

Report of:	Cabinet Member for Sustainability
To:	Economy, Skills and Sustainability Overview and Scrutiny Committee
Date:	11 December 2015

Progress Report on Implementation: From Waste to Resources

Review Information

Date approved at City Council: 1 July 2014 Member who led the original review: Councillor Victoria Quinn Lead Officer for the review: Emma Williamson Date progress last tracked: 24 February 2015

Findings from the Review

1. In approving this Review the City Council asked me, as the appropriate Cabinet Member for Sustainability, to report on progress towards these recommendations to this Overview and Scrutiny Committee.
2. The main areas for improvement identified in the Review are those contained within the Recommendations within this report.

Summary of Progress

3. Details of progress with the remaining recommendations are shown in Appendix 2.
4. Members are therefore asked to consider progress against the recommendations and give their view as to how progress is categorized for each.
5. It should be noted that the Waste to Resources activity has been superseded with the new Future Waste Strategy (Reduce, Reuse, Recycle) Programme. The recommendations contained in this report are supported/evidenced by activity undertaken as part of that programme, which is cross-city Council with a number of sub-programmes (listed below). There is a governance plan in place and this is attached and referred to in this report. This major programme is in line with, and works as part of, the Future Council Programme and the Green Commission. It also utilises the Reduce, Reuse, Recycle methodology as outlined in the original Scrutiny report. Sub-programmes are :
 - Developing our Assets
 - Exploring Best Practice
 - Technology and Innovation
 - Citizen Engagement
 - Commissioning Model

Appendices

1	Scrutiny Office guidance on the tracking process
2	Recommendations you are tracking today
3	Recommendations tracked previously and concluded

For more information about this report, please contact

Contact Officer:	Chloe Tringham
Title:	Contract and Waste Disposal Manager
Telephone:	0121 464 3897
E-Mail:	Chloe_tringham@birmingham.gov.uk

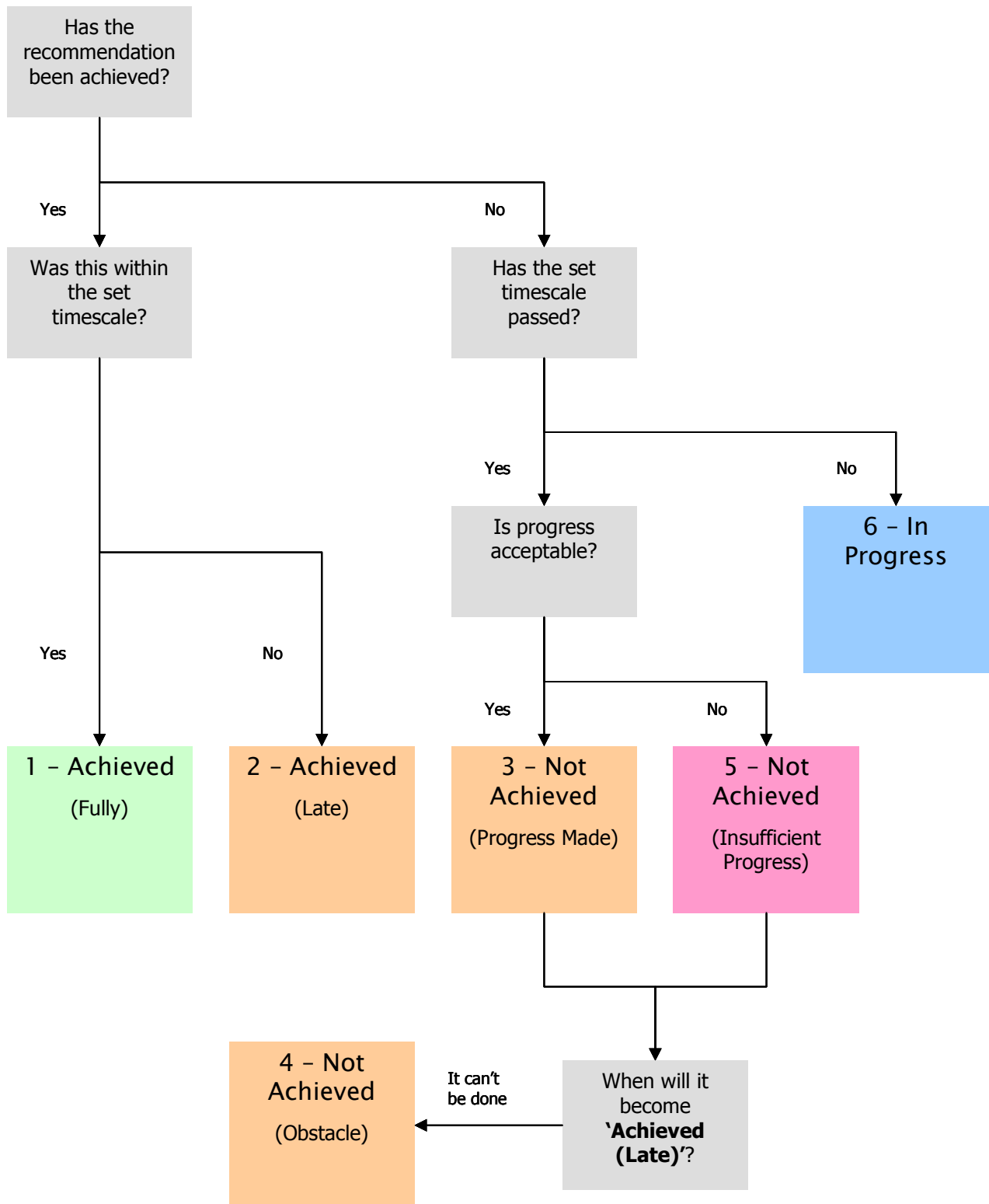
Appendix ①: The Tracking Process

In making its assessment, the Committee may wish to consider:

- What progress/ key actions have been made against each recommendation?
- Are these actions pertinent to the measures required in the recommendation?
- Have the actions been undertaken within the time scale allocated?
- Are there any matters in the recommendation where progress is outstanding?
- Is the Committee satisfied that sufficient progress has been made and that the recommendation has been achieved?

Category	Criteria
1: Achieved (Fully)	The evidence provided shows that the recommendation has been fully implemented within the timescale specified.
2: Achieved (Late)	The evidence provided shows that the recommendation has been fully implemented but not within the timescale specified.
3: Not Achieved (Progress Made)	The evidence provided shows that the recommendation has not been fully achieved, but there has been significant progress made towards full achievement. An anticipated date by which the recommendation is expected to become achieved must be advised.
4: Not Achieved (Obstacle)	The evidence provided shows that the recommendation has not been fully achieved, but all possible action has been taken. Outstanding actions are prevented by obstacles beyond the control of the Council (such as passage of enabling legislation).
5: Not Achieved (Insufficient Progress)	The evidence provided shows that the recommendation has not been fully achieved and there has been insufficient progress made towards full achievement. An anticipated date by which the recommendation is expected to become achieved must be advised.
6: In Progress	It is not appropriate to monitor achievement of the recommendation at this time because the timescale specified has not yet expired.

The Tracking Process



Appendix 2: Progress with Recommendations

No.	Recommendation	Responsibility	Original Date For Completion	Cabinet Member's Assessment
R01	That a wide-ranging exercise to engage Birmingham citizens in the creation of the new strategy is undertaken; utilising the principles set out in the District & Public Engagement O&S Committee's report "Citizen Engagement".	Cabinet Member for Sustainability	September 2015	3 - Not Achieved (Progress Made)
Evidence of Progress (and Anticipated Completion Date if 'Not Achieved')				
<p>A cross City Council Steering Group (see <i>Summary of Progress</i> on page 1 – point 5) has been established to lead on the strategic direction for the Future Waste Strategy (Reduce, Reuse, Recycle) Programme Board and has overall responsibility for the vision and strategy; and accountability for achieving all programme outcomes.</p> <p>One of the Sub-programmes under this is "Citizen Engagement", with its key aim to engage with citizens in the development of the new waste vision and strategy; ensuring that citizens are involved in the policy and options that take into account more localised views. This will also develop a long term vision for citizen engagement that will enable, educate and encourage citizens to take responsibility for minimising, re-using and recycling waste.</p> <p>The engagement programme continues to follow the principles as set out in the District and Public Engagement O&S Committee's report on "Citizen Engagement", including the following activities;</p> <ul style="list-style-type: none"> - A research company has been commissioned to conduct primary research that will gain a representative sample via a survey targeted through the people's panel and then supplemented through other targeted means. - The research will also include a series of targeted interviews with key stakeholders and partners from the public, voluntary and private sectors. - A digital engagement platform Birmingham Speaks will host a public space for ideas that can be commented upon and rated. This discussion will develop over a series of weeks. Activity has already commenced through a Public Dialogue on Birmingham Speaks (https://birmingham.dialogue-app.com/waste-its-not-all-rubbish). - Be Heard will be used to engage on a draft strategy that will be adapted based on feedback and the research findings as we progress through the engagement programme. - In addition the engagement will draw upon the learning from literature, best practice and the other strands of the waste programme (e.g. Technology) <p>The engagement plans allow citizens, partners and stakeholders to contribute to the process. It will establish our core waste values and principles around the consensus helping to achieve a "buy in" to the future waste strategy. The process will culminate in a strategy that has evolved through the engagement process that can then be finalised in early 2016 ahead of being approved via a cabinet process.</p>				

No.	Recommendation	Responsibility	Original Date For Completion	Cabinet Member's Assessment
R02	A clear evidence base is established to underpin the new strategy. This should include on-going analysis of waste and recyclate collected.	Cabinet Member for Sustainability	September 2015	3 - Not Achieved (Progress Made)
Evidence of Progress (and Anticipated Completion Date if 'Not Achieved')				
<p>A full composition analysis for residual waste is undertaken of the feedstock into the Tyseley Energy from Waste (EfW) plant every 6 months, from all 3 transfer station Depots (Tyseley, Lifford Lane and Perry Barr). A separate analysis of the residual waste from the 2 pilot wards for the wheelie bin project was also undertaken.</p> <p>The wheelie bin pilots provided an evidence base for the service, showing an increase in recycling and a reduction in residual waste collected directly from households. The actual rollouts have started to show an improvement, and provide a clearer evidence base, however, Perry Barr and Lifford Lane are not fully stabilised and therefore further</p>				

analysis of the waste and recycling needs to be undertaken.

As per R01 above clear evidence base is being produced through the Future Waste Strategy for Birmingham City Council. To inform this a full waste composition analysis is being commissioned which will identify the make up of waste on a Ward basis. This is expected to commence in January 2016.

No.	Recommendation	Responsibility	Original Date For Completion	Cabinet Member's Assessment
R03	<p>That a new Waste Strategy for the city is put in place. This should include the following:</p> <ul style="list-style-type: none"> • A guiding principle, or set of guiding principles, to ensure a coherent and transparent approach to any new waste disposal arrangements; • A waste prevention plan for the city; • A consideration of all waste streams in the city including a mechanism for reviewing and, where appropriate, including new technologies to maximise the efficiency and effectiveness. 	Cabinet Member for Sustainability	March 2016	6 – in progress

Evidence of Progress (and Anticipated Completion Date if 'Not Achieved')

A guiding principle, or set of guiding principles, to ensure a coherent and transparent approach to any new waste disposal arrangements; the cross City Council Steering Group (see *Summary of Progress* on page 1 – point 5) has been established to lead on the strategic direction for the Future Waste Strategy (Reduce, Reuse, Recycle) Programme Board and has overall responsibility for the vision and strategy; and accountability for achieving all programme outcomes. This will that there is the opportunity to develop a strategy in a transparent and open way.

The engagement workstream of the Future Waste Strategy Programme is set to engage with the Citizens of Birmingham as well as key stakeholders, businesses, partners and staff. Activity has already commenced through a Public Dialogue on Birmingham Speaks (<https://birmingham.dialogue-app.com/waste-its-not-all-rubbish>). Stakeholder interviews have also commenced. The outcome will culminate in a set of values and guiding principles based around the engagement and dialogue consensus.

A waste prevention plan for the city; the Future waste strategy is looking at adopting all aspects of the waste hierarchy but aims to identify the need for a reduction in the waste disposed of becoming a City that avoids the unnecessary creation of waste and maximising utilisation of waste that is unavoidable. To achieve this a waste prevention plan for the City is being developed alongside the new Future Waste Strategy emerges, adopting the Cabinet Member's approach to "Waste as an Asset and a Resource to be maximised". The plan's key aims are to **Reduce** waste and **Increase** recycling including : a full Waste Prevention programme of activity reducing waste to landfill, targeting and reducing excessive packaging by commercial organisations (Trading Standards are leading on this work), working further with Jericho and Ladywood Furniture Project (to increase reuse across the City). As part of this plan ambitious targets are being set for Reduction and Recycling (which is expected to be 70%). The aim is to get everyone who lives and works in Birmingham to be involved in maximising shared social, environmental and economic value and maximising waste (as an asset).

A consideration of all waste streams in the city including a mechanism for reviewing and, where appropriate, including new technologies to maximise the efficiency and effectiveness. Two of the other Sub-programmes are :

- Technology & Innovation
- Exploring Best Practice

Their key aim to consider best practice in the management, and use of, waste and undertake a review and produce

an options appraisal of technological alternatives for waste treatment infrastructure and systems. A *best practice and technology foresighting for waste solutions in Birmingham* appraisal has been commissioned (Ricardo have been appointed) to explore best practice in waste prevention, reuse, recycling and recovery. Also to undertake a technology foresighting and options paper, which will inform the imminent procurement of a new waste contract. Examples of best practice most relevant to Birmingham will be developed into detailed case studies. As well as this the appraisal will identify and compile information on a variety of waste treatment technologies. The initial meeting for this appraisal exercise has taken place and the exercise has now commenced.

Work is ongoing with stakeholders from a variety of sectors including from the reuse business sector such as Jericho and Ladywood Furniture Project – to consider all waste streams in the City and how they can be maximised. Two workshops were previously held (a cross City Council engagement day on 7th October 2014 and an Industry day on 6th March 2015) – both these information gathering days have been fed into and are informing the future Waste Strategy Programme. The Industry Day included subject matter experts from Universities, social enterprise organisations, waste industry commercial organisations and other leading specialists.

No.	Recommendation	Responsibility	Original Date For Completion	Cabinet Member's Assessment
R04	<p>That a draft procurement plan to achieve the goals of the Waste Strategy is brought to the committee for discussion. This to include the following :</p> <ul style="list-style-type: none"> • How income / financial efficiency will be maximised from the new approach. • How flexibility in future contractual arrangements will be achieved; • A statement on the role of Tyseley Energy from Waste (EfW) Plant will play and how opportunities to invest in Tyseley to improve both economic and environmental performance will be fully explored; • How the City Council will be in a position to react to and employ new technologies in waste and recycling processing; 	<p>Cabinet Member for Sustainability</p> <p>Cabinet Member, Commissioning, Contracting and Improvement</p>	November 2015	3 - Not Achieved (Progress Made)

Evidence of Progress (and Anticipated Completion Date if 'Not Achieved')

How income / financial efficiency will be maximised from the new approach; The Commissioning Model sub-programme is tasked with developing an innovative commissioning and finance model to deliver the priority outcomes, and consider alternative delivery models and funding opportunities into the future. The model will cover the approaches across the full waste hierarchy, and will be structured to cover:

The current method of delivery -

- The Council's Vision for Waste and its priorities
- How Birmingham will deliver its Vision
- Implementation plan and Business Case

The evaluation methodology and commercial strategy are expected to be completed in January 2016, together with confirmation of the funding envelope – a specialist finance advisory resource has been commissioned to support this. Adopting the Reduce, Reuse, Recycling methodology will ensure an approach which allows for maximum education, engagement and enforcement routes. A competitive dialogue will take place as part of the new Waste Strategy with an outcome based, flexible contract methodology.

How flexibility in future contractual arrangements will be achieved; there are a number of areas where this will be achieved :

- adopting the methodology of Reduce, Reuse and Recycle (as utilised in the workshop held on 3rd November to brainstorm ideas against these 3 key themes), will ensure that flexibility is built into any new contractual arrangements through identifying the value of different waste streams and methodologies
- the Commissioning Model Sub-programme (outlined above) will ensure that contractually this is full adopted.
- as part of the programme a specialist finance advisory resource has been commissioned and awarded
- developing innovative contracting arrangements in terms of contract type, duration and other elements such as break clauses, outcome based
- consideration of hybrid contracting where smaller contracts could be used as part of a larger overarching contract which could stimulate local SMEs and community based approaches

A statement on the role of Tyseley Energy from Waste (EfW) Plant will play and how opportunities to invest in Tyseley to improve both economic and environmental performance will be fully explored; As part of the requirement to understand the prevailing condition of the Council's existing assets a condition survey has been undertaken on the Tyseley Energy from Waste (EfW) plant, which identified that with some minor improvements over the next few years, the plant will continue to have a further 10-15 years life. The purpose of the survey was also to ensure that the plant would be "fully paid off" in a hand-back condition. A further options appraisal will be produced for the future operation of the Tyseley plant, and the commercial opportunities available, once the outcome of the best practice and technology foresighting appraisal is complete and reported.

How the City Council will be in a position to react to and employ new technologies in waste and recycling processing; As referred to under R03, two of the other Sub-programmes (Technology & Innovation and Exploring Best Practice), will review and produce an options appraisal of technological alternatives for waste treatment infrastructure and systems, through a *best practice and technology foresighting for waste solutions in Birmingham* appraisal - to explore best practice in waste prevention, reuse, recycling and recovery. Also to undertake a technology foresighting and options paper, which will inform the imminent procurement of a new waste contract, which will identify any investment required in the new technologies. As well as this the appraisal will identify and compile information on a variety of waste treatment technologies. As well as the foresighting work two workshops were previously held (a cross City Council engagement day in October 2014 and an Industry day in March 2015) – the Industry day in particular sought to understand further new technologies available, and industry expert understanding.

A governance structure (see attached as Appendix 4) and project plan is in place and will be adhered to in order to ensure that the procurement plan, to achieve the goals of the Future Waste Strategy, is open-minded and contains no red lines or pre-conceived ideas/solutions. The ultimate goal is an outcome-based contractual arrangement benefiting the City of Birmingham.

No.	Recommendation	Responsibility	Original Date For Completion	Cabinet Member's Assessment
R05	As part of the management of the current contract, arrangements are made for a rigorous analysis of the Tyseley plant and site, to be conducted prior to the hand-over back to the City Council. This should include full inspection by appropriate experts to ensure that the plant and site are returned in accordance with the contract, and that any losses are fully accounted for.	Cabinet Member, Commissioning, Contracting and Improvement	December 2017	6 – in progress

Evidence of Progress (and Anticipated Completion Date if 'Not Achieved')

As referred to in R04 above, a Condition survey on Tyseley was undertaken in February 2015. In summary the results of the condition survey included the identification of the general condition of the facility (post 2019); ascertained the anticipated life of the facility post 2019; established the key issues that require attention to ensure that the facility could run for a minimum for another 15 years from 2019; and ensure that the plant is full paid off. A stage 2 condition survey will be undertaken following remedial works identified in the first condition survey – this is expected to take place during shutdown in April 2016. Also, a hand-back plan is being developed with Veolia to ensure that the exit/conclusion of the contract is undertaken as is contractually obliged. This is contained within the Sub-programme looking at developing our assets.

No.	Recommendation	Responsibility	Original Date For Completion	Cabinet Member's Assessment
R06	<p>A revitalised waste communication plan is needed, taking into account the outcomes of the public engagement exercise in R01. This should include:</p> <ul style="list-style-type: none"> • A range of communication options to ensure messages reach the widest possible audience; • More user-friendly detail about the destination of waste and recycling on the website; • Engaging with local Councillors to give them the resources to pass on key messages; • Engaging with local community groups/spaces (including schools, mosques, churches, community centres) to give them the resources to pass on key messages; • More information/explanation about why Birmingham has made the choices it has and the positive outcomes from that. 	Cabinet Member for Sustainability	September 2015	3 - Not Achieved (Progress Made)

Evidence of Progress (and Anticipated Completion Date if 'Not Achieved')

A range of communication options to ensure messages reach the widest possible audience; More user-friendly detail about the destination of waste and recycling on the website; Engaging with local Councillors to give them the resources to pass on key messages; a detailed Corporate Communications Plan is being developed as part of the Reduce, Reuse, Recycle model for the future Waste Strategy – from January 2016. All elements under this recommendation are being considered as part of that plan.

Engaging with local community groups/spaces (including schools, mosques, churches, community centres) to give them the resources to pass on key messages; extensive consultation exercises have already taken place with citizens and local community groups eg on the wheelie bin roll-out including: roadshows prior to service commencement, weekend working (supporting education and engagement with citizens) during and post wheelie bin service commencement. Communication also played a key role in the literature delivered to citizens with the wheelie bins. This detailed communication plan is being adopted for the Future Waste Strategy under the Corporate Communications Plan.

More information/explanation about why Birmingham has made the choices it has and the positive outcomes from that. As per R01, the commissioning of a Future Waste Strategy consultation exercise has commenced. The consultation exercise will form part of the overall communication plan and will include a number of methods of communication including face to face engagement, on the web, via Elected Members etc. As well as this the Future Waste Strategy will include engagement with citizens to develop the new waste vision and strategy; ensuring that citizens are involved in the policy and options that take into account more localised views. This will also develop a long term vision for citizen engagement that will enable, educate and encourage citizens to take responsibility for minimising, re-using and recycling waste.

Appendix ③: Concluded Recommendations

These recommendations have been tracked previously and concluded.

They are presented here for information only.

Concluded

No.	Recommendation	Responsibility	Date Concluded by Overview and Scrutiny Committee	Tracking Assessment (Category 1, 2 or 4; see Appendix 1)
R07	<p>That a report is brought to the Transport, Connectivity & Sustainability O&S Committee on Household Recycling Centres (HRCs), their future and the options, with a view to the Committee undertaking a short piece of work on new HRCs in the city.</p> <p>This should include options for improving access to current HRCs, including :</p> <ul style="list-style-type: none"> • Opening hours; • Actions to reduce queues and congestion • Allow waste and recycling to be delivered on foot <p>It should also address how the number of HRCs in the city might be increased, particularly with regard to smaller, more local, sites.</p>	Cabinet Member for Sustainability	24 February 2015	1 – Achieve Fully
R08	Progress towards achievement of these recommendations should be reported to the Transport, Connectivity & Sustainability Overview and Scrutiny Committee no later than December 2014. Subsequent progress reports will be scheduled by the Committee thereafter, until all recommendations are implemented.	Cabinet Member for Sustainability	24 February 2015	1 – Achieve Fully