Section 1. Context

1. How does your proposal demonstrate delivery of the 2050 Ambition?

The proposal aims to improve the Council’s environmental credentials, improve quality of life and support Southend in becoming a sustainable city.

The proposal aims to deliver higher levels of recycling by supporting sustainable waste management, recovering valuable materials and, by reducing waste, lowering the environmental impact of the Council’s operations. The proposal will also support housing growth by dealing with extra waste growth production effectively and encouraging waste minimisation.

A high recycling City will be something residents, businesses and visitors will take pride and joy in. Effectively managed recycling and waste will improve the street scene and ensure our streets and public spaces are clean and inviting.

2. What evidence have you got that this approach will deliver of the outcome?

Research has been undertaken looking at how other Councils have performed when making this type of transition, there is clear evidence that collecting residual waste less frequently improves recycling performance.

See Table 1 below: Source: Letsrecycle.com Top 10 Performing Authorities 2017/18 Benchmarked against SBC

<table>
<thead>
<tr>
<th>Council</th>
<th>Residual</th>
<th>Recycling</th>
<th>Food</th>
<th>Garden</th>
<th>Food &amp; Garden</th>
<th>Recycling Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>East Riding of Yorkshire</td>
<td>Alternate</td>
<td>Alternate</td>
<td>N/A</td>
<td>N/A</td>
<td>Alternate</td>
<td>64.50%</td>
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<tr>
<td></td>
<td>weeks</td>
<td>weeks</td>
<td></td>
<td></td>
<td>weeks</td>
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<tr>
<td>Rochford</td>
<td>Alternate</td>
<td>Alternate</td>
<td>N/A</td>
<td>N/A</td>
<td>Weekly</td>
<td>63%</td>
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<tr>
<td></td>
<td>weeks</td>
<td>weeks</td>
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<td></td>
<td></td>
<td></td>
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<tr>
<td>South Oxford</td>
<td>Alternate</td>
<td>Alternate</td>
<td>Weekly</td>
<td>Fortnightly – with additional fee</td>
<td>N/A</td>
<td>63%</td>
</tr>
<tr>
<td></td>
<td>weeks</td>
<td>weeks</td>
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<tr>
<td>South Northamptonshire</td>
<td>Alternate</td>
<td>Alternate</td>
<td>Weekly</td>
<td>Fortnightly</td>
<td>N/A</td>
<td>62.40%</td>
</tr>
<tr>
<td></td>
<td>weeks</td>
<td>weeks</td>
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<tr>
<td>Council</td>
<td>Residual</td>
<td>Recycling</td>
<td>Food</td>
<td>Garden</td>
<td>Recycling Rate &amp; Impact</td>
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<tr>
<td>Three Rivers District</td>
<td>Fortnightly</td>
<td>Weekly</td>
<td>Weekly</td>
<td>Weekly</td>
<td></td>
<td></td>
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<tr>
<td></td>
<td>(Jun 2011)</td>
<td></td>
<td></td>
<td></td>
<td>F          12.4% increase since service change</td>
<td></td>
</tr>
<tr>
<td>Surrey Heath</td>
<td>Alternate weeks</td>
<td>Alternate weeks</td>
<td>Weekly</td>
<td></td>
<td>N/A         61.40%</td>
<td></td>
</tr>
<tr>
<td></td>
<td>(Apr 2017)</td>
<td>(Jan 2018)</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Stroud</td>
<td>Alternate weeks</td>
<td>Alternate weeks</td>
<td>Weekly</td>
<td></td>
<td>N/A         61.20%</td>
<td></td>
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<tr>
<td>Vale of White Horse</td>
<td>Alternate weeks</td>
<td>Alternate weeks</td>
<td>Weekly</td>
<td></td>
<td>N/A         60.40%</td>
<td></td>
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<tr>
<td></td>
<td>(Dec 2017)</td>
<td>(Aug 2018)</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Derbyshire Dales</td>
<td>Alternate weeks</td>
<td>Alternate weeks</td>
<td>Weekly</td>
<td></td>
<td>N/A         60.30%</td>
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</tr>
<tr>
<td></td>
<td>(Dec 2017)</td>
<td>(Aug 2018)</td>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Stratford on Avon</td>
<td>Alternate weeks</td>
<td>Alternate weeks</td>
<td>Fortnightly</td>
<td></td>
<td>N/A         60.30%</td>
<td></td>
</tr>
<tr>
<td></td>
<td>(Dec 2017)</td>
<td>(Aug 2018)</td>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Southend-on-Sea</td>
<td>Weekly</td>
<td>Weekly</td>
<td>Weekly</td>
<td>Weekly with additional fee</td>
<td>N/A        47.10%</td>
<td></td>
</tr>
</tbody>
</table>

Table 2 Case Study Examples of Councils moving to Fortnightly Residual Collection Schemes: Source Internet Search. In all cases an increase in recycling rates has been achieved.
<table>
<thead>
<tr>
<th>Colchester Borough Council</th>
<th>Fortnightly (Jun 17)</th>
<th>Weekly</th>
<th>Weekly</th>
<th>Weekly</th>
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</thead>
<tbody>
<tr>
<td></td>
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<tr>
<td></td>
<td>Year</td>
<td>Recycling</td>
<td>Rank*</td>
<td></td>
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<tr>
<td></td>
<td>15/16</td>
<td>47.6%</td>
<td>110</td>
<td></td>
</tr>
<tr>
<td></td>
<td>16/17</td>
<td>45.8%</td>
<td>147</td>
<td></td>
</tr>
<tr>
<td></td>
<td>17/18</td>
<td>54.8%</td>
<td>36</td>
<td></td>
</tr>
</tbody>
</table>

*(ranking against Waste Collection Authorities in England and Wales)*

Assumptions: the amount of enquiries relating to waste spillage operations and spillages from scavenging by vermin will reduce as the waste will be containerised in a bin as opposed to a sack.

Strategic added Value: avoids the need for throwing away single use plastic bags, bins will be made with recyclable content

3. What are the measures of impact, success and how will you embed learning?

A detailed operational plan will be devised with the Council’s contractor Veolia. Parts of the Borough will be mobilised for the service change to take place in 3 stages (from 2020/21 to 2023/24). During each stage the KPIs below will be used to embed learning and allow for the adjustment of services (if necessary) to make improvements to the roll out of each stage. Learning may realise an opportunity to bring forward phases and realise disinvestment earlier, this will be tested through the operational plans.

Feedback from the existing network of residents groups, Community Liaison Group and member forums will inform impact.

KPIs through:

- Service Requests during mobilisation, through MySouthend
- Measurement of Recycling Rates, reported on CMT Performance Report
- Collection Success rates, Performance Dash Board
- Acceptable standards of litter monitoring, Performance Dash Board
- Numbers of Service Requests related to Street Cleansing, reports from MySouthend
- Complaints/Comments/Compliments received through MySouthend
- Bespoke service surveys to include customer feedback and satisfaction testing

Section 2. Aims, Objectives & Collaboration

4. What are the key aims and objectives of the proposal?

Overview

Roll out an enhanced waste and recycling collection scheme to residents in a phased approach to include:

- Provision of Wheeled bins to contain non-recycling material (residual waste) to be collected on a fortnightly frequency.
- Maintain a weekly residual waste service where the housing stock e.g flats does not provide space or capacity to move to a fortnightly service

Aims

- Ensure effective containerisation of waste
- Encourage waste reduction
- Encourage higher recycling
- Encourage increased participation of food waste recycling service
- Deliver savings in Waste disposal and operational costs of service

Objectives

- Improve the street scene
- Create a sense of Pride and Joy in the town
- Improve customer participation in services
- Improve customer satisfaction in services

5. Who else have you involved in discussions and how have the helped to shape the proposal?

Veolia Environmental Services Ltd are working closely with Service Leads on an operational plan for delivery.
Outcome Leads - challenge and feedback
CMT waste budget spotlight review – for information and high level discussion on proposal
Place Strategic DMT - for information and high level discussions on proposals and data
Waste Management Team – technical advice, input into this Business Case and challenge

6. What are the links and dependencies with the other outcome proposals?

This proposal supports the Safe and Well theme – (i) We act as a Green City with outstanding examples of energy efficient and carbon neutral buildings, streets, transport and recycling.
(ii) The proposal supports the Waste and Energy Efficiency proposal, we should maximise waste as a resource by delivering high recycling

This proposal supports the Active and Involved theme – Public services are designed with users, during the set up and mobilisation we will listen to feedback and inform service delivery

7. Who are the partners (or potential partners) and how to you envisage their role(s) in collaborating to delivering the proposal to achieve the outcome?

- Veolia ES Ltd in operational delivery
- Portfolio Holder to Champion the proposal to customers and service users
- Residents groups to feedback and inform co-design in service improvements during phased roll out
- Contact Centre to support customer feedback and service requests
- Commissioning Board
- Service Design Team
- Procurement Team

8. What potential challenges do you anticipate in respect of a) implementing this proposal, b) caused by this proposal once implemented?

Implementing this proposal:
- Resistance to the service change by customers
- Ensuring effective communication
- Effective mobilisation

Caused by this proposal once implemented
- Adapting operations to become most effective
- Not achieving forecasted performance levels in recycling
- Service disruption during mobilisation may delay overall improvements and affect Council reputation

Section 3. Social Value

9. How could the proposal deliver social value - in terms of the local community, businesses, economy and environment and what will the specific impact and benefits be?
Improvements in the street scene will improve quality of life, create a feeling of safety, potential changes in operations may attract employment opportunities from the local community.

Higher recycling will give residents a feeling of contributing to the wider environmental and social value agenda. Environmental benefits will include:

- A lower carbon footprint of services as recycling helps preserve finite resources.
- Increased recycling will be fed into supplier markets, the circular economy and used to make recycled products.
- Less waste escaping by better containment will improve local environmental quality and reduce potential impacts on wildlife and the wider environment.

There is an opportunity to market 2050 messages through uniform branding to make the connection between 2050 and residents stronger and encourage feedback.

Opportunities will be taken to communicate with schools and community groups to deliver messages on the scheme and wider environmental/recycling information/learning.

10. What is the perceived impact the proposal will have on groups with ‘protected characteristics’?

A revised EA will need to be carried out to fully assess this.
Perceived impacts on Disabled Groups: mitigation by ensuring assisted collection are available.
Age – there may be specific needs to be assessed.

11. What is the proposal’s potential direct or indirect impact on the wider community?

Potential Impact: attraction of more visitors, increased satisfaction with council services, improved street scene can encourage community cohesion and volunteers, could encourage participation from hard to reach groups of the community and inform co-design of services, support national climate change targets (impacts could include reducing risk of coastal erosion, flooding and extreme weather events).