

Members' Briefing Pack

14 June 2023



Title	<i>Spelthorne Direct Services Ltd status report</i>
Purpose of the report	To note
Report Author	<i>Graham Boswell – Business Development Neighbourhood Services</i>
Ward(s) Affected	All Wards
Exempt	No
Exemption Reason	<i>n/a</i>
Corporate Priority	Service delivery
Recommendations	Committee is asked to: <ul style="list-style-type: none">• Note the progress and potential growth opportunities for Spelthorne Direct Services (SDS)
Reason for Recommendation	<i>To keep Committee apprised of the status and potential future growth opportunities for SDS.</i>

1. Summary of the report

1.1 This report will show:

- (a) That SDS has grown its waste collection service since the company was first established in 2020.
- (b) That SDS is in a very stable position by successfully delivering the commercial waste collection service, with turnover increasing year on year.
- (c) That SDS continues to look for growth opportunities not just in the waste sector but beyond. This includes looking for additional work outside of the borough.

2. Key issues

2.1 There are a limited number of businesses operating in Spelthorne that SDS can market to (central waste contracts, serviced buildings).

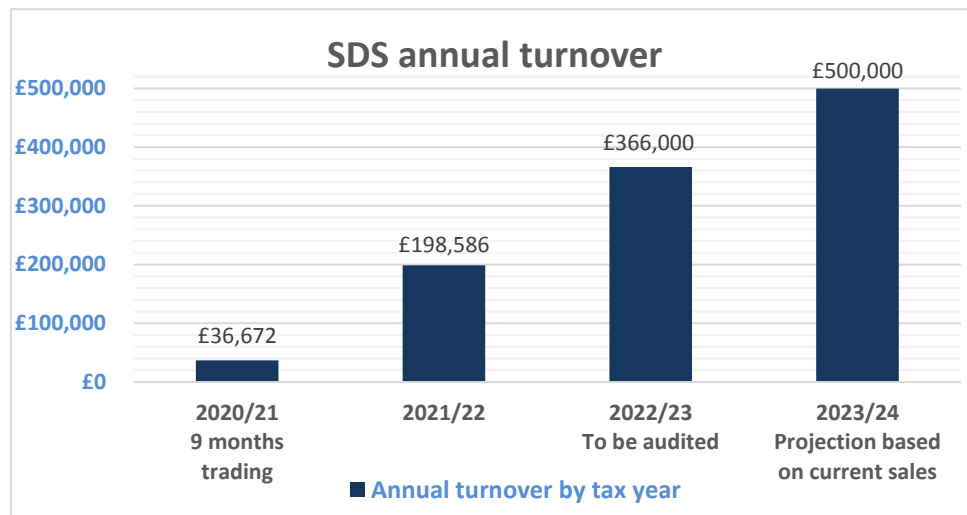
2.2 To increase business growth SDS needs to explore additional opportunities to a wider audience not necessarily linked to waste sector. The business plan to do this includes: -

- (a) Constantly market within the Borough.
- (b) Target businesses outside of Spelthorne.

- (c) Launch new waste related and/or complementary services e.g., Baling, bulky waste service, bin washing.
- (d) Grounds maintenance

3. Current position

3.1 The company was set up in 2020 to offer commercial services to the local business community and has been growing steadily. as shown in the chart below.



- 3.2 SDS' initial launch was a commercial waste collection service, which now has around three hundred customers, including the Elmsleigh shopping centre, three residential apartment blocks, and a large private residential estate outside of the Borough.
- 3.3 In the early days of the Company SDS offered a like for like service with the Council's domestic waste stream collections and offered two services: General mixed waste and Dry mixed recycling.
- 3.4 The company has since added additional collections of Food, Glass, and Garden waste and are emptying over 1000 x 1100ltr bins per week.
- 3.5 SDS operates separate waste collection rounds each week:
 - (a) Daily general waste (Monday – Friday)
 - (b) Mixed recycling (Monday, Wednesday, and Thursday)
 - (c) Garden waste on a private estate in Elmbridge (Thursday and Friday)
 - (d) Daily food waste (Monday – Friday)
- 3.6 SDS launched an 'Event bin' service in 2022, which delivers, empties, and collects bins on a short-term basis (1-30 days). This service has been growing steadily since launch and won a multi-event contract with a local events company at the beginning of 2023.
- 3.7 One area of growth is the introduction of conducting waste clearances (contaminated bins, overflowing bin stores, side waste etc.) on behalf of SBC, housing associations, managing agents, and private landlords. This service is growing steadily.
- 3.8 SDS owns one refuse vehicle which it purchased in 2021 by way of an agreed short-term loan from Spelthorne Borough Council and is currently spot hiring

a second to fulfil their commitment to the new 3-year contract with the residential estate. SDS is currently exploring a more permanent solution to operating the second vehicle. Options are whether it is more cost effective to purchase, spot hire, or lease a new or second-hand vehicle.

- 3.9 SDS' vehicle can empty both traditional wheelie bins as well as underground bins (UBs) and acts as a back up to SBC's underground bin service.

4. Market opportunities

- 4.1 There are a finite number of businesses within Spelthorne and a sizeable proportion of these either within a serviced building or have a central waste contract (where their head office arranges group contracts), so are not currently in a position to switch collections to SDS.

- 4.2 The company is constantly looking at ways to increase their customer base and revenue income. SDS officers do this by: -

- (a) Actively networking through our customers by asking them to introduce SDS to their business contacts.
- (b) Promoting services through Staines Business Forum, Staines Business Improvement District, and the Economic Development Team.
- (c) Working with the Law Enforcement Offices and Environmental Health.
- (d) Coordinating social media campaigns with SBC Communications team
- (e) Running a Trustpilot campaign to ask customers to rate SDS service. Customer feedback and comments will be added to our website and future marketing campaigns.
- (f) Constantly updating the SDS website.
- (g) Going out and introducing ourselves to local businesses and promoting our services.

- 4.3 SDS is promoting brand awareness by:

- (a) Sponsoring local events – Shepperton Fair, Spelthorne in bloom, and Staines & Laleham Sports Association.
- (b) Sponsoring Spelthorne Litter Pickers
- (c) Enclosing the waste collection service flier in the business rates letter that goes out to over two thousand local businesses every year.

- 4.4 SDS is currently researching the viability of promoting and expanding their services outside of Spelthorne. Initially they are looking into Walton, Egham, and Colnbrook as they already have collections in these areas.

5. Potential new services

- 5.1 To build on our existing customer relationships SDS will be exploring the viability of setting up additional waste related services, such as:

- (a) Cardboard and plastic baling.
- (b) A bulky waste service.
- (c) A bin washing service.
- (d) A persistent organic pollutants (POP) collection service. POPs are toxic, synthetic, hazardous organic chemicals that have a dangerous effect on

the environment and our health. Often found in furniture and material treated with fire retardants.

6. Equality and Diversity

- 6.1 SDS wants to recruit, develop, and retain the most talented people, regardless of their background.
- 6.2 We are guided by our values in everything we do and recognise that being a diverse and inclusive employer helps us fulfil our responsibility to be effective for staff and customers.
- 6.3 We seek to develop a work environment where we treat all employees as individuals, fairly and in a consistent way. We work within the spirit and the practice of the Equality Act 2010 by promoting a culture of respect and dignity and actively challenging discrimination, should it ever arise.
- 6.4 We will remove unnecessary barriers for our employees' seeking opportunities through training and development, promotion, and career planning.

7. Sustainability/Climate Change Implications

- 7.1 In line with SBC, SDS are committed to becoming carbon neutral.
- 7.2 With SDS being a locally based company, we are helping our customers reduce their carbon footprint.
- 7.3 Wherever possible SDS makes sure waste is recycled, repurposed, or reused, and diverted from landfill.
 - (a) Food waste goes to the Anaerobic digester at Charlton Lane where it creates electricity and inert compost.
 - (b) General waste goes to the Energy from waste plant at Charlton Lane to create electricity.
 - (c) Recycling goes to Grndon recycling centre in Colnbrook where it is separated and recycled.
- 7.4 By diverting one tonne of general waste from landfill SDS saves around 1.5 tonnes of CO₂ going into the atmosphere.
- 7.5 Currently only about 1% of the waste SDS collects ends up in landfill, which is the residual waste left over from the energy from waste processes.
- 7.6 SDS' general waste has produced approximately 215,000KW hours of electricity between August 2022 and March 2023, which goes back into the Nation grid, helping reduce the need for coal or diesel fuelled energy production.
- 7.7 SDS will continue to seek the best solutions to any waste that is collected and look at the most carbon friendly solutions to operating their business.

8. Contact

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