

Written statement of a key decision
Cabinet member commissioning, procurement and assets

Title	To review and authorise a resourcing plan that will be required to take forward and implement the outcome of the waste management review
Decision maker	Cabinet member commissioning, procurement and assets Information about cabinet, including the names and contact details of the cabinet members, can be found here: http://councillors.herefordshire.gov.uk/mgCommitteeDetails.aspx?ID=251
Date of decision	5 February 2021
Report exemption class	Open
Reason for being a key decision	<p>This is a key decision because it is likely to result in the council incurring expenditure which is, or the making of savings which are, significant having regard to the council's budget for the service or function concerned. A threshold of £500,000 is regarded as significant.</p> <p>This is a key decision because it is likely to be significant having regard to: the strategic nature of the decision; and / or whether the outcome will have an impact, for better or worse, on the amenity of the community or quality of service provided by the authority to a significant number of people living or working in the locality (two or more wards) affected.</p>
A notice was served in accordance with Part 3 (Key decisions) of The Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012.	
General exception or special urgency (as defined in the constitution)	No
Purpose	<p>The purpose of this decision is to seek authorisation for expenditure of up to £821,000 to resource and implement the outcome of the waste review. The council is currently undertaking a waste management review whereby the council is likely to be responsible for delivering a significant change programme to deliver changes in the way that waste is collected and disposed of throughout the county.</p> <p>There will be a need for expertise across waste contract procurement, public communications, strategic waste management</p>

	and the capacity to implement change within the organisation
Decision	<p>(a) To authorise expenditure up to the value of £511,000 to fund temporary 3 year fixed term staff resources, anticipated to be 4 full time equivalent posts and to be reviewed throughout the time of the project, to carry out the necessary work as outlined in this report to renew both the collection and disposal contracts and implement a transformed new waste management service across Herefordshire Council;</p> <p>(b) To authorise initial expenditure up to the value of £250,000 to enable the Waste Transformation team to procure waste management options appraisals, specialist procurement advice and specialist technical advice as required for both the waste collection and waste disposal services, to enhance the successful design, contract renewal and delivery of the new services over the next 3 years;</p> <p>(c) To authorise expenditure up to the value of £60,000 to jointly undertake market research, engagement and assessments, waste flow analysis and to further explore joint working opportunities to extend the existing waste partnership with Worcestershire County Council;</p> <p>(d) Subject to the provisions of the Financial Procedure Rules, the Assistant Director for Regulatory, Environment and Waste be authorised to take all operational decisions required to implement the above recommendations.</p>
Reason for the decision	<p>As set out in the report. Documents relating to this decision are available at</p> <p>http://councillors.herefordshire.gov.uk/mglIssueHistoryHome.aspx?IId=50035661</p>
Options considered	<p>1. Do nothing - This is not an option as the current waste collection arrangements are due to expire in November 2023 and there is no further extension option. The waste collection and disposal services are a statutory service that the council have to provide so therefore its not an option to do nothing.</p> <p>2. To not invest in a Waste Transformation Team to deliver this significant change programme - This is not recommended due to the significant workloads and limited time constraints associated with redeveloping and re-procuring these essential services. Investment in additional officer capacity to undertake and implement this review was a key recommendation of General Scrutiny Committee following the report produced by Waste Management Task & Finish group which the councils Cabinet accepted as an action it wished to pursue.</p> <p>3. To not secure external technical and procurement</p>

	<p>advice as required - This is not recommended due to the need to redesign the service, carry out market testing and procure new collection and disposal services worth £15m per year to the council. Currently the council does not have the skills/experiences in-house as it is such a specialist/technical exercise.</p> <p>4. To not jointly fund and undertake market research, engagement and assessments, waste flow analysis and to further explore joint working opportunities with Worcestershire Council – This is not recommended as joint undertaking of essential scoping and development works avoids duplication, offers better value for money and will consider and recommend further joint working and commissioning opportunities. Of particular note is need to jointly consider options for the future management and use of the Energy from Waste facility in Hartlebury which processes residual waste from both Herefordshire and Worcestershire and is jointly owned by the two authorities. This is also a key recommendation of General Scrutiny Committee following the report produced by the Waste Management Task & Finish group.</p>
Declarations of interest (see below)	
Call-in expiry date (decisions are not subject to call-in where special urgency provisions apply)	11 February 2021

<p>Councillor:</p> <p>Cabinet member commissioning, procurement and assets (Councillor Gemma Davies)</p>	<p>Date 5 February 2021</p>
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- a record of any conflict of interest declared by any executive member who is consulted by the member which relates to the decision;

and

- in respect of any declared conflict of interest, a note of dispensation granted.