

Waste, a Strategic Review



September 2020

Introduction and Purpose of Review

Our waste management service is a statutory service with requirements set out in legislation. It is provided to and used by every household (and resident) in Herefordshire.

There are three main drivers for this review:

1. Arrangements for providing the service expire in 3 years at the end of 2023
2. The Resource and Waste Strategy 2018 labelled a “once in a generation policy change” will have significant implications on how the waste management service is provided from 2023
3. The Council is ambitious in wishing to tackle the climate and ecological emergency

Our Vision

Waste not, want not...we value resources and their use. We will reduce resource consumption and embrace the circular economy to maximise the life of products and materials. We treat the materials we collect as resources not waste.

Future Requirements

- Resource and Waste Strategy (for England) 2018 intends to bring about a more circular economy, it includes measures to:
 - Extension of producer responsibility for packaging producers, meaning they will pay for the cost of dealing with packaging waste
 - Possible bans for plastic materials where sustainable alternatives exist
 - Consistent **recycling collections** (all local authorities collecting the same materials)
 - 65% Recycling Target by 2035
 - Compulsory weekly **food waste** collection
 - Separate **garden waste** collection
 - Initiatives to encourage urban recycling
 - Initiatives to tackle waste crime

Future Requirements

- Implementation

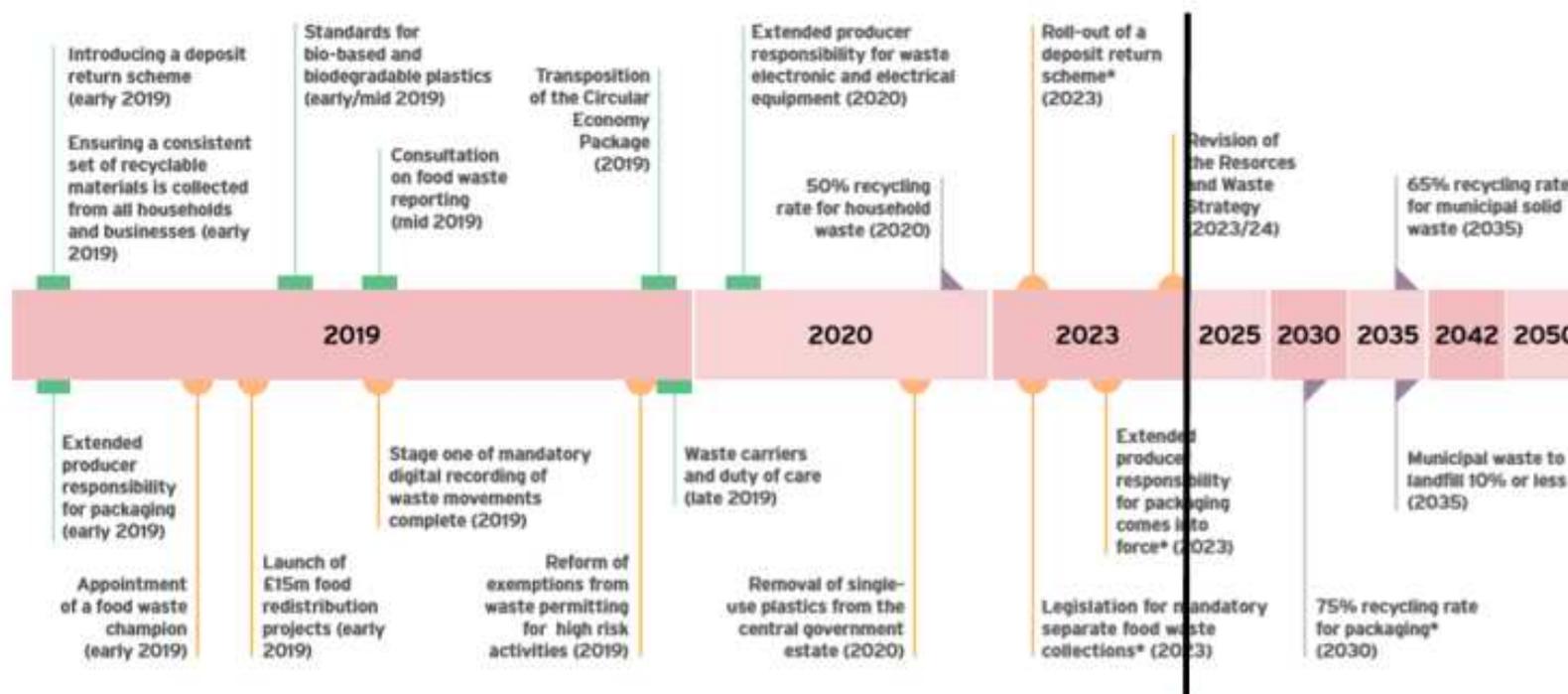


Figure 3 Resource and Waste Strategy Implementation

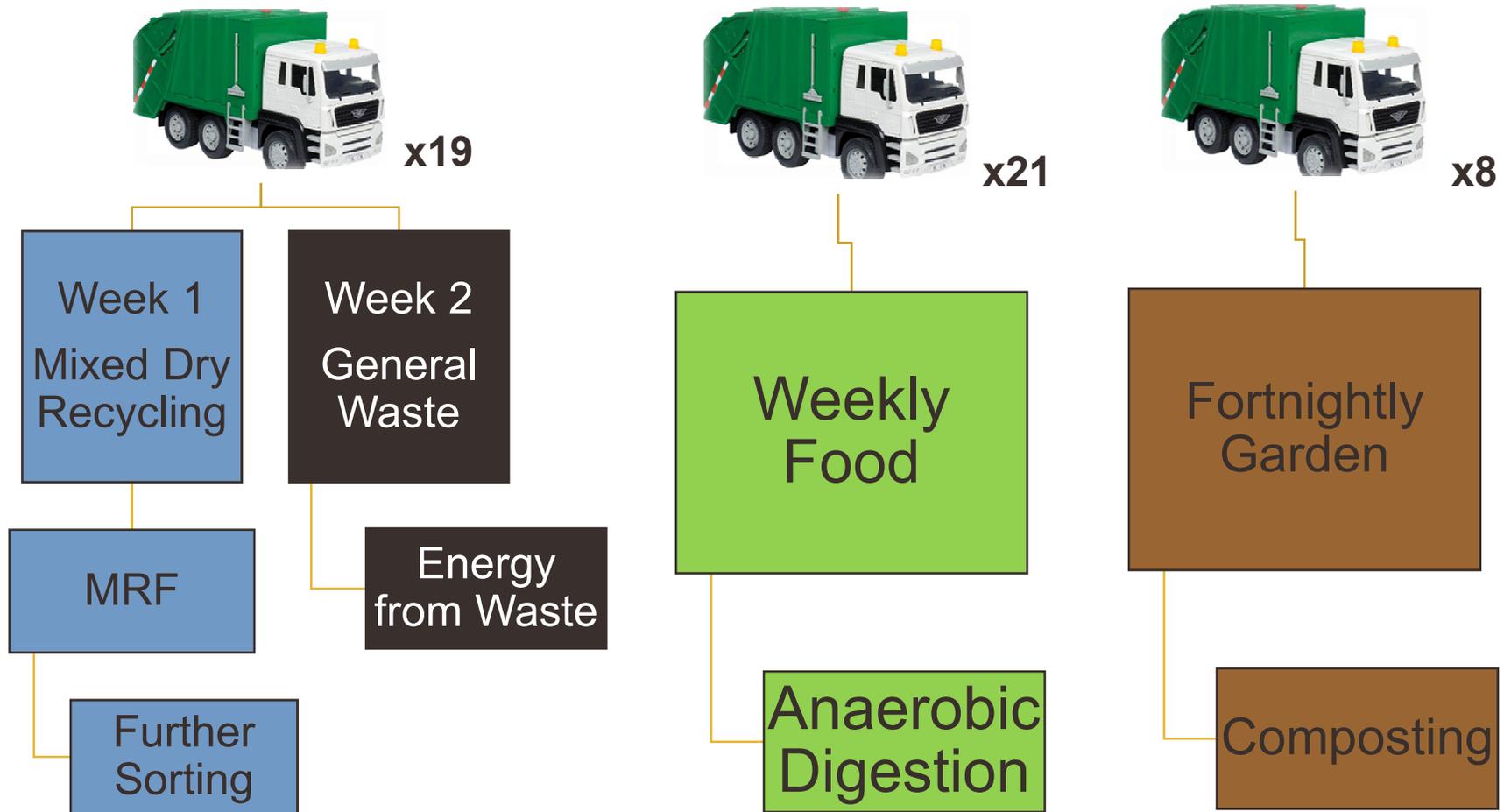
Current Contracts Expire

Service Options

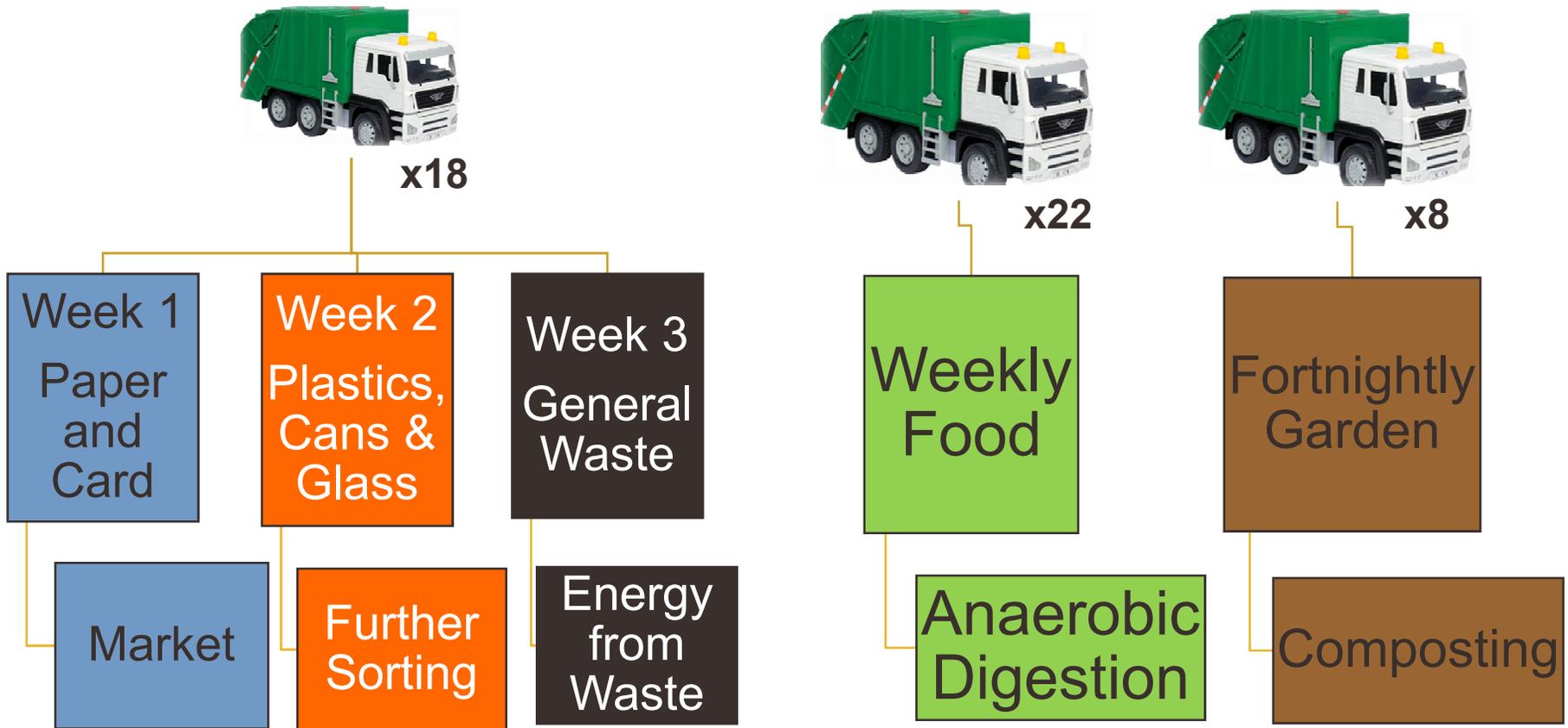
- Three waste collection options have been considered in report



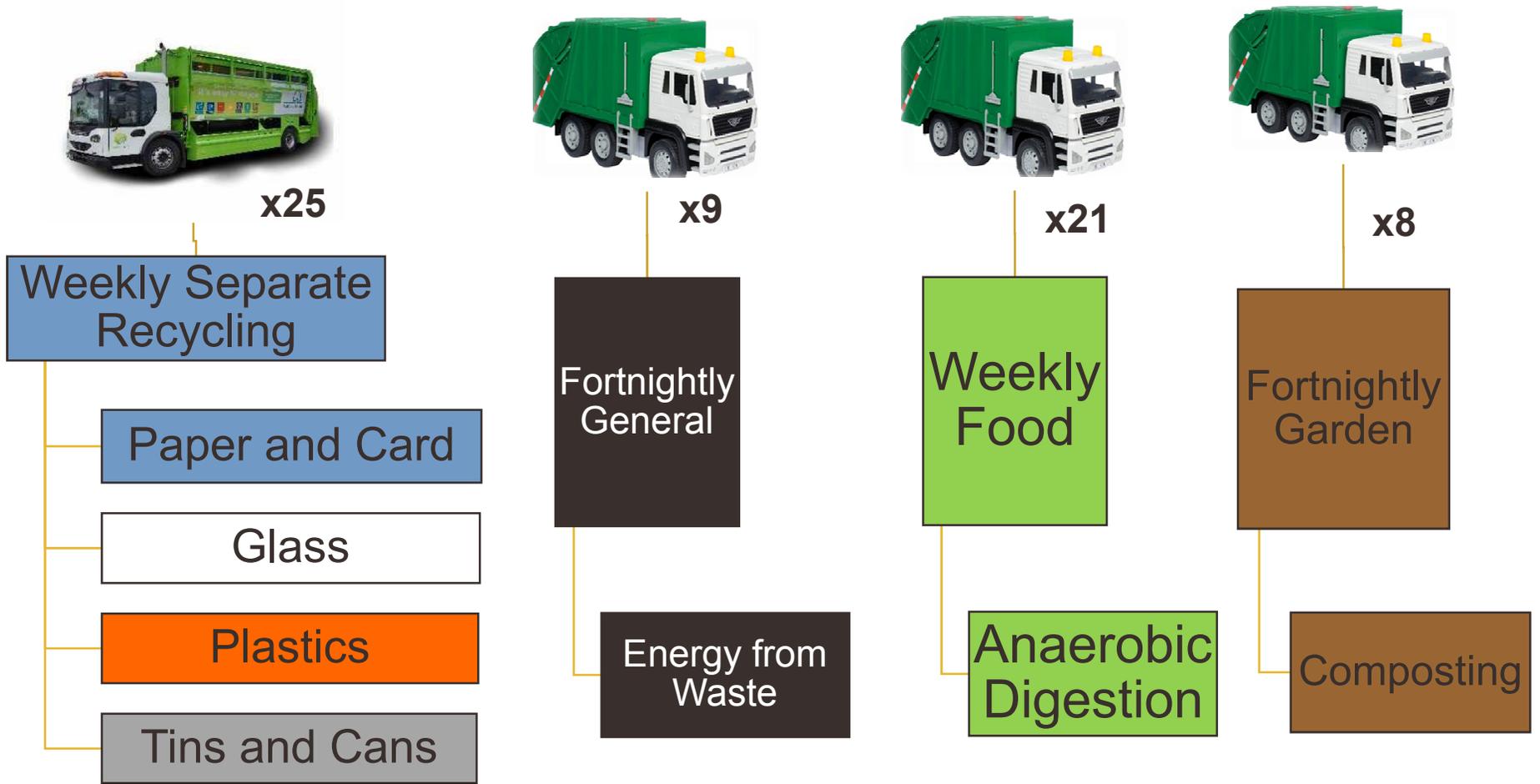
Option 1 (As is + Food + Garden)



Option 2 (Three weekly + Food + Garden)



Option 3 (Kerbside Sort + Food + Garden)



Key Findings (Service Options)

Resourcing and Performance		Option 1 Comingled Recycling	Option 2 Two Stream	Option 3 Kerbside Sort
SECTION 1 – Resource Requirements				
Number of vehicles and operational staff needed to provide the service				
Fleet Requirement	Residual	19	18	9
	Recycling			25
	Food Waste	21	22	21
	Garden Waste	8	8	8
	TOTAL	48	48	63
Drivers and Loaders		126	127	174
SECTION 2 – Performance of household recycling and residual collection				
Expected household waste arising and performance				
Residual		24,401	20,987	26,193
Recycling		16,756	18,132	16,756
Food		5,311	7,085	5,311
Garden		16,387	16,387	16,387
Contamination		3,211	3,475	1,420
Total Collected		66,066	66,066	66,067
Dry Recycling Rate		25%	27%	25%
Recycling Rate		58%	63%	58%

Key Findings (Service Options)

	Option 1 Comingled Recycling	Option 2 Two Stream	Option 3 Kerbside Sort
SECTION 3 – Costs for recycling and residual waste collection and treatment			
Operational costs for recycling and residual waste are presented so the costs of continuing the existing Comingled Recycling (AWC) service (column 1) can be compared to alternative options of Two Stream (ATWC) or Kerbside Sort. Costs of food waste and garden waste are excluded and separately illustrated.			
Residual Waste Collection	£2,078,705	£1,458,007	£2,078,787
Recycling Collection	£2,078,705	£2,877,545	£4,078,736
SUB TOTAL	£4,157,410	£4,335,552	£6,157,523
Residual Treatment Cost	£2,398,617	£2,063,052	£2,574,790
Recycling Cost	£368,628	-£76,000	-£1,084,428
Storage and Transfer	£219,992	£219,992	£226,264
Waste Transport	£188,564	£187,774	£193,941
SUB TOTAL	£3,175,801	£2,394,818	£1,910,567
TOTAL	£7,333,211	£6,729,448	£8,068,090
SECTION 4 – Costs for food waste and garden waste collection and treatment			
Operational costs of storing, transfer, recycling, treatment and disposal of food and garden waste collected. This is separately illustrated as these represent new services the council does not currently provide, thus they represent the greatest impact on additional cost and improved performance.			
Note: The option of supplying caddy liners has been excluded.			
Food Waste Collection	£2,058,219	£2,146,613	£2,058,219
Garden Waste Collection	£1,684,144	£1,684,144	£1,684,144
SUB TOTAL	£3,742,363	£3,830,757	£3,742,363
Food Treatment Cost	£138,086	£184,210	£138,086
Garden Treatment Cost	£309,950	£309,950	£309,950
SUB TOTAL	£448,036	£494,160	£448,036
TOTAL FOOD & GARDEN	£4,190,399	£4,324,917	£4,190,399
SECTION 5 – Total Service costs for collection and respective treatment of wastes collected.			
Total operational costs for providing the household recycling and waste collection service and associated storage, transfer, transport and treatment. Cost per household is provided for comparison with Table 3. Cost per household + £3m (for HRC and management costs is also provided to allow more direct comparison)			
TOTAL SERVICE COSTS	£11,523,610	£11,054,365	£12,258,489
Cost per Household	£137	£131	£145
<i>Per Household (inc. HRCs)</i>	<i>£172</i>	<i>£167</i>	<i>£181</i>

Service Options

Criteria		<i>Option 1</i> Comingled Recycling	<i>Option 2</i> Two Stream Recycling	<i>Option 3</i> Kerbside Sort Recycling
Our Priorities	Treating Waste as a Resource	Lowest quality	Moderate quality	Highest quality
	Prioritising Public Acceptance	Least change for residents	Moderate change	Most change
	Maximising Reuse Opportunities	Limited option to include more materials	Some options to include more materials	Options to include more materials (e.g. textiles)
Our Objectives	Environmental Impact (Vehicles)	Smallest fleet	Smallest fleet	Largest fleet
	Environmental Impact (Resource)	Low quality materials	Moderate quality	High quality better opportunities for closed loop recycling
	Social Value Objectives	Moderate employment and local re-processing opportunities	Moderate employment and local re-processing opportunities	Greatest employment and local re-processing opportunities
	Economic Objectives	Moderate cost	Lowest cost	Highest cost
Other Criteria	Legal Compliance (Frequency of collection)	Likely to comply	Least likely to comply	Most likely to comply
	Legal Compliance (Recycling Quality)	Lowest quality	Moderate quality	Highest quality
	Practical Service Delivery	Least change for service	Moderate change	Greatest change
	Flexibility of Service	Limited once configured	Limited once configured	Limited once configured

Comissioning

Start	August 2020	December 2020	April 2021	June 2021	January 2022	January 2023
End	November 2020	March 2021	May 2021	December 2021	December 2022	November 2023
Length	3 Months	3 Months	2 Months	7 Months	1 Year	10 Months
Action	Considering Options	Public Consultation	Select Preferred Option(s)	Design Service and Produce Strategy	Commission / Procure Service	Mobilise and Implement
Key Tasks	Complete Strategic Review Report to General Overview and Scrutiny Report to Cabinet	Consult on key options with public and key stakeholders to inform preferred service options	Report to Cabinet to approve approach	Design service and produce strategy for how it will be delivered Report to cabinet to approve strategy Research and pilot services as required	Commission new services whether that be by procuring private service contractors or providing the service in house or a mix of the two.	Minimum 9 Month mobilisation period to enable providers to resource new service



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Key Recommendations

- Treat waste as a resource to bring about a circular economy approach
- Prioritise public acceptance, consult and engage with our customers including them in this journey
- Maximise re-use, particularly through our Household Recycling Centres to prevent loss of valuable resources.
- ACT NOW with staff and resource to avoid further delay and significant risk of poor outcomes (cost, quality and performance)
- Progress options 2 and 3 to public consultation to inform decisions on preferred approach.

Key Risks

Further Delay

- Commissioning timescales are already tight. Further delay will restrict ability to fully consider options and approaches resulting in poor decisions and undesirable outcomes.

Lack of resourcing and commissioning strategy

- Failing to appreciate the scale of the work required, appoint suitable staff to undertake the work and allocate resource will mean the council will be unable to put in place new services on expiry of current arrangements.

ACTIONS

- **Accept the recommendations in this report**
To inform decision making and ensure the best possible outcomes for the council and its residents
- **Act Now**
To avoid further delay and reduce risk of poor decisions being made
- **Appoint staff and allocate resource to do the work**
To ensure we have the capability and capacity to do this well

Closing remarks, review of recommendations and questions