

Food Waste The Good, The Bad and the Ugly

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The Food Waste Imperative

- Legislation
- Food waste formed part of the general waste
- Cost per tonne approx. £150 to incinerate general waste for energy
- Trial Area suggested 7,000 tonnes of food waste collected annually
- Estimates annual disposal cost of food waste = £1,050,000

The Pay Back

- Council is paid per tonne
- Potential Annual income of in excess of £100,000
- General Waste saving £1,050,000
- Potential total saving:

£1,150,000

The Anaerobic Digester

- Annual capacity of 100,000 of food waste
- Produces Green Gas to drive turbines to produce electricity onto the grid.
- By-product used by farmers as fertilizer
- Produces electricity for 4000 homes



Previous System without Food Waste

- Multi stream collection every two weeks
- Three Wagons System all on same day
 1. Refuse Wagon for general waste
 2. Curbside Recycling Wagon (Metals – Cardboard – Glass presented in Recycling boxes)
 3. Plastic Collection Wagon (presented in plastic bags)
- In place for 15 years
- Plastics sent directly to third party company
- General waste mostly incinerated
- Recycling sold on for revenue to support service

High Level Delivery Timescales

3.33 Implementation of the new services are not expected before October 2023. Figure 1 lays out the high level timeline for delivery of the recommended option.

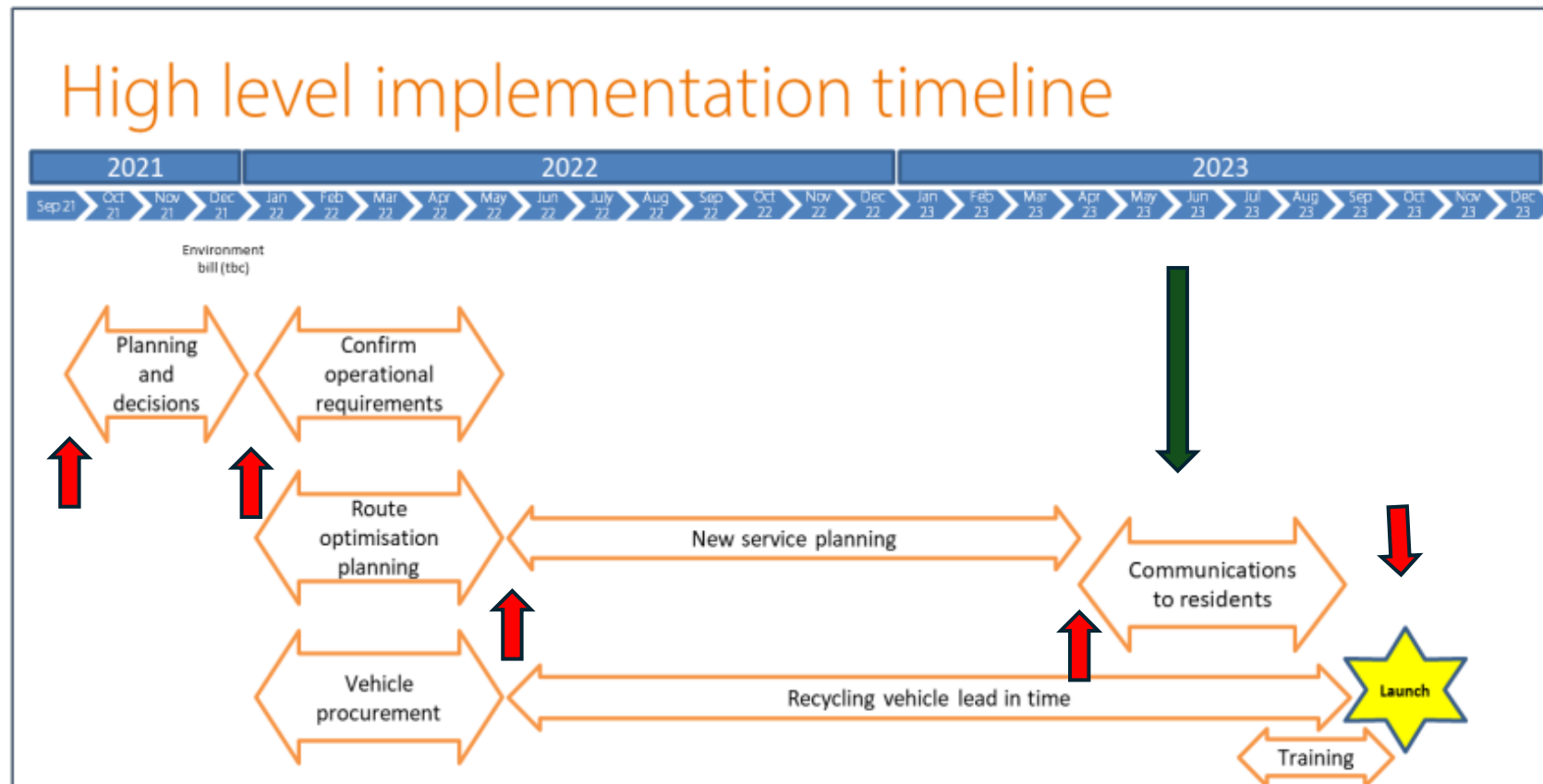


Figure 1 - High level delivery timescales

Optimum New Service Delivery Date

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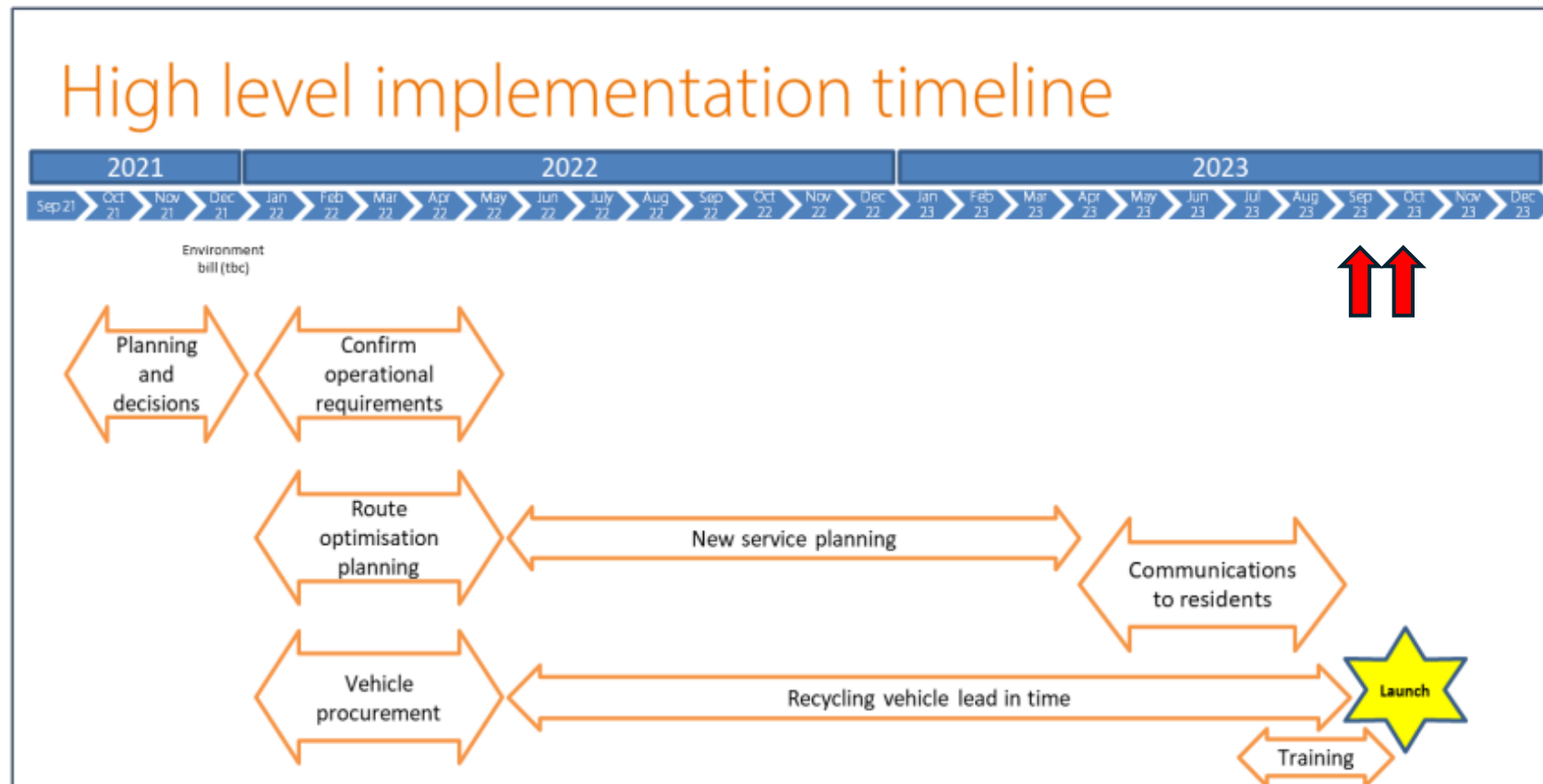


Figure 1 - High level delivery timescales

New System

WEEK 1

Rubbish bin and food waste



We'll be collecting your:

- rubbish bin
- large outdoor food waste bin

WEEK 2

Recycling and food waste



We'll be collecting your:

- recycling boxes
- weighted recycling bag
- large outdoor food waste bin

New Fleet

**10 x Refuse Wagon with
Food Waste Pod**



**17 x Modular Curb-Side Recycling
Wagon**



Depot Operation

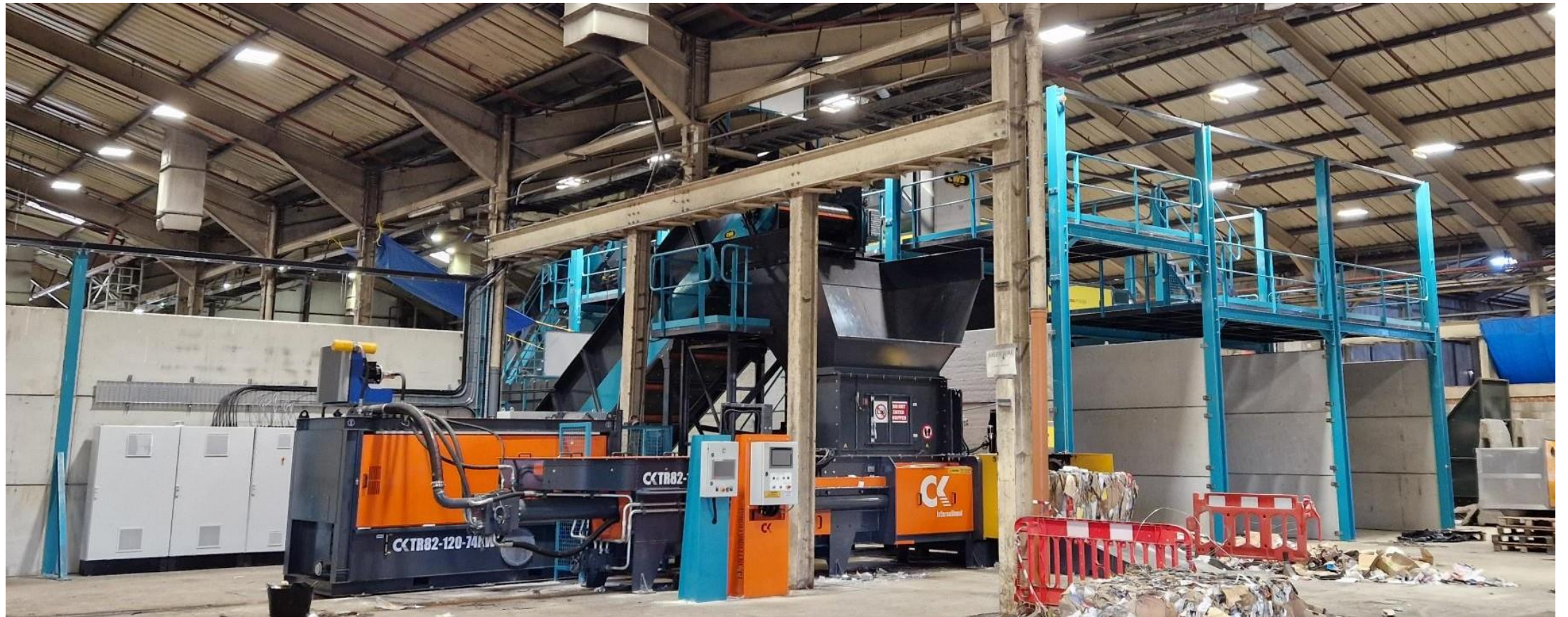
Telehandlers Removing Food Pod



Food Waste Trailer



Recyclate Processing



Desired Outcome

- Comply with Legislation
- Improve Recycling figures
- Improve revenue
- Contribute to the Net Zero journey
- Deliver a reliable and robust service
- Minimise disruption in the transition
- Manage expectation
- Look after the Staff



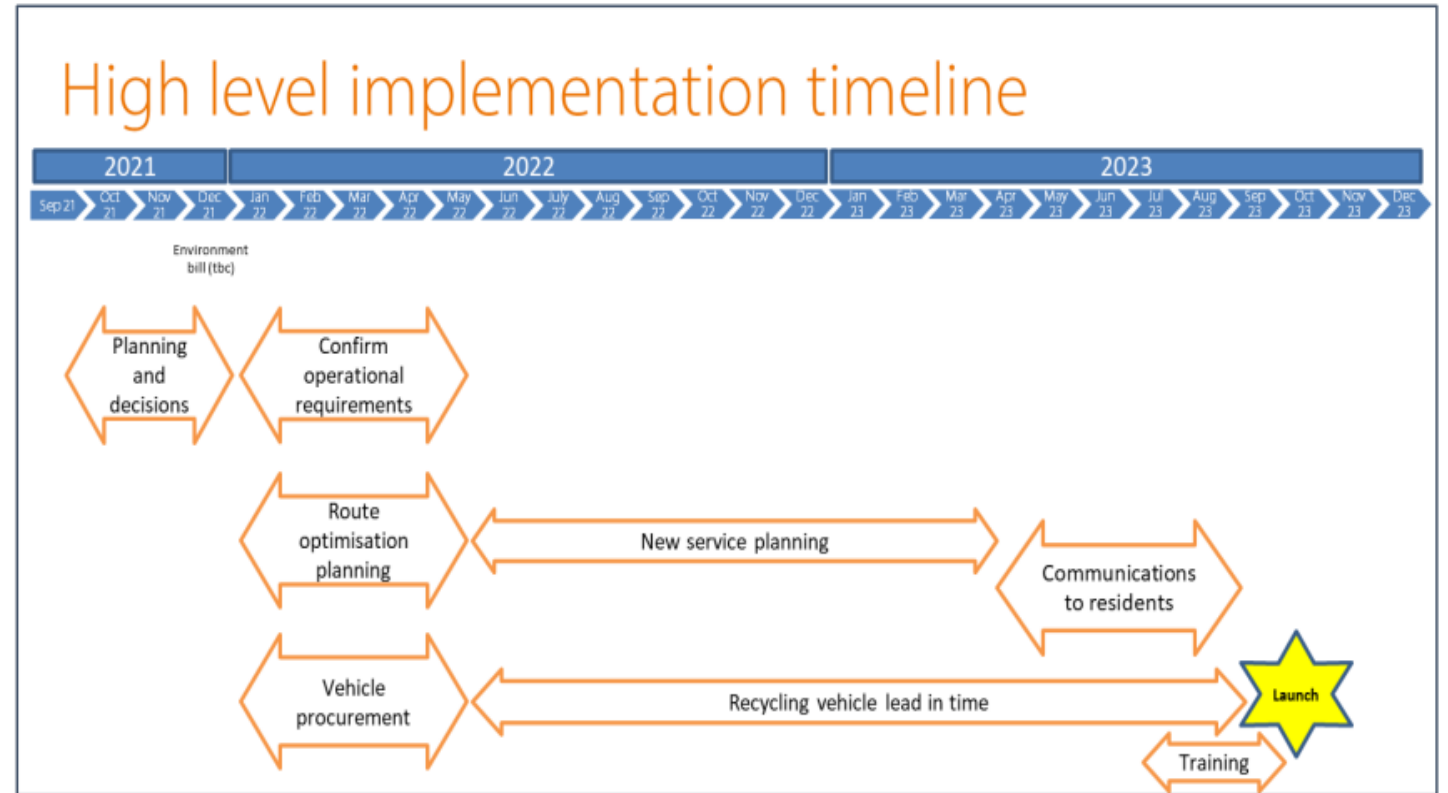
Main Challenges

- Service Delivery Design
- Depot Configuration
- Back-Office Systems
- Training
- Procurement
- Timing
- Comms
- The Blue Bags



Service Delivery Design and Planning

- Needs to be Resourced Appropriately
- Critical Path Analysis Discipline
- Regular Project Board Meetings



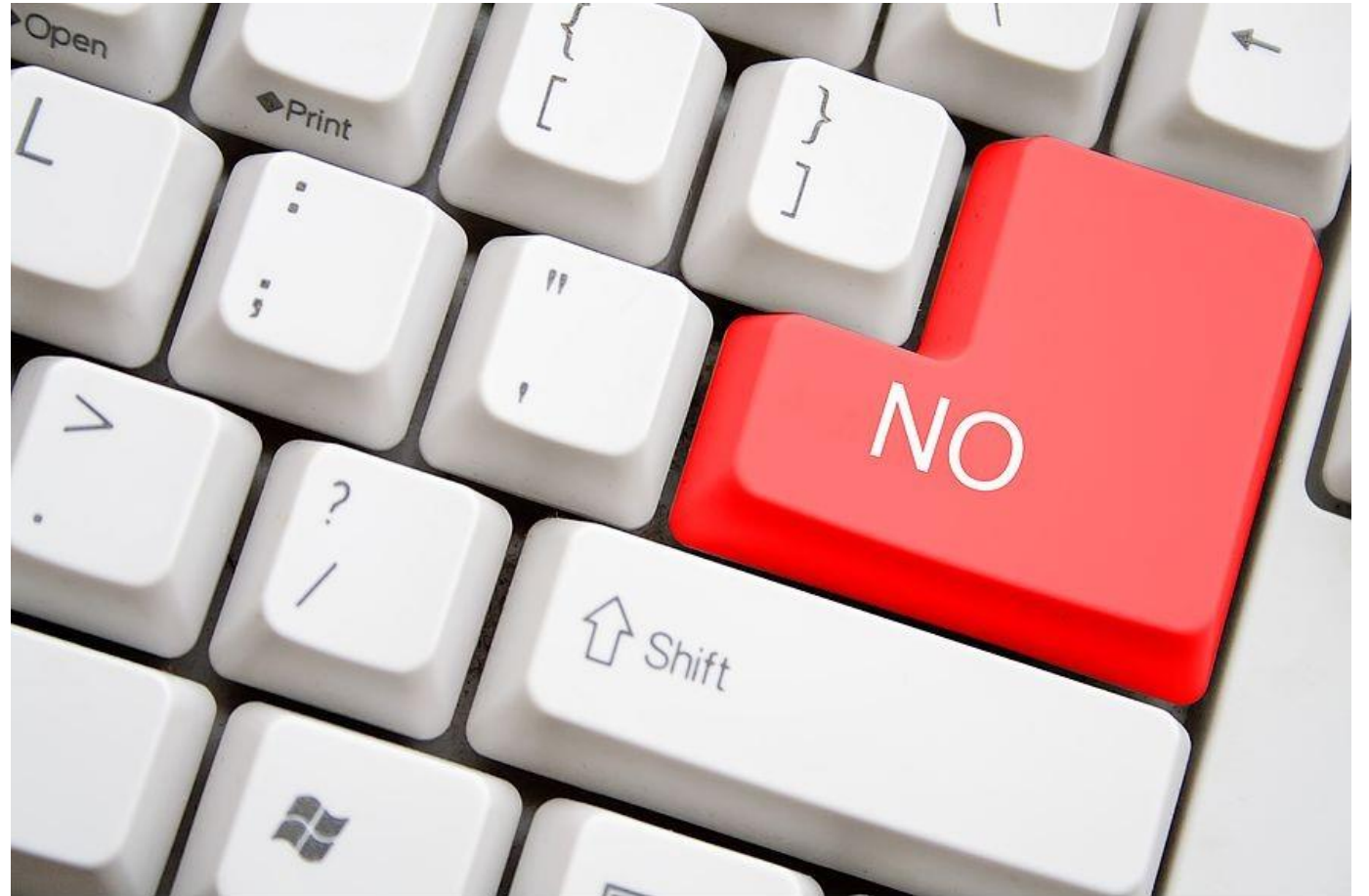
Depot Configuration

- Workflow
- Bottlenecks
- Supervision / Data Collection
- Early Warning



Back Office Systems

- Crucial Component
- Resource Adequately in Design Phase
- Training
- Support

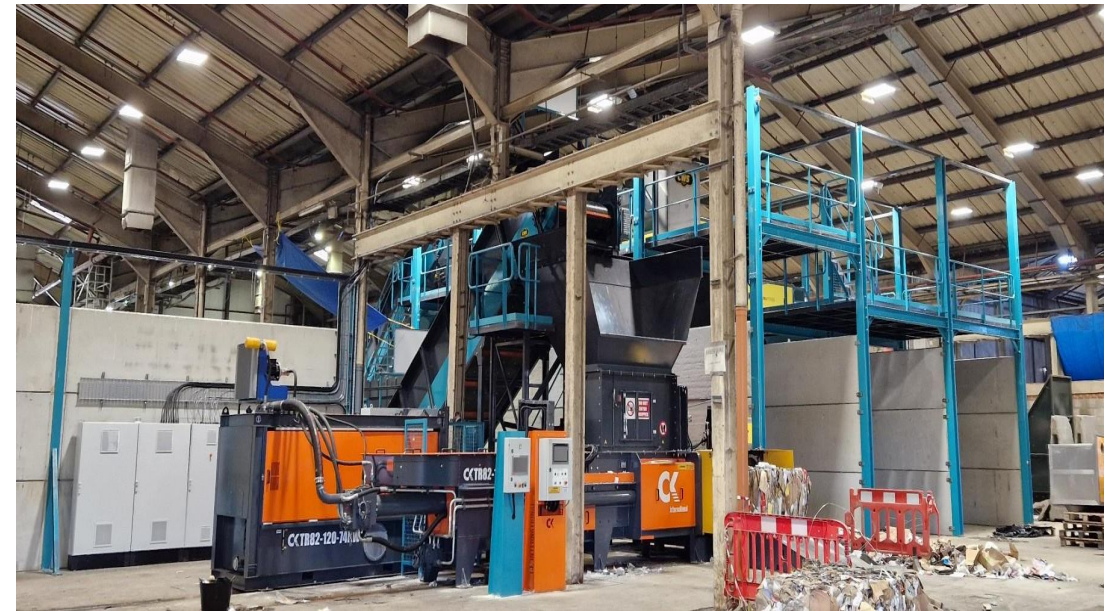
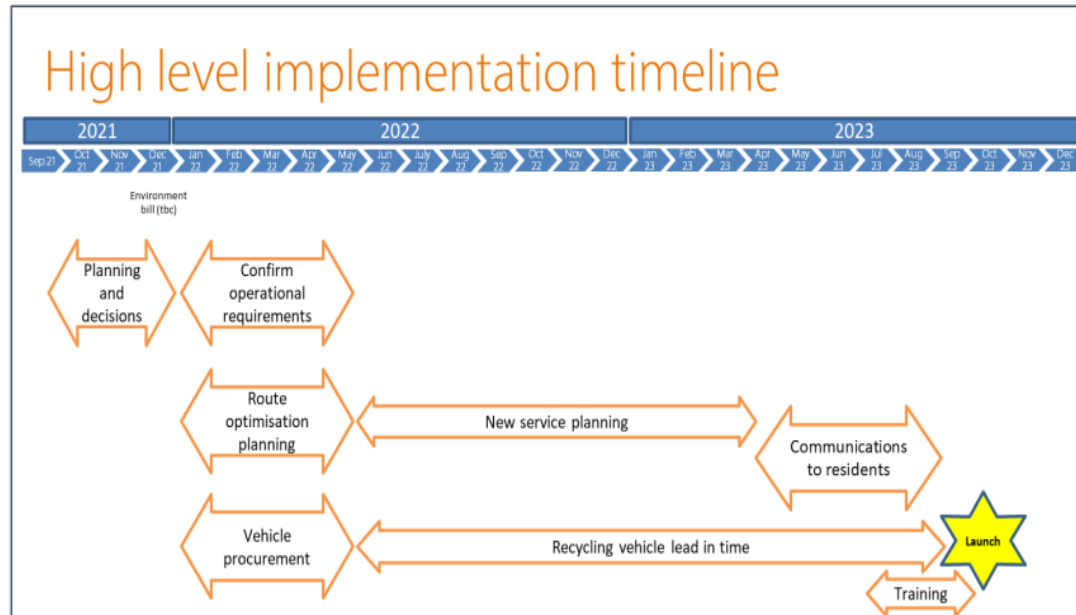


Procurement

- Underestimated Curbside Wagon Requirement
- Did not include a clawback clause for late delivery (Factor of The Time)
- Did not fully evaluate assets that were in place.



As With Good Comedy, Timing is Key



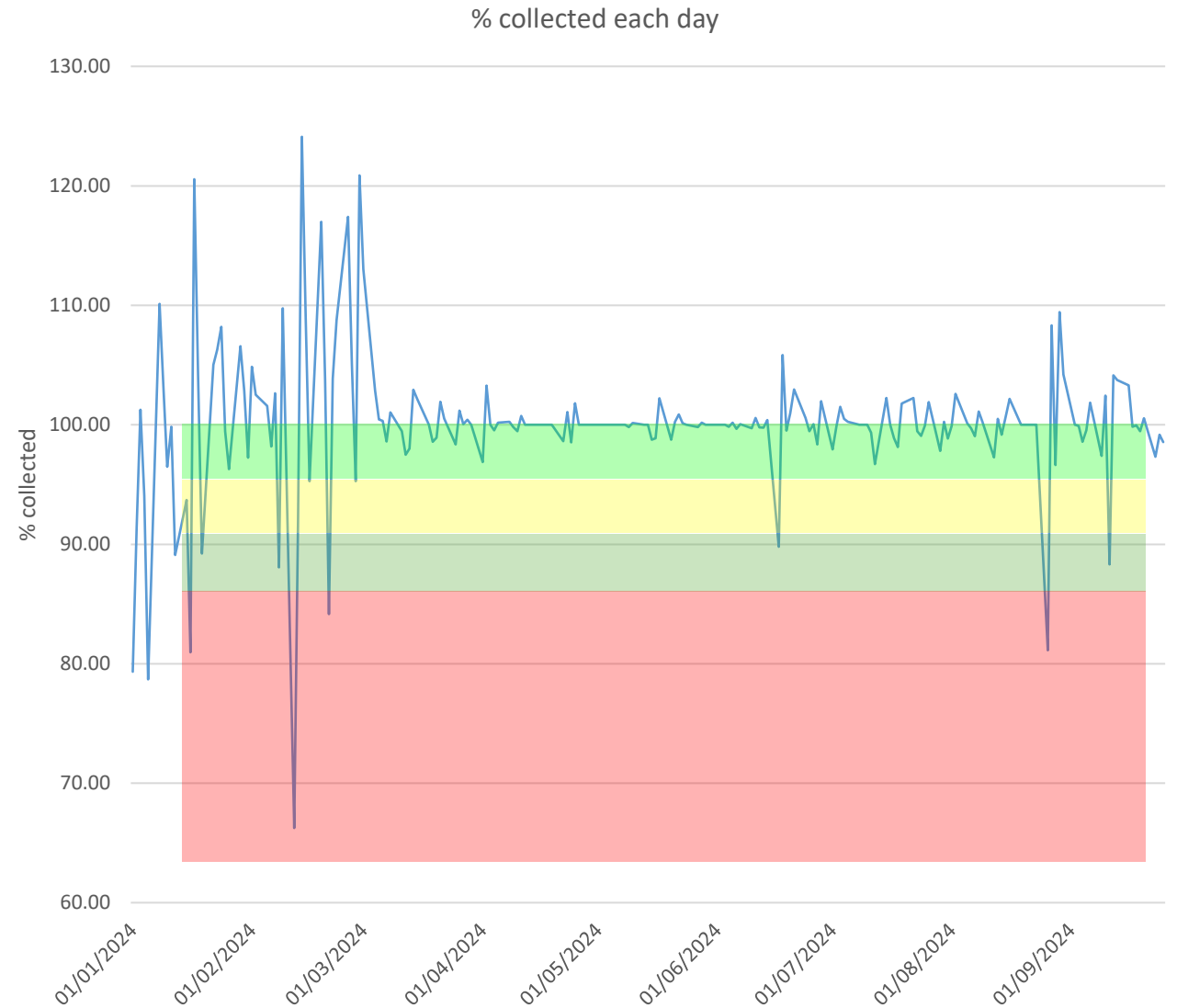
Challenge Summary (Dec 23 to March 24)

- Vehicles Arrived Late
- No Clawback
- Roll-out moved to end of November
- Depot workflow Issue
- Back Office System failed under pressure
- Teething Issues With Wagon
- Loss of Food Waste Revenue
- Impact on Recruitment
- Christmas Break
- Christmas Surge
- Political Shenanigans
- Media Frenzy
- Wave after Wave of Storms
- Demoralized Staff
- The Backlog from Hades

Dropped work operational indicator

Dropped work performance is monitored daily to flag when escalation interventions are required

- **Green = Normal operational fluctuations**
 - 5% (c1000 properties)
 - Managed by Supervisory team
- **Yellow = Moderate operational fluctuation**
 - 6-10% (c1000-2000 properties)
 - Service manager plans any operational intervention to bring back into green
- **Orange = Significant operational fluctuation**
 - 10-15% (c2000-3000 properties)
 - HoS intervention and daily meetings to recover. Information escalation to DoO
- **Red = Major operational fluctuation**
 - 15%+ (c3000+ properties)
 - HoS intervention and escalation to Senior Officers and Cabinet Member for review. Consider external comms



“If” (The Job of The Cabinet Member)

- Support Staff
- Being Supportive of Your Officers
- Understanding the Issues
- Manage Press
- Manage Political Opposition
- Manage Own Councillors
- Be Open and Honest
- Have a full Medical
- Take up Yoga and Meditation

Thankyou

