' phase up to 2025. However, some of them are estimates at this stage, not derived from empirical trials or evidence. Part of the regular review process will be to improve the underlying evidence for savings potential, testing them through benchmarking and access to specialist expertise as well as on-the-ground trials, and to update the WITP accordingly.
31. The budget proposals include a per-dwelling annual uplift to reflect new dwellings and therefore increased demand for waste services. This uplift will be deferred if new

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dwellings are not delivered. Part of the budget process will be to test this growth assumption.

32. The additional staff and infrastructure required to implement the requirements of the Environment Act 2021 are assumed at this stage to be cost-neutral and covered by New Burdens funding from the government. This may not turn out to be the case; if the cost of introducing new services exceeds new funding, the service specification will have to be adjusted to meet the available funding, or additional local funding sought.
33. Options for the development of the new recycling facility in Eastleigh are being considered with partners, and if agreed will be put forward as part of the capital proposals in the 22-23 Budget report to Council.

Legal

34. The council's primary waste and recycling duties and powers are set out in the Environmental Protection Act 1990 ('EPA') as amended by the Deregulation Act 2015 and subordinate Regulations made under that Act, including but not limited to the Controlled Waste Regulations and a variety of Waste Directives including the Waste Framework Directive 2008 (implemented through the Waste (England & Wales) Regulations 2011 which sets current recycling targets and enforcement provisions.
35. The Environment Act 2021 came into force in November 2021. A range of new targets, duties and powers are introduced under the Act including new recycling and re-use requirements relating to waste. The Regulations which will set out the detailed requirements and targets under the Act are yet to be made and are expected to be published and come into force in spring 2022 with target dates for compliance extending into 2024.
36. A range of additional waste-specific legal powers will apply to aspects of the WITP and these will be addressed during the normal operational roll-out of the WITP. In addition, all policies, processes and services will be subject to compliance with s.149 Equalities Act 2010 (the public sector equalities duty or 'PSED') which requires all functions to be developed and delivered having regard to the need to reduce or eliminate discrimination on the grounds of protected characteristics. In practical terms this means that all policies and processes will need to be developed having regard to the needs of those with disabilities, age-related impediments to how they dispose of, recycle and reuse waste and other practical considerations affecting those with protected characteristics and how reasonable adjustments to normal processes will be developed to assist them. This will be built into ESAs supporting all policy development and operational / implementation processes as the detailed plans supporting the WITP are developed.
37. An ESIA for the overall WITP has been completed and is attached as Annex 2.

OPTIONS and TIMESCALES:

38. If approved by Cabinet, the WITP programme will be established and operational from April 2022 when its funding starts.

RISK MANAGEMENT IMPLICATIONS

39. A full risk management framework will be developed as part of the project structure envisaged in the WITP.

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Appendices/Supporting Information:

1. Annex 1 - Draft Waste Improvement and Transformation Plan
2. Annex 2 - Equality and Safety Impact Assessment

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Annex 1 - Southampton City Council Waste Improvement and Transformation Plan 2022-27

Foreword by Cllr Rob Harwood, Cabinet Member for Customer Service and Transformation

This Waste Improvement and Transformation Plan, or WITP for short, sets out a strategy and action plan for Southampton City Council's Waste service for the next five years, from April 2022 to April 2027. The WITP sets out three fundamental goals that will drive the service's planning and operations over that period:

1. **Increase our recycling rate above 50% by 2027**, so that the majority of household waste is recycled;
2. **Improve the customer experience** by reducing operational inefficiencies such as missed bins to near zero, adapting the service to make recycling easier, and strengthening our waste communications;
3. **Work with partners to encourage and enforce responsible waste behaviours in all settings across the city**, and specifically join forces to eradicate fly-tipping from Southampton by 2030.

These goals are in line with the recently passed Environment Act 2021. The WITP period covers the implementation of the Act's waste-related requirements, including mandatory kerbside collection of a wider range of materials for recycling including food, as well as national measures that will (once implemented) incentivise the production of more recyclable packaging and the removal of drinks containers from street litter. State-of-the-art recycling infrastructure will also come on-stream during the period, including a new facility on the city's doorstep in Eastleigh.

All of this will have significant impact on the make-up of the waste stream in Southampton and will require the council to adapt its service and residents to adapt their behaviour – for example to properly separate food from residual waste once food waste collections become available.

The WITP envisages monthly publication of performance data against a range of indicators so that residents and stakeholders can hold the council to account and understand how they can contribute.

I am particularly keen to rid Southampton of the scourge of fly-tipping and will convene a summit discussion in summer 2022 with Hampshire Constabulary, community groups, landowners and their agents, business groups and our Enforcement staff to agree a citywide plan.

This is only the first iteration of this plan. The WITP will be reviewed by the Head of Service at the end of every financial year, and any proposed changes reported to me as Cabinet Member.

I am grateful to the staff in the Waste service, to our partners across the city and in Hampshire, and to residents themselves for all their efforts to keep the city clean and tidy.

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Waste Improvement and Transformation Plan 2022-27



Our vision is of a Waste service that is Green, Efficient, Modern, Safe, Trusted and Valued, and acts as One team with our partners across Southampton. The WITP is structured according to these 'GEMSTONE' themes.

Timeline

Three phases of the WITP are envisaged:

1. **Stabilisation by April 2023** – ensuring the Waste service has the staff, equipment and working conditions to meet its essential functions and put it in a position to improve;
2. **Improvement by April 2025** – core improvements within this Plan including a steep increase in recycling, a much-improved customer experience and implementation of the requirements of the Environment Act 2021;
3. **Excellence by April 2027** – taking the Waste service to the next level so that Southampton becomes known as a leading waste authority.

A critical date for The WITP is the point at which the proposed new Materials Recycling Facility in Eastleigh to be delivered by Hampshire County Council (HCC) comes on-stream, enabling recycling of plastic tubs, pots and trays, and the provision across Hampshire of large-scale facilities for disposal of food waste by anaerobic digestion or similar processes. For planning purposes this date is assumed to be during 2024. If the date is later, achievement of some of the 2025 targets will be delayed. Full project plans will be developed to cover this, and all the actions outlined below.

Lead officers will be allocated for each Theme and will bring in additional capacity from outside the Waste Service.

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Gemstone Theme: GREEN

The focus for this Theme is ensuring that the Waste Management service makes a significant contribute to the Greener City Action Plan.

Action	Stable by 2023	Improved by 2025	Excellent by 2027
Increase recycling rate (kerbside, HWRC, bring sites, other sources that end up in SCC waste stream)	<i>Target 30% (current rate in high 20s)</i>	<i>Target 45% - supported by separation of food from residual waste and introduction of twin-stream kerbside collections</i>	<i>Target 50%+ (national target of 65% by 2035)</i>
Reduce contamination of recycling	<i>Target 20% - maintain current rate as a maximum</i>	<i>Target 10% - supported by increased education and engagement</i>	<i>Target 5% or lower</i>
Reduce residual waste volumes	<i>Not appropriate to set a target as not within SCC control. Monitor & report</i>	<i>Expecting reduction when food waste taken out – WRAP study in early 2022 will provide base data</i>	<i>New bins in place to reflect changed tonnages and waste behaviours</i>
Support specific community groups with recycling initiatives	<i>Target groups agreed, support mechanisms in place</i>	<i>Data shows target groups have increased recycling %</i>	<i>Target groups recycling at SCC average, no longer need support</i>
Reduce Waste fleet fuel consumption and emissions	<i>No increase – offset increased stops due to city growth with eco-driving training and route optimisation</i>	<i>Feasibility study for Waste fleet electrification completed. More efficient rounds enabling minor reduction in fuel consumption</i>	<i>10% reduction in fuel consumption depending on Electric Vehicle feasibility</i>

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Gemstone Theme: EFFICIENT

The focus for this Theme is ensuring that the Waste Management service maximises productivity and value for money.

Action	Stable by 2023	Improved by 2025	Excellent by 2027
Optimise collection routes	<i>Implemented for current collections</i>	<i>Implemented for food waste and twin-stream</i>	<i>New routes reviewed and improved</i>
Maximise IT potential	<i>All crews using in cab system safely to report events; integration with customer reporting</i>	<i>System enables same-day action /rectification</i>	<i>System enables real-time action/rectification</i>
Ensure resilient crew capacity/ eliminate round cancellations	<i>Minimum capacity always available despite shortages, sickness, leave etc. Target <50 round cancellations a year</i>	<i>Target <20 round cancellations a year</i>	<i>Target zero round cancellations</i>
Reduce missed bins	<i>Reduction of 50% on 2021/22¹. Bin audit and action to remove/replace inappropriate bins</i>	<i>Reduction of 75% on 2021/22. Self-report missed bins as well as rely on customer reports</i>	<i>Reduction of 90% on 2021/22</i>
Deliver promised efficiencies/income growth	<i>As per 2022/23 budget</i>	<i>As per 2022/23 budget</i>	<i>As per 2022/23 budget</i>
Reduce/eliminate processes	<i>Missed bin process overhauled. Identify and improve inefficient processes</i>	<i>Identify and improve inefficient processes</i>	<i>Identify and improve inefficient processes</i>

¹ 2021 figure for missed bins reported by residents was c. 12,000 per annum, meaning that the missed bin rate was approximately 0.15% or one bin missed per 670 households.

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Gemstone Theme: MODERN

The focus for this Theme is bringing the Waste Management service fully up to date, and then innovating to make it a national leader.

Action	Stable by 2023	Improved by 2025	Excellent by 2027
Implement requirements of the Environment Act 2021 in Southampton	<i>All project plans and funding in place. Agreed pilot/trial work under way Support WRAP food waste analysis</i>	<i>Act requirements operational (NB dependency on UK Government regulations and new waste management infrastructure delivered by HCC)</i>	<i>Improvements based on national best practice and local lessons</i>
New waste collection policy	<i>Adopted and operational</i>	<i>Formally reviewed post-Environment Act implementation</i>	<i>Considered leading edge policy</i>
Develop/trial new ideas eg underground waste stores, improve planning consideration of waste issues	<i>Intensive work with WRAP, community groups and other parties to trial new initiatives</i>	<i>New initiatives trialled and implemented</i>	<i>New initiatives trialled and implemented</i>
Depot review to ensure facilities are up to date	<i>Plan agreed and funded</i>	<i>Plan implemented including Electric Vehicle requirements</i>	<i>Depots well maintained and meeting service need</i>
Stronger regional participation/ neighbour collaboration	<i>All meetings covered and Councillor decisions taken. Potential collaboration with neighbouring districts explored</i>	<i>SCC playing full role in Hampshire-wide partnership</i>	<i>SCC playing leadership role in Hampshire-wide partnership</i>
Improve non-kerbside offer ie HWRCs, bring banks etc	<i>New bring bank and HWRC services available</i>	<i>Further improvements & trials</i>	<i>Further improvements & trials</i>

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Gemstone Theme: SAFE

The focus for this Theme is to maximise staff and resident safety, promoting a safety culture that aims to minimise sickness, accidents and damage and supports staff wellbeing.

Action	Stable by 2023	Improved by 2025	Excellent by 2027
Minimise Covid transmission risk	<i>Cases under control & not affecting operations</i>	-	-
Reduce number of staff meeting sickness absence trigger points	<i>Benchmark not available at present – data incorrect</i>	<i>Reduction against benchmark</i>	<i>Ongoing reduction</i>
Re-issue crew folders with: <ul style="list-style-type: none"> • Risk assessments • Method statements • ALERT guidance • Accident / Near miss reporting cards • Bump cards 	<i>All vehicles have up-to-date folders on inspection</i>	<i>As '23 plus red routes flagged on in – cab systems (auto alerts) Fleet driver policy implemented</i>	
VHSMS reporting increased ²	<i>50% increase in near miss reports from previous year</i>	<i>% increase in near miss reports from previous year</i>	<i>% increase in near miss reports from previous year</i>
Fleet Operators' Licence Internal Audit	<i>Low risk report 22/23; OCRS rating Green</i>	<i>Low risk audit report; OCRS rating Green</i>	<i>Low risk audit report; OCRS rating Green</i>
Changes to working practice	<i>Task and finish review implemented – staff work hours paid and slowing pace, reduce manual handling accidents and vehicle damage</i>	<i>Twin-stream DMR collections; no glass boxes; 360litre wheeled bins banned and recovered from residents</i>	

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CCTV used to train and support drivers	<i>DPIA tailored to enable CCTV to be used to review post-accident footage with drivers</i>		
Vehicle accident/damage reduction	<i>Annual driver assessments on a collection round</i>	<i>Annual driver assessments on a collection round</i>	<i>Annual driver assessments on a collection round</i>
Joint safety checks with TU Safety reps increased	<i>100% of staff monitored on time and learning points noted</i>	<i>100% of staff monitored on time and learning points noted</i>	<i>100% of staff monitored on time and learning points noted</i>

² Currently believed to be under-reporting

Gemstone Theme: TRUSTED

The focus for this Theme is to improve the customer experience and the reputation and credibility of the SCC Waste service.

Action	Stable by 2023	Improved by 2025	Excellent by 2027
Improve customer service, research & communication	<i>Extra communications support in place. Reduced time to close service requests. 10% reduction in complaints vs 2021/22³</i>	<i>Satisfaction measure in place. Further reduction in time to close service requests. 25% reduction in complaints</i>	<i>Satisfaction rising. Feedback being applied to improve service. 50% reduction in complaints</i>
Monitor performance in real time; intervene to prevent problems	<i>Use of in-cab systems; flexible capacity available for quick intervention</i>	<i>Able to intervene on same day using flexible capacity</i>	<i>Able to intervene in real time using flexible capacity</i>
Set out clear KPIs and report regularly against them	<i>Weekly operations reports including missed bins & fly-tipping. Monthly</i>	<i>Meeting targets. Performance data reported and published regularly</i>	<i>Exceeding targets. Performance data reported and published regularly</i>

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	<i>tonnages, recycling rates, H&S and accident/damage reported vs plan</i>		
Expand use of data analytics	<i>Key datasets agreed, in operation and being regularly reported. WRAP food waste trial fully analysed</i>	<i>Waste data published regularly as open data for public re-use</i>	<i>Predictive demand techniques in use</i>
Implementation of customer feedback mechanism at end of interaction	<i>Mechanism put in place and baseline established</i>	<i>Results of 80%+ satisfaction with service and clear feedback loop established with learnings identified and actioned</i>	<i>Results of 90%+ satisfaction</i>
Ensure clear communication of operational activities to support services (customer and communications)	<i>Clear process put in place to establish a feedback loop between operation decisions and customer perspective</i>	<i>Review and refine ongoing process</i>	<i>Review and refine ongoing process</i>
Report against Gemstone Plan and ensure it is updated/reissued	<i>Head of Service review at the end of each financial year</i>	<i>Head of Service review at the end of each financial year</i>	<i>Final report on Gemstone</i>

³ Current baseline figure to be confirmed

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Gemstone Theme: VALUED

The focus for this Theme is to look after our staff, create a strong team and make the Waste service a good career choice for young people.

Action	Stable by 2023	Improved by 2025	Excellent by 2027
Improve communications with staff and trade unions	<i>Range of improvements eg monthly briefing from Head of Service</i>	<i>Digital communications enabled for all Waste staff as well as face-to-face</i>	<i>Waste staff report engagement at SCC average level or above</i>
Increasing pride in the service	<i>Visible measures eg lorry naming, new uniforms, monthly staff award</i>	<i>Increase in staff survey engagement figures</i>	<i>Waste staff report engagement at SCC average level or above</i>
Offer career pathway/support for development	<i>Pathway in place; market jobs to new groups eg ex-offenders</i>	<i>Staff progressing regularly through the service</i>	<i>SCC Waste regarded as an employer of choice for young people</i>
Improve training	<i>Numbers completing mandatory H&S – regular annual driver assessments – CPC – reversing assistant</i>	<i>Six-monthly driver assessments</i>	<i>Further training improvements</i>
IT access for all staff	<i>Access at Civic; logon and 365 account; e-payroll etc; training provided</i>	<i>Home access. Trial digital tools to support productivity</i>	<i>Staff are fluent in IT use to support career development</i>
Performance reviews for all staff/staff recognition programme	<i>In place for all staff; 95% completion</i>	<i>100% completion</i>	<i>100% completion by SCC deadline</i>

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Action Plan Theme: ONE team

The focus for this Theme is to bring together partners around the city to commit to the elimination of fly-tipping from Southampton by 2030.

Action	Stable by 2023	Improved by 2025	Excellent by 2027
Convene city task force on fly-tipping, led by SCC but including police, community groups, landowners, businesses etc	<i>Fly-tipping Summit held in summer 2022. Charter agreed and adopted by all parties. Funding, action plan and reporting in place</i>	<i>Progress regularly reported. 40% reduction in fly-tipping incidents vs 2021/22⁴</i>	<i>Progress regularly reported. 80% reduction in fly-tipping incidents vs 2021/22. Cited as national leader</i>
Encourage and educate residents about fly-tipping	<i>Additional communications & engagement capacity in place and working with community groups</i>	<i>Public see fly-tipping as unacceptable (survey)</i>	<i>Increase in number of people seeing fly-tipping as unacceptable</i>
Prosecute more fly-tippers	<i>Additional Enforcement officers already recruited. Increase in successful prosecutions</i>	<i>Increase in successful prosecutions</i>	<i>Increase in successful prosecutions</i>

⁴ Baseline number to be confirmed

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Annex 2

Equality and Safety Impact Assessment

The Public Sector Equality Duty (Section 149 of the Equality Act) requires public bodies to have due regard to the need to eliminate discrimination, advance equality of opportunity, and foster good relations between different people carrying out their activities.

The Equality Duty supports good decision making – it encourages public bodies to be more efficient and effective by understanding how different people will be affected by their activities, so that their policies and services are appropriate and accessible to all and meet different people’s needs. The Council’s Equality and Safety Impact Assessment (ESIA) includes an assessment of the community safety impact assessment to comply with section 17 of the Crime and Disorder Act and will enable the Council to better understand the potential impact of the budget proposals and consider mitigating action.

Name or Brief	Waste Improvement and Transformation Plan (“WITP”)
Description of Proposal	
Brief Service Profile	
<p>As a unitary authority, Southampton City Council has a legal duty to arrange for the collection and disposal of household waste, and if requested, commercial and industrial waste. The Council’s Waste service operates free fortnightly collections of residual (‘black bag’) and recycling waste from all areas of Southampton. Residents of low-rise properties in Southampton are provided with separate bins for residual waste, dry mixed recycling (“DMR”: paper, card, tins, aerosols, and plastic bottles) and glass. Some blocks of flats have communal bins for residual, DMR and glass. The total number of residential dwellings serviced is around 110,000, or 260,111 residents. Criteria for the correct presentation of bins by residents is set out in the Council’s ‘Managing the Local Environment Policy’. The Council operates further chargeable collection services including:</p> <ul style="list-style-type: none">• a trade waste service for local businesses;• a bulky waste collection service; and,• a garden waste collection service (servicing around 18,000 properties). <p>Disposal of waste in Hampshire is carried out through an integrated system, in which the Council is one of three disposal authorities (along with Hampshire County Council and Portsmouth City Council). Coordination of the integrated system is achieved through the Project Integra waste management partnership, comprising Hampshire’s district councils and the disposal authorities. Disposal of household waste is carried out on behalf of the disposal authorities by Veolia UK under arrangements which commenced in 1997. Trade waste in Southampton is</p>	

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disposed of by a separate contractor. Currently, Southampton's recycling rate is around 29%, with around 21% of material in recycling bins diverted to landfill or incineration because it is too contaminated.

Waste service delivery is supported by other areas of the Council, including customer services, business support and human resources, communications and legal.

Summary of Impact and Issues

The WITP sets three fundamental goals to drive the planning and operations of the Waste Service during the period 2022-27:

- Increase Southampton's recycling rate above 50% by 2027.
- Improve the customer experience.
- Work with partners to encourage and enforce responsible waste behaviours.

The period of effect of the WITP covers important changes in the regulatory landscape for waste set out in the Environment Act 2021. The 2021 Act will require the consistent collection by local authorities of a wider range of dry mixed recyclables and the separate collection of food waste, with duties expected to commence from 2023/24. Through its membership of the Project Integra partnership and its adoption of the Joint Municipal Waste Management Strategy in November 2021, the Council has committed to introducing a twin-stream collection system for DMR to meet the requirements of the 2021 Act. This system will maintain the existing number of containers for DMR (two) but introduce a different mix of recycling. Glass, cartons, plastics, tin cans and aerosols will go into the existing, blue-lidded recycling bin, with paper and cardboard (fibres) in a separate bin. The WITP addresses the changes to organisation, management and service delivery required to carry twin-streaming and weekly food-waste collections into effect.

The WITP extends further than the requirements of the 2021 Act in defining and setting out plans to address wider issues affecting the performance of the Waste service. It sets new quantitative targets for recycling (above 50% by 2027), reducing contamination (5% or lower by 2027), reducing fly-tipping (80% reduction in fly-tipping), reducing missed bins (90% reduction by 2027) and reducing round cancellations (zero cancellations by 2027). It aims to improve engagement with community stakeholders to further the achievement of these targets.

The WITP addresses the performance of internal aspects of the Waste service, including communications; career development and training provision; IT access; and data gathering and analysis. It is intended that implementation of the WITP will bring about a general improvement of the Waste service across three phases:

1. Stabilisation (by April 2023).
2. Improvement (by April 2025).
3. Excellence (by April 2027).

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Potential Positive Impacts

The implementation of twin-streaming and a weekly food waste collection in compliance with the 2021 Act are expected to increase the rate of recycling (with customers able to recycle a wider range of materials). Greater separation of materials will lead to an increase in material quality and a lower rate of contamination, decreasing the cost of disposal for the Council. The weekly collection of food waste will lead to a reduction in the proportion of organic material in residual bins, leading to improved hygiene and a reduction in vermin and bad odours. Other measures under the 2021 Act to be implemented centrally will bring about improved labelling of plastic packaging, further improving the rate of recycling in local authority streams.

Twin stream collections will present a lower risk of injuries to SCC operatives than the currently co-mingled system, as waste will be distributed across more containers and less spillages from glass containers.

Measures in the WITP to reduce the number of missed bins and to eliminate cancelled rounds will improve the quality of service provided to residents of Southampton. The adoption of a new waste collection policy by 2023 will improve access to the Waste service for all residents by providing a clear and consistent set of criteria for bin presentation (including contents) and a clear procedure for non-compliance. It is expected that this and general improvements under the WITP will reduce the occurrence of bins left out on highways by residents following collection, which may present a risk to persons with disabilities.

Responsible Service Manager	David Tyrie Head of City Services
Date	January 2022
Approved by Senior Manager	James Strachan Service Director, Business Development
Date	January 2022

Potential Negative Impacts

Impact Assessment	Details of Impact	Possible Solutions
Age	No impact.	
Disability	People with disabilities may require assistance presenting their DMR containers for collection.	SCC will continue to operate an assisted collection service where loaders will collect the containers from a collection point inside the resident's property boundary and return them to the collection point following emptying.

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Gender Reassignment	No impact.	
Marriage and Civil Partnership	No impact.	
Pregnancy and Maternity	No impact.	
Race	No impact.	
Religion or Belief	No impact.	
Sex	No impact.	
Sexual Orientation	No impact.	
Community Safety	No impact.	
Poverty	No impact.	
Other Significant Impacts	Changes to the recycling collection system may cause confusion for residents.	<p>The adoption of twin streaming (rather than kerbside sort) will minimise disruption for residents by providing the same number of containers.</p> <p>The measures in the 2021 Act will make recycling simpler for residents by ensuring a consistent set of materials is collected by local authorities across England albeit some LA's will opt for / continue kerbside sorting of separate materials.</p> <p>The move to twin streaming will be accompanied by a comprehensive, multi-channel communications campaign. Due regard will be paid to removing communication barriers for people with relevant protected characteristics.</p>