

General Scrutiny Committee – 29 November 2019

Title of review	Waste Management Strategic Review
Scope The review will focus on the following issues and future challenges: <ol style="list-style-type: none"> 1. The council's option to extend its existing joint waste disposal service with Worcestershire County Council 2. Future service options for the waste collection service 3. Different service delivery options, external provider(s), in house management & operation and partnering options 	
Reason for review	The review will support policy development by providing the task and finish group findings and recommendations to the cabinet member for contracts and assets (Cllr. Gemma Davies) and the waste management team.
Links to the corporate plan	The review contributes to the following objectives contained in the Herefordshire corporate plan and other key plans and strategies: <ul style="list-style-type: none"> • Reduce the amount of household waste per person (kg) per year • Preparing for changes proposed in Resource and Waste Strategy for England 2018
Summary of the review and terms of reference	<p>Summary: As a Unitary Authority the council has statutory functions as both a Waste Collection Authority (WCA) and Waste Disposal Authority (WDA).</p> <p>Existing contracts for the provision of the councils waste management services expire at the end of 2023/start of 2024. Alongside current contracts ending, the government's Resource and Waste Strategy for England 2018 promises the greatest change to waste policy in a generation, including a more consistent approach to waste management with the rest of Europe, Scotland and Wales.</p> <p>Although uncertainty exists while our relationship with Europe remains unresolved and policy is still in development, the council will still need to decide what waste services it wishes to provide in future and how future challenges are considered.</p> <p>The Current Service Waste management is a multi-disciplinary service featuring facility design and operation, maintenance and engineering, logistics, materials handling and staff management. The service is also the most significant contributor to council's carbon footprint (if included in measurement). Services provided include:</p> <p>Waste Collection (Herefordshire Council)</p> <ul style="list-style-type: none"> • Fortnightly collection of mixed dry recycling from green wheeled bins • Fortnightly collection of residual waste from black wheeled bins • Commercial waste and recycling collection service • Bulky waste collection service • Clinical waste collection • 2 Waste collection depots

	<p>Waste Disposal (with Worcester County Council)</p> <ul style="list-style-type: none"> • 6 Household waste & recycling centres • 2 waste transfer stations • Joint waste transport • Joint energy from waste plant • Joint materials reclamation facility • Treatment and re-processing arrangements* <p>Overarching (HC)</p> <ul style="list-style-type: none"> • Waste awareness, education and promotion <p>*For example sub contracts with scrap metal merchants, paper re-processors and timber merchants.</p> <p>Key Issues</p> <ol style="list-style-type: none"> 1. The waste collection contract expires on 1 November 2023, there is no further option to extend. 2. The waste disposal contract is a joint contract with Worcestershire County Council, it will expire on 10 January 2024 but has a 5 year extension option (if triggered will take it to 10 January 2029). 3. The Resource and Waste Strategy 2018 proposes significant changes with the government committing to implement: <ul style="list-style-type: none"> • Mandatory weekly food waste collection services from 2023 • Extended producer responsibility requirements for packaging producers to pay for the cost of dealing with waste packaging • Deposit return scheme for all drinks containers up to 3 litres • Funding to meet any net additional costs to Local Authorities <p>There are also further measures on which there is likely to be further consultation before decisions are made, including:</p> <ul style="list-style-type: none"> • Minimum service standards, which could impose limits on collection frequency and what materials must be collected separately. • Whether separate garden waste collections are to be required free to householders or chargeable <p>The impact of these changes will be significant in terms of resourcing, performance and cost. Practical implications are also significant, including likely changes to waste composition, new fleet requirements, waste treatment needs and of course the public expectation and acceptance of changes to the service.</p> <p>Terms of Reference:</p> <p>The review will:</p> <ol style="list-style-type: none"> 1. Understand the issues and future challenges relating to the waste management service for Herefordshire Council 2. Provide findings and recommendations on issues and challenges to the council's executive, cabinet member contracts and assets and waste management team <p>Membership: TBC Cllr Gemma Davies (Cabinet Member) 3 to 4 Cross Party Members</p>
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What will NOT be included	<ul style="list-style-type: none"> • Changes/improvements to existing services
Potential outcomes	<ul style="list-style-type: none"> • Understanding of future challenges • Greater member awareness • Cross party involvement • Informed future decision making • Future service provision more likely to reflect needs of Herefordshire
Key Questions	<ol style="list-style-type: none"> 1. What do we want our service to be in future? 2. What is the best way of providing this service? 3. How can we minimise environmental harm? 4. How best can it contribute to wider council objectives on the environment, economy and people?
Cabinet Member(s)	Cabinet member for Contracts and Assets Cabinet member?
Key stakeholders / Consultees	Internal – Director for Economy and Place External – Public (if consultation is wanted at this stage)
Potential witnesses	Waste Management Team (9 Staff) Paul Morris/Grant Harvey, Contract Managers FCC Environment Defra (if possible) for view on future
Research Required	<ul style="list-style-type: none"> • Understanding existing service performance and costs • Reviewing waste policy and policy direction • Local Authority Benchmarking – to compare performance and cost with other to show what is possible • Learning from experience elsewhere
Potential Visits	Energy from Waste Facility Materials Recovery Facility Household Recycling Centres Collection Crews Low cost and high performing authorities
Publicity Requirements	TBC

Outline Timetable:	
<i>Activity</i>	<i>Timescale</i>
Confirm approach, Terms of Reference, programme of consultation/research/provisional witnesses/meeting dates	December 2019
Policy Review	December 2019
Review and compare existing service provision	January 2020
Consider Options	February 2020
Service Delivery Options	March 2020
Initial Report	May 2020
Further work and Actions as Required	June 2020 onward

members –	
Chair	
Support Members	
Co-optees	

Support Officers	Waste Operations Team Leader, Nicola Percival Waste Disposal Team Leader, Kenton Vigus Member Support Staff x 1
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