

**WASTE MANAGEMENT PARTNERSHIP BOARD
MINUTES**

Date of Meeting: 07 January 2013
Location: Committee Room 2, Civic Offices, Epping
Time: 2.00 pm
Attending: Cllr W Breare-Hall – Env. Portfolio Holder & Board Chairman (WBH)
 Cllr Mrs S Stavrou (SS)
 John Gilbert - Director, Environment & Street Scene (JG)
 David Marsh, Waste & Recycling Manager (DM)
 Dave Swire - SITA UK (DS)
 Melvin Dhorasoo - SITA UK (MD)

Also present: Stella Forster (Minutes)

	Action
<p>1. Introductions Dave Swire and Cllr Mrs Stavrou were introduced. DS said that Nick Browning (Steve Holgate's replacement) would be accompanying him to future meetings.</p> <p>2. Apologies for Absence - Q Durrani</p> <p>3. Declarations of Interest - None</p> <p>4. Draft minutes of the meeting held on 5 November 2012 - Agreed</p> <p>5. Matters arising WBH asked for an update on the leaflet to be distributed to residents not participating in recycling. DM confirmed that the first draft has been prepared and advice has been sought from Chelmsford and some other authorities who operate a similar scheme. The leaflet should be available to issue by March 2013.</p> <p>In response to a question on the Government's strategy on commingled waste by SS, JG said that the position had not changed. A judicial review is, as far as he is aware, still underway and the results are not yet known, but there is some suspicion of an ulterior motive behind the organisation driving the review. Meanwhile the current policy is that commingled material can be accepted as long as the recipient processor finds it suitable, and its final destination is not landfill. This matter will be considered when the next contract is drawn up.</p> <p>SS said that some residents have a perception that sorting recycling out is pointless when it is all collected in one lorry, without understanding that it is separated at the processing plant. DS stated that it would be preferable for the material to be segregated at source, but increasing the number of containers can confuse residents. Some authorities sort recycling at the kerbside but this is time consuming, requires many more vehicles which block up the roads, and is a nuisance to other drivers. SS suggested placing an article in the Forester magazine to reassure residents that their recycling is being managed correctly.</p> <p>WBH asked if anything further was known about the Government's funding of weekly collections. JG advised that EFDC's bid had not been successful even though some other authorities had received funding for introducing recycling into flats. However it had been made clear that no explanation for the decisions would be forthcoming. Many other councils, including Harlow, had received funding, but only a few had undertaken to reinstate weekly collections. Funding will only be given for a three year period, and authorities will have to maintain the</p>	

<p>6.</p>	<p>scheme themselves for a further two years. This will be discussed when considering the next contract but it is unlikely that a weekly residual collection will be contemplated.</p> <p>Review of current contract performance (operational & financial) <u>Open Book</u> DS: P4 Profit margins for 12 months to November 2012 (the accounts for December have not yet been finalised). This is showing an income of £6.4m, with an operating profit of 14.5% and EBIT (earnings before interest and tax) of 7%. For comparison purposes, and as requested by WBH, DS will also bring figures for the previous 12 months to future meetings.</p> <p>P5 Profit margins for full contract & year to date. This shows that for the contract to date revenue amounts to £29.6m, with an operating margin of 6.8%. Although this demonstrates a healthy operating profit, the drop in recycling revenues is beginning to have an effect. However as there is an agreement to pay EFDC a certain amount per ton, another part of the company absorbs the costs of any shortfall and this does not affect the contract. DS stated that it is normal for a new contract to take a few years to settle down, and profit is usually only seen in the latter years.</p> <p>P6 monthly cost split. Labour makes up the bulk of the costs, and there are some fluctuations due to bank holidays etc. The DD figures represent accruals which are put back into the accounts if claims are not paid out. The major accident in September has had an effect on these figures.</p> <p>P7 cost split quarter on quarter. The figures have remained fairly consistent for the Sept-Nov period. The recent decrease in fuel is having a slight but positive effect on costs. At WBH's request, DS will arrange for the report to include an additional pie chart covering the previous year in future.</p> <p>P8 other costs clarification - this explains the main points of what 'other costs' relate to.</p> <p><u>KPIs</u> P10 summary of waste flows. Although a dip is to be expected towards the end of the year, green recyclables have fallen back to Dec. 2011 levels. For comparison purposes this item will cover a 13 month period in future.</p> <p>P11 missed bins. Although the aspiration is for a zero return, the performance over the year has still been good. There is a concerted effort to reduce the figures by regular dialogue with the crews on a weekly basis to identify where patterns are emerging, and focusing on areas of concern.</p> <p>P12 accidents - the September figure was due to the accident in Ongar.</p> <p>P13 overtime, agency & sickness. MD is working hard on the daily management of sickness absence and holiday leave, and has introduced a new initiative to reduce the use of agency staff. Agency staff must be used at peak holiday times and to cover unauthorised leave but although they are given a thorough induction they are less efficient and more expensive. Because Sita's financial year ends in December there is a tendency to use up holiday time during that month. MD is trying to manage this better across the year and has opened the holiday book earlier. He makes sure that the most conscientious staff are thanked, but is also now considering a reward system to show the company's appreciation, or an incentive scheme to encourage regular attendance.</p>	<p>DS</p> <p>DS</p> <p>MD</p>
<p>7.</p>	<p>Incident involving agency worker resulting in formal complaint to the Council</p>	

Sita and EFDC staff, when available, grit public areas of the district which are not on County's list. Mr Patel, a shop owner in North Weald, objected to Sita gritting the area outside his shop and two Sita operatives were seen using hand gestures towards him. They were disciplined by MD and lost their jobs as a result. MD has attempted to contact Mr Patel but he had been advised by a solicitor not to discuss the issue. The land in front of his shop will not be gritted in the future, although it is designated as public highway.

8. 'Safer Lorries, Safer Cycling'

JG circulated some information on the London Cycling Campaign, following an approach made by the organisers to the Leader of Council. There have been many instances of cyclist deaths and injuries by HGVs in the past and JG asked if Sita was aware of the pledge to improve cyclist awareness. MD said that, although there have been no incidents in this area, Sita take cyclist safety very seriously, and belong to the Fleet Operators Registered Scheme (FORS). This includes annual driving assessments, thorough checks of drivers, and cameras attached to all parts of the vehicles. They also undertake their own courses to qualify in HGV driving. However, they are very keen to implement anything which would improve cyclist awareness, and this will be discussed again at the next meeting. This matter will also be considered as part of the next contract.

SS wished it to be recorded that she lives in a rural area where visibility is often limited, and she is impressed with the care and courtesy that Sita drivers show towards horses and pedestrians.

9. Review of Christmas and New Year services

WBH congratulated all concerned that so few difficulties had been encountered over the holiday period. DM said that there had been instances where street cleansing was a problem, but nothing significant.

SS asked about the accumulation of waste in Darby Drive. DM replied that this is an example of providing inadequate waste storage when new developments are built. Commercial waste bins have been installed in Darby Drive but there is insufficient space for residents' waste, and many people are forced to dump their waste on private land, which attracts further fly tipping. Other examples are Quaker Lane, Loughton High Road, and Roundhills, where there is a constant cycle of clearing the rubbish, and having it accumulate again.

SS said that town and district councils are trying to limit the building of one bedroom flats, where turnover is greatest, and do now take care to ensure that sufficient storage space is provided at new developments, as well as adequate access and egress points for the vehicles. Planning departments must be urged to take such matters into account in future, and this may have to be addressed at Cabinet level.

MD said he was heavily involved in planning applications when he worked in Kensington, and gave advice to developers. DM has produced a leaflet for developers, and is considering turning this into a formal waste management booklet which they would be able to download.

10. Recycling in flats - progress and issues

DM: Plans to introduce recycling in the remaining non-participating flats are continuing, and residents and managing agents from Fernbank were met on site to discuss what arrangements are to be made. Negotiations are also taking place at three blocks, in Stonards Hill, Theydon Bower and the Bowls in Chigwell. Discussions have not gone well at Redgrove House, where it is intended to replace the metal containers with bins for dry recycling, food and glass. An e-mail will therefore be sent initially to the three ward Councillors, and then to the

	<p>managing agents, in the hope that this can be moved along by a more formal approach.</p>	
<p>11/ 13</p>	<p>Commencement of next procurement process for November 2014/ Depot Relocation</p> <p>It was confirmed at the last meeting that NWA was no longer being considered as a new location for the depot. Estates are investigating two other potential sites, one at J26 (M25) at W/A and another, the most likely, at the Hastingwood roundabout (J7 – M11).</p>	
<p>12</p>	<p>The process to procure the next contract is moving forward even though there is almost two years yet to run, and is proceeding on the basis that the location of the depot is unknown. However it is important to learn the date by which Langston Road must be evacuated. There may be some respite if this is not before the next contract begins, and incoming contractors would be asked how they would manage the move. It is likely that a competitive dialogue procurement route will be followed, and this will require specialist assistance. As soon as the N/W procurement has been settled, hopefully by February, a consultant to assist with the next waste contract will be procured.</p>	
<p>14</p>	<p>Health & Safety</p> <p>The HSE are expected to return the week commencing 11 February to examine the systems put in place since their last visit. DM has been in contact with the Inspector, and with her advice has created a separate specification to encompass all the works required, which has been sent to her for alteration or amendment where necessary. The waste team are confident that the work programme and action plan will cover everything the HSE required of them, and the new procedures will form part of the new contract in due course.</p>	
<p>15</p>	<p>Dates of next meetings</p> <p>4 March and 6 May 2013, both at 2pm in Committee Room 2.</p>	
	<p>Any other business</p> <p>As part of Sita's development programme, a proposal to collect recycling from street cleansing has been discussed with DM, and requires the Board's approval. This is different to the arisings scheme, which is already in operation. It is intended to be trialled by rural crews and statics in the High Street, initially using the clear sacks currently in stock. MD has suggested that two operatives work in tandem, one to pick out large items of recycling (eg cans, bottles, plastic containers) and one to collect the general waste. They would be responsible for weighing and labelling the sacks themselves. It is envisaged that Sita would keep any additional income and pay the operatives a bonus to encourage them.</p> <p>It was agreed to trial this scheme as proposed and if it proved successful, in order to make it fairer to other operatives, extend it to the more difficult built up and residential areas.</p>	