

## Council

4<sup>TH</sup> APRIL 2017

### REPORT OF THE PORTFOLIO HOLDER FOR ENVIRONMENT AND CULTURE

#### GARDEN WASTE SUBSCRIPTION SERVICE

#### EXEMPT INFORMATION

#### PURPOSE

To inform Council of proposals to introduce a chargeable garden waste collection service from 1<sup>st</sup> January 2018.

#### RECOMMENDATIONS

Council is recommended to approve the following:

- 1) The cessation of the current free garden waste collection service from 31<sup>st</sup> December 2017
- 2) The introduction of a chargeable (opt in) garden waste collection service from 1<sup>st</sup> January 2018. The annual charge will be £36 per bin for on line payment and £40 per bin for other forms of payment.
- 3) To delegate authority to the Corporate Director Growth Assets & Environment in consultation with the Portfolio Holder for Culture and Environment the setting of the subscription rate for future years (in line with the Councils fees & Charges policy) and to take all steps necessary to implement the proposal, making any necessary minor amendments as identified during project implementation.
- 4) To finance all the project start-up costs using the funds held in the Joint Waste Service Reserve and fully reimburse the Reserve with the receipts from the subscription charge.

#### EXECUTIVE SUMMARY

##### Background

- 1.1 In 2005 the UK budget deficit, being the difference between the amount of money being spent by Government and the revenue received by it, was less than £20 billion. By 2009 the budget deficit had risen to £50 billion and by 2010 the budget deficit was £103 billion.
- 1.2 The coalition Government of 2010 and subsequent Government of 2015 have taken steps to reduce over spending. In order for Government to seek to live within its means and stop overspending, local authorities have seen a significant reduction in funding from central Government since 2010.
- 1.3 Against the backdrop of reduced funding to local Government, the changing demographic landscape has seen an increase in the demand for adult social care. Local authorities, such as Staffordshire County Council who are

responsible for meeting the adult social care needs of our residents, have acute funding problems as a consequence and are looking to reduce spending wherever possible, so as to try and meet the rising cost of providing this care.

- 1.4 Staffordshire County Council were intending to make £1.5 million of savings over the course of their 3-year Medium Term Financial Strategy (MTFS) in relation to waste by reducing the amount of Recycling Credit it pays to the district councils for diverting waste from landfill. The Recycling Credit helps meet the cost of collecting and disposing of waste and its reduction would have impacted directly upon the Joint Waste Service, operated as a partnership between Lichfield District Council and Tamworth
- 1.5 Whilst Staffordshire County Council has removed the planned waste saving from its MTFS, this is subject to review and at present is anticipated to only be temporary and when it is reintroduced it will compound the problem of falling financial settlements from central to local Government. Other income streams from central Government, such as New Homes Bonus, are also being affected, requiring local authorities to continually review services and how they can pay for these.
- 1.6 Any reduction in recycling credits from Staffordshire County Council in relation to waste would be a direct financial loss to the Council
- 1.7 The Joint Waste Service has to consider how it can continue to deliver waste collection services to residents, appreciating the current MTFS position and also any anticipated reduction in recycling credits from Staffordshire County Council.
- 1.8 The Joint Waste Service currently offers a fortnightly kerbside collection of garden waste from properties in both Lichfield and Tamworth. Unlike collecting residual waste or dry recycle material, collecting garden waste is not a statutory requirement.
- 1.9 An external review of waste collection across Staffordshire, funded by DEFRA, concluded that reducing the frequency of waste collections delivered negligible savings and could potentially increase costs, where the need for a weekly food waste collection service was created.
- 1.10 The options to compensate for a reduction in recycling credits from Staffordshire County Council are to either stop collecting organic waste, or, to carry on doing so, but with the garden waste collection needing to be self-financing as a service. To take monies out of other service areas would impact upon the Councils key priority of protecting the most vulnerable in our society.
- 1.11 The proposal, if approved, would mean that Tamworth and Lichfield are likely to be the first members of the Staffordshire Waste Partnership to introduce a charge for garden waste collections although other member authorities are understood to be looking at this. However there is a risk that this decision may not be universally well received at the Joint Waste Management Board (JWMB). This is because the Staffordshire Waste Partnership has recently secured additional funding from the Waste Resources Action Programme (WRAP) to continue the work it has been doing to identify holistic savings for the council tax payers of Staffordshire. The chair of the JWMB has recently

written to all partners asking that they delay making any decisions regarding changes to their waste services until the results of the latest work are published. It has since transpired that WRAP has set a project completion deadline of 31<sup>st</sup> March 2018 which is far too long to delay the decision taking into consideration both councils financial predicament. The Joint Waste Service position is that the proposal does not fundamentally change the waste service it provides to the residents of both districts. All residents will still have access to a garden waste service albeit they will have to contribute to its cost if they want to continue using it. More importantly our position is strongly supported by the findings from WRAPs initial work which concluded that charging for garden waste is the only option likely to produce holistic savings for the tax payer. Should the further study lead to a pan-Staffordshire solution for charging for garden waste, or the administration of such a scheme, the Joint Waste Service would seek to ensure it did not preclude itself from participating.

- 1.12 The members of the Staffordshire Waste Partnership signed a non-binding Memorandum of Understanding in 2015 and in so doing had the opportunity to record issues each member was not willing to consider. Two districts indicated they would not agree to charging for green waste – and so in one way decisions have already been taken which would impact on any pan-Staffordshire joint approach, unless these authorities were to reverse their positions. We would continue to support the work of the WRAP/JWMB and we would not agree independently with the County Council any change to recycling credits, as that is a collective issue all parties are currently negotiating.

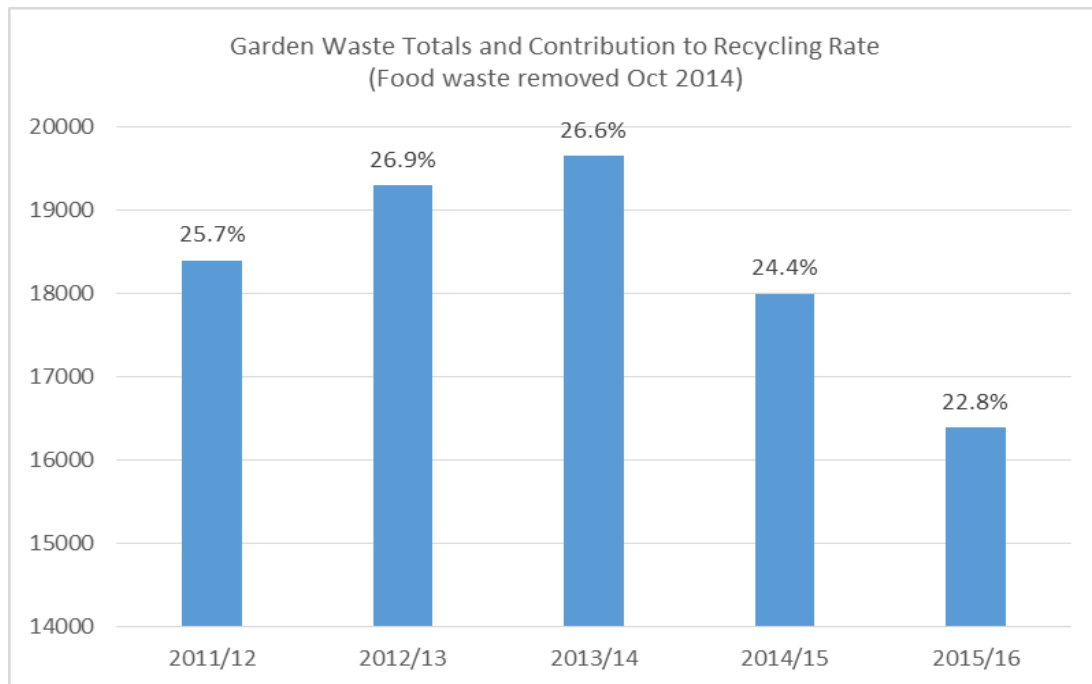
## **Considerations**

- 2.1 The Joint Waste Service between Tamworth Borough Council and Lichfield District Council started on 5<sup>th</sup> July 2010. The partnership provides all waste collection services to the residents of both authorities including the existing garden waste service.
- 2.2 The County Council are unable to guarantee that they will be able to continue paying recycling credits at the current rate in future years, despite the fact Districts and Boroughs have already looked to support the County Council by giving up the annual 3% uplift for successive fiscal years.
- 2.3 With the reduction in funding to local authorities, both Lichfield and Tamworth have undergone a wholesale review of all their services in order to identify where budget savings can be made. Lichfield has had its Fit for Future programme in place since 2012 and Tamworth has undertaken service reviews since 2010. At the same time as looking at the cost and need for services, both authorities have looked to consider what they can do differently in the future to become more commercial and replace some of the income they no longer receive from central Government.
- 2.4 Approximately half of the local authorities in the UK have moved to a chargeable garden waste collection service. This recognises that local authorities have a duty to collect household residual waste under Section 45 of the Environmental Protection Act 1990. However, there is no duty placed on local authorities to provide a separate collection of garden waste.

- 2.5 Section 46 of the same Act, allows local authorities to specify to the householder how the waste is to be presented and policies associated with waste collection.
- 2.6 Schedule 2 of The Controlled Waste Regulations 1990 (amended in 2012) allows local authorities to make a charge specifically for the collection of garden waste but not for its treatment.
- 2.7 The implementation of a charging scheme in both Tamworth and Lichfield would help the Joint Waste Service to offset the anticipated reduction in recycling credits from Staffordshire County Council. The subscription scheme would be an “opt in” basis which means only those residents who choose to use the garden waste collection service will have to pay for it. Those residents who do not wish to use a chargeable service would still have the option of disposing of their garden waste without charge by taking it to a Household Waste Recycling Centre, or, by home composting.
- 2.8 The payment of Recycling Credits by the county to the districts is governed by a Memorandum of Understanding (MOU) which all members of the Staffordshire Waste Partnership had to sign in order to facilitate PFI funding for the Four Ashes Energy to Waste project. The conditions contained in the MOU make it clear that the county shall pay an “agreed recycling credit” to a district authority for each tonne of green waste diverted from final disposal and certified as composted. The County Council currently pays a recycling credit of £49.10 per tonne for garden waste and legislation protects its value from being lower than the cost of disposal which is £20.00 per tonne. Unfortunately the MOU does not define the term “agreed recycling credit” nor does it specify the mechanism for reaching agreement. Informal discussions regarding the future direction of the Recycling Credit including the impact of charging for garden waste are due to take place with the County Council in the next few weeks. However should the County decide to act unilaterally and reduce the Recycling Credit without agreement then the only potential course of redress would be to initiate a legal challenge through the courts. The loss of any recycling credit would obviously need to be weighed against the cost of legal proceedings.

### **Current Service Provision**

- 3.1 The current garden waste service is offered to 31,500 properties in Tamworth and 43,000 properties in Lichfield. The service is funded in part by each council’s income and by the recycling credits from Staffordshire County Council.
- 3.2 The graph below shows the garden waste tonnages collected over the last 5 years. The amount of garden waste collected is variable as it is dependent on weather conditions.



- 3.3 The weather is a principal factor in determining the collection infrastructure that is required to provide the garden waste collection service. In the height of the growing season, which tends to be late spring and early summer, up to seven trucks and crews are required. In the winter months the need for collection is reduced and the service is scaled back to three trucks and crews.
- 3.4 The cost of providing the garden waste collection service will be approximately £1 million in 2016/17. This takes into consideration the value of the Recycling Credit payments from Staffordshire County Council which will be nearly £800k

### **Proposal – Charge for the collection of garden waste on an ‘Opt in’ basis**

- 4.1 Under the proposal of introducing a chargeable garden waste service, residents will use the existing green garden waste wheelie bins and will be supplied with a sticker stating that they have subscribed. The resident will need to attach the sticker to their bin otherwise they will not receive the service. The subscription list will also be uploaded onto the “Bartec” System so that the crew will be able to see which residents have paid on the computers in the collection vehicles.
- 4.2 The subscription period will be for a full calendar year with the chargeable service commencing on 1<sup>st</sup> January 2018. The service will be suspended for a fortnight over the Christmas and New Year holiday period which is as per the current collection arrangements.
- 4.3 The charge will be £36 per bin per annum for residents who subscribe to the service on line and £40 per bin per annum for other means of payment. The on line charge is significantly lower than the national average which is currently £41.20 per annum. Research has revealed that there is strong correlation between the charge and the number of residents who subscribe to a scheme. It is hoped that the low charge will result in a higher uptake in both

Lichfield and Tamworth.

4.4 Residents will also be able to pay their subscription on-line, over the telephone and in person at Council offices and it will be a one off annual payment. The intention is not to offer the option for spreading the cost over the year, so as to reduce the costs of administering the service. Payment by direct debit is an option which will be considered as part of the project implementation plan.

4.5 No discounts will be offered to residents who choose to subscribe after the launch date, or, are in receipt of benefits, elderly or disabled. This is because processing discounts would significantly increase the cost of administering the service and result in a higher level of charge to compensate.

There are approximately 1600 residents across both districts that are provided with an assisted collection and consideration has been given to whether these residents should continue to receive the garden waste service free of charge. The justification for a free service could be based on an assumption that immobile residents are less likely to work and therefore financially disadvantaged. However the authority doesn't have any evidence to support this assumption. In addition it would be difficult and very expensive to administer a free service to residents who receive an assisted collection. This is because the current system of applying for an assisted collection is based on trust, which couldn't continue to happen if a financial benefit was available to the applicant. Burdensome and intrusive checks would have to be introduced so as to ensure the eligibility criteria was met thus raising issues of sensitivity and confidentiality surrounding each applicant's medical condition. The Joint Waste Service will instead continue to provide assisted collections to those residents who are unable to move bins for themselves.

4.6 Residents will be able to subscribe for additional bins. There will be no discounts offered for the same reasons given in paragraph 4.5.

4.7 Those residents who do not subscribe to the scheme will be asked to retain their garden waste bin. This is because the bin is relevant to the property and needs to be present should there be a change of occupier, who in turn may wish to subscribe to the service. By retaining the green bin, anyone who does not wish to sign up to the chargeable service at outset will be able to do so at any time and will have a bin at their property to use for this purpose.

4.8 There will be no refunds offered to residents that want to stop using the service after they have paid their subscription or for force majeure. Missed bins will be dealt with in accordance with current service delivery standards. As the service will be subject to an annual renewal, residents can opt out at the next renewal date.

4.9 Residents who move house and remain within either the Tamworth or Lichfield authority areas will be able to transfer the service to their new property for no extra charge.

4.10 A comprehensive Communications Plan will be developed to support the introduction of the chargeable service. The communications will fully explain why the change has had to be introduced, advising residents how they can subscribe to the scheme and highlight alternative methods of disposal.

- 4.11 Options for how the scheme will be administered are currently being developed. Discussions are due to take place with authorities which have already introduced similar schemes to see whether we can take advantage of joint working or partnership arrangements.
- 4.12 The introduction of a chargeable service will have an impact on the logistical delivery of the collections. Under the current arrangements the trucks visit every street on their round each collection day because the crews don't know which properties will present bins. With a subscription service we anticipate there will be areas with a high take up rate and also areas with a low take up. This will necessitate an ongoing review of the deployment of resources.
- 4.13 With a proposed start date of 1<sup>st</sup> January it is anticipated that subscriptions may be lower at commencement, with additional subscriptions happening once the grass starts to grow. The variations in the number of customers will have to be managed very carefully so as to ensure that the appropriate level of resource is allocated to the service. On one hand we want to make sure that there are enough personnel and trucks deployed in order to complete collections but on the other hand we don't want to over resource the service as this will be financially inefficient. The efficient management of the resource is going to require a high degree of logistical skill and planning.
- 4.14 Using an anticipated participation rate of 45% for a chargeable service indicates a modest reduction in the infrastructure required to operate the garden waste service. However, this reduction is difficult to quantify at this stage as it will very much depend on the geographical dispersal pattern of the residents who decide to subscribe to the service and the point in the year when they elect to take out the service. Redundancies are not anticipated as a result of this decision, as any staff not needed to collect garden waste would be used to cover holidays and sickness thus reducing reliance on agency staff.
- 4.15 A draft Implementation Plan for the introduction of the chargeable garden waste service has been prepared which includes all key milestones and tasks etc. **The draft Plan is attached as Appendix B.**

### **Alternative routes for garden waste**

- 5.1 Where residents do not wish to opt into the service then the main alternatives are to home compost garden waste or take the material to Household Waste Recycling Centres (HWRCs). It is essential that as part of the communications campaign residents are made aware of the reasons for the change and the importance of making an informed choice as to how they manage their garden waste based on the options explored below.

### **Home Composting**

- 6.1 Home composting is ideal for grass cuttings, leaves, pruning's, weeds and other small items of garden waste. Composting also provides a benefit to the environment by allowing the householder to compost kitchen waste such as fruit and vegetable peelings, tea bags and egg shells, therefore promoting recycling and carbon reduction. It is estimated that the average household

can compost up to 250 kg of garden waste per year which is approximately 25% of the total amount of waste generated. The Joint Waste Service will continue to promote the existing home composting campaign named “Get Composting” which enables residents to purchase composting bins at a reduced price.

## **Household Waste Recycling Centres**

7.1 Tamworth residents have access to a site at Lower House Farm which is situated just over the border in Warwickshire and there are two sites within Lichfield district. Residents will be allowed to dispose of their garden waste at these facilities without charge. It is acknowledged that a chargeable garden waste service will increase users at these sites and they will get busier especially at peak times.

## **Anticipated Environmental Performance**

8.1 The introduction of a chargeable service will inevitably have an impact on the recycling performance of the Joint Waste Service. The level of impact will be dependant primarily by the number of residents who subscribe to the service. Research undertaken has suggested that the proposed charge of £36 could result in a participation rate in line with 45%. Modelling of this participation rate has suggested that the amount of garden waste collected will fall by around 6,000 tonnes per annum which is about 35% of current yield. The tonnage won't fall as much as the participation rate because residents generally ensure they use a collection service more effectively if they have to pay for it. National studies indicate that on average subscribers to an opt-in service put out for collection between 300-400kgs per household per year. This is a higher figure than we currently achieve through our existing scheme. The loss of 6,000 tonnes of garden waste will result in the headline recycling rate for the Joint Waste Service falling by around 5-6 percentage points. The recycling rate achieved in 2015/16 was 51%.

8.2 The introduction of a chargeable garden waste service could see an increase in the amount of fly tipping in both Lichfield and Tamworth. Experiences of other authorities who have introduced chargeable services is that the anticipated increase does not materialise. Officers currently monitor fly tipping incidents on a monthly basis and they will be able to identify any trends that occur following the introduction of the charge. Given SCC have recently implemented a charging regime at HWRC for “DIY” waste arising from domestic householders fly-tipping is regularly reviewed at the Staffordshire Joint Waste Management Board, and to date has shown no increase.

8.3 The amount of residual waste in the black bin could increase as some residents may choose to use any spare space in this bin to dispose of garden waste.

## **OPTIONS CONSIDERED**

Service cessation was not considered to be a viable option, therefore discounted. No other option will give the necessary savings.

## **RESOURCE IMPLICATIONS**

The amount of additional income that could be generated by charging for the



collection of garden waste is very dependent on the number of residents who subscribe to the scheme. A financial model has been developed which predicts the amount of additional income for three different subscription rates namely 35%, 45% and 55%. **The amount of additional income to Tamworth Borough Council for achieving a participation rate of 45% is predicted to be £246,411 per annum for the authority.** The MTFS approved by Council on 21<sup>st</sup> February 2017 included additional income of £245,000 as a Policy Change from 2019/20. Based upon the experience of other authorities who have introduced a chargeable service, 45% participation appears to be a reasonable expectation.

The model assumes that the value of the Recycling Rate will be reduced to match the cost of disposal. Provisional costs are used for administering the service as solutions to these issues have not been finalised.

No costs have been built into the model for mitigating against the risk of increased fly tipping because it is anticipated that this will not be a significant problem.

**The financial model is attached as Appendix A.**

A capital investment of £30,000 would be required to upgrade storage facilities for unwanted garden waste bins at the Burntwood Depot. The contribution of £12,750 required from Tamworth Borough Council can be met from existing budgets.

Delivery of the project will require up front expenditure of approximately £140,000. Funding will be needed to implement the Communications Plan, integrate the back office systems and to prepare for the administration of the scheme. These costs will be fully funded from the subscriptions received from residents but this income stream will not start to flow until 1<sup>st</sup> December 2017. Therefore it is proposed that the up-front project costs are funded from the Joint Waste Service Reserve which was set up to deal with new property growth.

The Reserve will then be refunded once sufficient subscription receipts are received which should be before 31<sup>st</sup> March 2018. Lichfield District Council in its service host role holds separate reserves for both authorities in the Joint Waste Service and has agreed to this proposal.

**LEGAL/RISK IMPLICATIONS BACKGROUND**

	Risk Description	Mitigation	Severity of Risk (RYG)
A	Adverse publicity given to the Council's proposal to charge for garden waste collection as no charge is currently levied.	A communications plan will be devised which will fully explain why the charge has had to be introduced	Yellow (Material)
B	Criticism from our partners on the JWMB for making a decision prior to the publication of WRAPs results.	Issue a position statement justifying the decision	Yellow (Material)
C	The Recycling Credit is unilaterally reduced by the County Council in contravention of the Memorandum of Understanding.	Legal challenge	Red (Severe)
D	An increase in fly-tipping	The low level of charge is unlikely to lead to a	Yellow (Material)

		significant increase in the unlawful disposal of garden waste	
E	Low participation	It is proposed to introduce a charge at the lower end of potential charges to encourage take-up A discount will be available for on line subscriptions Effective promotion of the service Redeployment of staff to backfill agencies etc.	Yellow (Material)
E	Higher than expected participation	Residents will be encouraged to subscribe on line. Capacity issues will be considered in the Implementation Plan	Yellow (Material)
G	Uneven distribution of participants	Effective promotion of the service Undertake a round review. Logistical management of the service	Yellow (Material)
H	Increase in burning of waste	Education of residents Monitoring of complaints Enforcement action	
I	Increased residual waste due to residents putting garden waste into their black bin instead of paying for a chargeable service. This could put pressure on the collection infrastructure.	Education of residents. Consider implementing Section 46 of the EPA and prohibit use of the black bin for garden waste	Yellow (Material)
J	Residents abandon unwanted garden waste bins	Consideration to be given to the issue in the Implementation Plan	Yellow (Material)
K	Reduced tonnage will have a significant financial impact on the disposal contractor and this may jeopardise the viability of the site.	Consultation and negotiations with the contractor. Consideration to be given to the issue in the Implementation Plan	Yellow (Material)
L	Commercial sector could provide an alternative service	Regular review of charge Promotion of the service	Yellow (Material)
M	Insufficient project support resources	Consideration to be given to the issue in the Implementation Plan	Yellow (Material)
N	Both Authorities need to agree to this service change in order to implement the charging regime	Joint waste committee has considered the proposal	Green

## **SUSTAINABILITY IMPLICATIONS**

The Joint Waste Service plays a key role in assuring we have a clean, green and welcoming place.

The charge could have a disproportionately higher impact on residents on low income because the proposal does not include any concessions. However, all residents have the option to dispose of their garden waste by other means which do not incur a charge.

An Equality Impact Analysis has been completed which has ascertained that there is unlikely to be an adverse impact on specific groups with a protected characteristic.

There is a concern that if a charge for garden waste is introduced, there could be an increase in fly-tipping, however, it is not anticipated that this would be a significant issue based upon recent data used by the County Council after they implemented a charge for DIY construction waste at their household waste recycling centres.

This service change is dependent upon agreement with our partner in the Joint Waste Service, Lichfield District Council and is being considered by their Cabinet on the 4<sup>th</sup> April 2017, having already been endorsed through their scrutiny committee on the 8<sup>th</sup> March 2017.

## **BACKGROUND INFORMATION**

MTFS Council 21.02.17

## **REPORT AUTHOR**

Andrew Barratt – Corporate Director Growth Assets & Environment  
Nigel Harris – General Manager Joint Waste Service

## **LIST OF BACKGROUND PAPERS**

nil

## **APPENDICES**

## Model - Predicted Income Based on Participation Rates

	Impact on Revenue Budget (Saving)/Pressure 35% Uptake £	Impact on Revenue Budget (Saving)/Pressure 45% Uptake £	Impact on Revenue Budget (Saving)/Pressure 55% Uptake £
Charge for Garden Waste £36 charge per bin per annum based on property count 75,000 properties	(945,000)	(1,215,000)	(1,485,000)
Reduction in number of properties paying for a second bin - 250/200/150 properties	10,000	8,000	6,000
Saving on operational infrastructure (vehicles and operatives)	(143,930)	(102,490)	(51,740)
Saving on disposal gate fees (8,000/6,000/4,000 tonnes less garden waste)	(160,000)	(120,000)	(80,000)
Loss of recycling credit on 8,000/6,000/4,000 tonnes of garden waste no longer collected	392,800	294,600	196,400
Recycling credit for garden waste reduced to the actual cost of disposal on 9,000/11,000/13,000 tonnes	261,900	320,100	378,300
Administration of the chargeable service	150,000	160,000	170,000
Promotion of the chargeable service	35,000	35,000	35,000
Provision of home composters	10,000	10,000	10,000
Dealing with unwanted bins - collection and storage	30,000	30,000	30,000
<b>Totals</b>	<b>(359,230)</b>	<b>(579,790)</b>	<b>(791,040)</b>
<b>LDC Share</b>	<b>(206,557)</b>	<b>(333,379)</b>	<b>(454,848)</b>
<b>TBC Share</b>	<b>(152,673)</b>	<b>(246,411)</b>	<b>(336,192)</b>

Capital/one off expenditure **£30,000 - LDC Share £17,250 TBC Share £12,750**

## Garden Waste Subscription Service Implementation Plan

<b>Date</b>	<b>Milestone</b>	<b>Key Outcomes and Outputs</b>
1 <sup>st</sup> January 2018	Subscription Service Starts	<ul style="list-style-type: none"> <li>• Crews only empty garden waste bins which have the appropriate permit attached</li> <li>• Crews report any bins which are presented that don't have the benefit of a permit and attach an advisory sticker.</li> </ul>
24 <sup>th</sup> December 2017	Collection Resource Allocation	<ul style="list-style-type: none"> <li>• Operational resource matched to customer demand by the Logistics officer</li> <li>• Determine number of trucks and men required to provide service on a day by day basis</li> <li>• Subscribing properties allocated to collection rounds</li> </ul>
14 <sup>th</sup> December 2017	Crew Training	Training to include: <ul style="list-style-type: none"> <li>• Terms and conditions</li> <li>• Collection policy</li> <li>• Permit checking procedures</li> <li>• Reporting procedures</li> <li>• Contamination checks</li> </ul>
1 <sup>st</sup> December 2017	Subscription Window Opens	<ul style="list-style-type: none"> <li>• Residents are able to subscribe to the service by using the agreed methodologies</li> <li>• Residents are informed of their first collection date</li> <li>• Permits are printed and posted together with the terms and conditions of the service</li> <li>• Bartec and other back office systems are updated with all new subscribers</li> </ul>
1 <sup>st</sup> November 2017	System Testing	Testing of <ul style="list-style-type: none"> <li>• Payments system</li> <li>• Integration with back office systems including Bartec and Lagan</li> <li>• Production of permits and instructions</li> </ul>
1 <sup>st</sup> October 2017	Logistic Officer Employed	<ul style="list-style-type: none"> <li>• Dedicated officer employed to plan and supervise the waste collections</li> </ul>
1 <sup>st</sup> October 2017	Improvement of Storage Facilities	<ul style="list-style-type: none"> <li>• Completion of improvement works.</li> </ul>
1 <sup>st</sup> August 2017	Appointment of Logistics Officer	<ul style="list-style-type: none"> <li>• Recruitment and selection</li> <li>• Advertise for post</li> <li>• ELG</li> </ul>
1 <sup>st</sup> July 2017	Terms and Conditions	<ul style="list-style-type: none"> <li>• Develop terms and conditions for the subscription service</li> </ul>

1 <sup>st</sup> June 2017	Prepare Communication plan	<ul style="list-style-type: none"> <li>• Define objectives, audiences and goals</li> <li>• Communication methodologies and tools</li> <li>• Campaign dates</li> <li>• Special initiatives – Garden Waste Club</li> <li>• Member updates</li> </ul>
1 <sup>st</sup> June 2017	Procurement	<ul style="list-style-type: none"> <li>• Commence procurement of administration solution</li> <li>• Procurement methodology</li> </ul>
1 <sup>st</sup> June 2017	Hosting of the administration	<ul style="list-style-type: none"> <li>• Decision on how the administration of the service will be hosted</li> <li>• Approval of Administration Implementation plan and costs including recharges</li> </ul>
1 <sup>st</sup> June 2017	Improvement of Bin Storage Facilities	<ul style="list-style-type: none"> <li>• Obtain quotes for the resurfacing of the storage compound</li> <li>• Appoint a construction contractor</li> </ul>
1 <sup>st</sup> May 2017	Business Case for Logistics Officer	<ul style="list-style-type: none"> <li>• Preparation of Business Case for Logistics Officer</li> <li>• Job Description and Person Specification</li> <li>• Job Evaluation</li> </ul>
1 <sup>st</sup> May 2017	Hosting of the administration	<ul style="list-style-type: none"> <li>• Identify options for hosting the administration of the service</li> <li>• Discussions with potential partners</li> <li>• Procurement issues</li> <li>• Resilience and risk assessment</li> <li>• Determine potential costs</li> <li>• Administration Implementation plan drafted</li> <li>• Identify additional staffing requirements</li> <li>• Identify any recharge implications</li> </ul>
1 <sup>st</sup> May 2017	Administration Specification	<p>Determine the administration specification including</p> <ul style="list-style-type: none"> <li>• Define the customer experience</li> <li>• Subscription methodologies</li> <li>• Payment systems</li> <li>• Assess impact on CRM at Tamworth and Lichfield</li> <li>• Assess impact on support services at Tamworth and Lichfield</li> <li>• Process mapping</li> <li>• Bartec upgrade</li> <li>• Generation of permits and instructions</li> <li>• Integration with back office systems</li> </ul>
12 <sup>th</sup> April 2017	Project Team	<ul style="list-style-type: none"> <li>• Formation of project team</li> <li>• Liaison with Innovation Hubs at Lichfield and Tamworth</li> <li>• Skills assessment</li> <li>• Roles and responsibilities</li> <li>• Governance and reporting</li> </ul>
9 <sup>th</sup> April 2017	Formal notification	<ul style="list-style-type: none"> <li>• Formal notification of approval decision sent to Staffordshire County Council,</li> </ul>

		Joint Waste Management Board, UNISON and Greener Composting (Disposal Contractor)
4 <sup>th</sup> April 2017	Political Approval of Subscription Scheme	<ul style="list-style-type: none"> <li>• Approval of the subscription scheme by Lichfield's Cabinet and Tamworth's Full Council</li> </ul>

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