

Agenda

Cabinet

Date: Thursday 25 November 2021

Time: **2.30 pm**

Place: Herefordshire Council Offices, Plough Lane, Hereford,

HR4 0LE

Notes: Please note the time, date and venue of the meeting.

For any further information please contact:

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If you would like help to understand this document, or would like it in another format, please call Sarah Buffrey on (01432) 260176 or e-mail sarah.buffrey@herefordshire.gov.uk in advance of the meeting.

Agenda for the meeting of Cabinet

Membership

Chairperson Vice-Chairperson

Councillor David Hitchiner, Leader of the Council Councillor Liz Harvey, Deputy Leader of the Council

Councillor Ellie Chowns
Councillor Pauline Crockett
Councillor Gemma Davies
Councillor John Harrington
Councillor Diana Toynbee
Councillor Ange Tyler

Agenda **Pages** 1. APOLOGIES FOR ABSENCE To receive any apologies for absence. **DECLARATIONS OF INTEREST** 2. To receive declarations of interests in respect of Schedule 1, Schedule 2 or Other Interests from members of the committee in respect of items on the agenda. **MINUTES** 3. 11 - 18 To approve and sign the minutes of the meeting held on 28 October 2021. **HOW TO SUBMIT QUESTIONS** The deadline for submission of questions for this meeting is: 9:30am on Monday 22 November 2021. Questions must be submitted to councillorservices@herefordshire.gov.uk. Questions sent to any other address may not be accepted. Accepted questions and the response to them will be published as a supplement to the agenda papers prior to the meeting. Further information and guidance is available at https://www.herefordshire.gov.uk/getinvolved 4. QUESTIONS FROM MEMBERS OF THE PUBLIC To receive questions from members of the public. 5. **QUESTIONS FROM COUNCILLORS** To receive questions from councillors. **WASTE MANAGEMENT REVIEW - WASTE COLLECTION** 19 - 318 6. Further to the adoption of the Council's new Integrated Waste Management Strategy in July 2021 and subsequent planning for additional commissioning this report seeks to agree the council's preferred waste collection arrangements necessary to implement the strategy. 7. WASTE MANAGEMENT REVIEW - WASTE DISPOSAL 319 - 380Further to the adoption of the council's new Integrated Waste Management Strategy in July 2021 and subsequent planning for additional commissioning this report seeks to agree the council's preferred waste disposal arrangements necessary to implement the strategy. 8. **QUARTER 2 BUDGET & PERFORMANCE REPORT** 381 - 436 To review performance for Quarter 2 2021/22 and the final budget outturn for

To provide assurance that progress has being made towards delivery of the

the year.

Herefordshire Council 25 NOVEMBER 2021

agreed revenue budget and service delivery targets, and that the reasons for major variances or potential under-performance are understood and are being addressed to the cabinet's satisfaction.

9. REVIEW OF THE STATEMENT OF COMMUNITY INVOLVEMENT (SCI)

437 - 460

To recommend to Council the adoption of the Herefordshire Council's revised statement of community involvement.

10. MAYLORD ORCHARDS INTERIM MANAGEMENT PLAN

461 - 470

To approve the Maylord Orchard Interim Management Plan.

11. SECTION 106 PORTFOLIO OF WORKS - DELIVERY PROPOSALS

471 - 480

To obtain approval of the procurement route, new delivery proposals and processes and to put in place appropriate delegation to approve the spend and resources required in connection with the delivery of the Section 106 schemes identified.

The Public's Rights to Information and Attendance at Meetings

In view of the continued prevalence of covid-19, we have introduced changes to our usual procedures for accessing public meetings. These will help to keep our councillors, staff and members of the public safe.

Please take time to read the latest guidance on the council website by following the link at www.herefordshire.gov.uk/meetings and support us in promoting a safe environment for everyone. If you have any queries please contact the Governance Support Team on 01432 261699 or at governancesupportteam@herefordshire.gov.uk

We will review and update this guidance in line with Government advice and restrictions. Thank you for your help in keeping Herefordshire Council meetings safe.

You have a right to:

- Attend all Council, Cabinet, Committee and Sub-Committee meetings unless the business to be transacted would disclose 'confidential' or 'exempt' information.
- Inspect agenda and public reports at least five clear days before the date of the meeting.
 Agenda and reports (relating to items to be considered in public) are available at www.herefordshire.gov.uk/meetings
- Inspect minutes of the Council and all committees and sub-committees and written statements of decisions taken by the Cabinet or individual Cabinet Members for up to six years following a meeting.
- Inspect background papers used in the preparation of public reports for a period of up to four years from the date of the meeting. (A list of the background papers to a report is given at the end of each report). A background paper is a document on which the officer has relied in writing the report and which otherwise is not available to the public.
- Access to a public register stating the names, addresses and wards of all Councillors with details of the membership of Cabinet and of all Committees and Sub-Committees. Information about councillors is available at www.herefordshire.gov.uk/councillors
- Have access to a list specifying those powers on which the Council have delegated decision making to their officers identifying the officers concerned by title. Information about councillors is available at www.herefordshire.gov.uk/councillors
- Copy any of the documents mentioned above to which you have a right of access, subject to a reasonable charge (20p per sheet subject to a maximum of £5.00 per agenda plus a nominal fee of £1.50 for postage).
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Members of the public are advised that if you do not wish to be filmed or photographed you should let the governance services team know before the meeting starts so that anyone who intends filming or photographing the meeting can be made aware.

The reporting of meetings is subject to the law and it is the responsibility of those doing the reporting to ensure that they comply.

The council may make a recording of this public meeting or stream it live to the council's website. Such recordings form part of the record of the meeting and are made available for members of the public via the council's web-site.

Public transport links

The Herefordshire Council office at Plough Lane is located off Whitecross Road in Hereford, approximately 1 kilometre from the City Bus Station.

The location of the office and details of city bus services can be viewed at: http://www.herefordshire.gov.uk/downloads/file/1597/hereford-city-bus-map-local-services-



Guide to Cabinet

The Executive or Cabinet of the Herefordshire Council consists of a Leader and Deputy Leader and six other Cabinet Members each with their own individual programme area responsibilities. The current Cabinet membership is:

Cllr David Hitchiner (Leader) (Independents for Herefordshire)	Corporate Strategy and Budget
Cllr Liz Harvey (Deputy Leader) (Independents for Herefordshire)	Finance, Corporate Services and Planning
Cllr Diana Toynbee (The Green Party)	Children's and Family Services, and Young People's Attainment
Cllr Gemma Davies (Independents for Herefordshire)	Commissioning, Procurement and assets
Cllr Ellie Chowns (The Green Party)	Environment and Economy
Cllr Pauline Crockett (Independents for Herefordshire)	Health and Adult Wellbeing
Cllr Ange Tyler (Independents for Herefordshire)	Housing, regulatory services, and community safety
Cllr John Harrington (Independents for Herefordshire)	Infrastructure and Transport

The Cabinet's roles are:

- To consider the overall management and direction of the Council. Directed by the Leader of the Council, it will work with senior managers to ensure the policies of Herefordshire are clear and carried through effectively;
- To propose to Council a strategic policy framework and individual strategic policies;
- To identify priorities and recommend them to Council;
- To propose to Council the Council's budget and levels of Council Tax;
- To give guidance in relation to: policy co-ordination; implementation of policy; management of the Council; senior employees in relation to day to day implementation issues;
- To receive reports from Cabinet Members on significant matters requiring consideration and proposals for new or amended policies and initiatives;
- To consider and determine policy issues within the policy framework covering more than one programme area and issues relating to the implementation of the outcomes of monitoring reviews.

Who attends cabinet meetings?

Members of the cabinet, including the leader of the council and deputy leader – these are the decision makers, only members of the cabinet can vote on recommendations put to the meeting.
Officers of the council – attend to present reports and give technical advice to cabinet members
Chairpersons of scrutiny committees – attend to present the views of their committee if it has considered the item under discussion
Political group leaders attend to present the views of their political group on the item under discussion. Other councillors may also attend as observers but are not entitled to take part in the discussion.

Updated: 1 October 2021



The Seven Principles of Public Life

(Nolan Principles)

1. Selflessness

Holders of public office should act solely in terms of the public interest.

2. Integrity

Holders of public office must avoid placing themselves under any obligation to people or organisations that might try inappropriately to influence them in their work. They should not act or take decisions in order to gain financial or other material benefits for themselves, their family, or their friends. They must declare and resolve any interests and relationships.

3. Objectivity

Holders of public office must act and take decisions impartially, fairly and on merit, using the best evidence and without discrimination or bias.

4. Accountability

Holders of public office are accountable to the public for their decisions and actions and must submit themselves to the scrutiny necessary to ensure this.

5. Openness

Holders of public office should act and take decisions in an open and transparent manner. Information should not be withheld from the public unless there are clear and lawful reasons for so doing.

6. Honesty

Holders of public office should be truthful.

7. Leadership

Holders of public office should exhibit these principles in their own behaviour. They should actively promote and robustly support the principles and be willing to challenge poor behaviour wherever it occurs.

Herefordshire Council

Minutes of the meeting of Cabinet held at Herefordshire Council Offices, Plough Lane, Hereford, HR4 0LE on Thursday 28 October 2021 at 2.30 pm

Present: Councillor David Hitchiner, Leader of the Council (Chairperson)*

Councillor Liz Harvey, Deputy Leader of the Council (Vice-Chairperson)

Councillors Ellie Chowns and Diana Toynbee

Cabinet support

members in attendance

Councillors John Hardwick and Kath Hey

Group leaders / representatives in

representatives in attendance Councillors Peter Jinman, Terry James, Bob Matthews and Nigel Shaw

Scrutiny chairpersons in

attendance

Councillors Elissa Swinglehurst and Phillip Howells

Other councillors in

attendance:

Councillors Pauline Crockett and Gemma Davies

Officers in attendance: Chief Executive, Interim Head of Legal Services, Acting Director for Adults

and Communities, Interim Director of Children and Families and statutory Director of Children's Services, Head of corporate finance and Interim

Service Director Environment, Highways and Waste

57. APOLOGIES FOR ABSENCE

Apologies were received from Councillors John Harrington and Ange Tyler.

*Councillors David Hitchiner, Pauline Crockett and Gemma Davies attended the meeting remotely and did not vote on the decisions taken.

58. DECLARATIONS OF INTEREST

None.

59. MINUTES

Resolved: That the minutes of the meetings held on 23 September and 30

September 2021 be approved as a correct record and signed by the

Chairperson.

60. QUESTIONS FROM MEMBERS OF THE PUBLIC (Pages 5 - 8)

Questions received and responses given are attached as appendix 1 to the minutes.

61. QUESTIONS FROM COUNCILLORS

There were no questions from councillors.

62. IMPROVEMENT PLAN FOR CHILDREN AND FAMILIES

The cabinet member children and families introduced the item and explained that the draft plan had been widely circulated and feedback received had been taken on board. The operational plan was designed to be a live document so would be updated regularly. A number of updates and briefings had been provided to all councillors on this plan.

Cabinet members queried the steps being taken to improve recruitment and retention of staff and heard that this was a regional and national challenge. They also noted that financial support had been provided from the earmarked reserve for children's services improvement and that it was hoped additional financial support would be forthcoming from the Department for Education.

Thanks were expressed to everyone who had contributed to the plans and to staff working on the front line of the service.

The chairperson of the children and young people scrutiny committee commented on the plan saying that:

- The majority of the plan was felt to be good;
- The scrutiny committee had not yet formally reviewed the plan;
- The role of scrutiny going forward had still to be shaped;
- SEND was not mentioned enough in the plan;
- There was a lack of detail on how talk community could be involved.

It was noted that, if the grant funding bid was successful, some of that resource might be used to develop the work on areas such as talk community. Councillors had played an important role in putting the plan together and it was hoped this would continue.

Group leaders and representatives generally welcomed the plans. It was highlighted that:

- The way the plans were implemented would be key;
- The plans represented the start of the journey;
- Many of the issues identified had been highlighted in the past, it was hoped this plan would produce lasting improvement;
- The phrase 'family centred county' was suggested in place of 'child centred' by one group;
- In some areas the financial arrangements needed more detail.

The cabinet member children and families closed the discussion, noting that mechanisms to give assurance were built into the plans and that further work would take place on areas such as the role of talk community.

It was resolved that

- a) Cabinet note the activity undertaken to inform and develop our Strategic and Operational Plans;
- b) Cabinet endorse the Strategic Plan accepted by the independently chaired Improvement Board on 11 October 2021 in order that it can be presented to the Department for Education, in compliance with the non-statutory improvement notice.

The leader of the council made closing comments expressing the determination of all involved to get this right and that it would require a team effort throughout the council and working with partners. He appealed to communities to support this effort and commended community volunteers who were a vital part of this. Hearing the voice of the child was important and the leader would be exploring ways for him personally to hear from children and young people.

63. APPROVE A PREFERRED OPTION FOR THE DEVELOPMENT OF A NEW CARE FACILITY IN HEREFORDSHIRE FOR MEETING FUTURE DEMAND AND SERVICE DELIVERY

The cabinet member health and adult wellbeing introduced the item. She summarised the need for additional care capacity in the county and recommended that option 4 of the feasibility study be taken forward for further investigation.

The acting director for adults and communities summarised the report. He explained that the council met regularly with representatives of the market and that the published market position statement set out the intended direction of travel to a mixed economy with the council investing in its own provision. An 80 bed establishment was economic to run and could provide the type of care at the level required. Recent care home closures had reduced provision.

Cabinet members noted that:

- The report also proposed undertaking a similar feasibility study into care home provision for children and was an example of strategic thinking across the adults and children's directorates;
- The council needed to meet its statutory responsibilities and prepare for the demands of an aging population;
- It was important to choose the right size of facility and the right location;
- The development would see the future homes standard put into practice;
- A single 80 bed facility would replace the beds lost by recent closures and provide a modest increase, the council might need to bring forward further schemes in the future if this one was successful and demand increased.

Group leaders and representatives commented on the proposals. Option 4 was generally supported, with option 3 a possibility if a suitable property came to the market. It was highlighted that:

- It was important that the facility was managed in a cost effective way, the acting director explained that the council would build on the lessons learned from operating Hillside, which was running successfully and with operating costs comparable with other providers;
- Care needed to be taken not to distort the local market;
- The council needed to be clear what type of provision the proposed facility would provide;
- The council also needed to look at other measures to support people remaining in their own homes, such as tackling fuel poverty.

It was resolved that:

- a) Having considered the options appraisal for further development of additional care home facilities in Herefordshire Cabinet approves option 4.
- b) Authority is delegated to the Interim Director for Adults and Communities to take all appropriate steps to develop the preferred option in detail, for further consideration of cabinet.
- c) A similar options appraisal for new care home or other accommodation for children is prepared for cabinet's consideration.

The meeting ended at 4.17 pm

Chairperson

PUBLIC QUESTIONS TO CABINET - 28 OCTOBER 2021

Question 1

From: Mr M Willmont, Hereford

To: Cabinet member, infrastructure and transport

Recently, if I recall correctly, a Cabinet Member in discussing issues around the proposed transport hub at the Railway Station suggested that he would not want to see bus shelters in front of/obscuring the view of such an important Listed Building.

This being the case could the Council apply a similar approach to Shire Hall by removing the bus shelters in St Peters Square. These significantly obscure the view of the building and also are a major interference with events, primarily Remembrance Sunday, at the War Memorial. There is a sufficient covered waiting area by St Peters Church. Please remove the bus shelters by 14 November 2021.

Response

Thank you for your question Mr Willmont, that is a very good question and I tend to agree with you.

Obviously the The Shirehall bus waiting facilities, including shelters and improved access for disabled people have been in place for many years. The location provides bus users, many of whom are elderly and with reduced mobility, with safe access to the bus network and some protection from weather when they are waiting for their service. It is important that access is available from the passenger side entrance to the vehicle and the 3 stands have been designed for this purpose – this would not be the case if access was relocated to the adjacent St Peters Church location and hence would not be acceptable in terms of basic health and safety requirements.

Whilst I cannot support your suggestion to pull the shelters down by the 14th of next month (although I appreciate your determination and optimism, even if your tongue is firmly in cheek) it will be possible to look at locations of waiting facilities as part of the City Masterplan project and consider alternatives which maintain convenient and safe access for bus users and also consider overall public realm benefits. I will specifically ask the team dealing with both the Hereford City Centre Improvement (HCCI) project and the broader belated City Masterplan, that is beginning to be drawn together, to consider removing the shelters from in front of The Shirehall to give the public the best view of The Shirehall, which, as you point out, is a heritage asset which deserves respect and appreciation. I am confident we can relocate the same shelters close by in a way that works well.

As we begin to draw our City and County masterplans together, if you have any other thoughts on such matters and aspects of the City's or market town's built environment your experience and knowledge would be much appreciated and you may write directly to me if that is helpful and you so wish, it certainly will be helpful to me.

Question 2

From: Mr P McKay, Leominster

To: Cabinet member, infrastructure and transport

I have noticed that the map of DM Modifications is no longer available on the "Highways and public rights of way map" webpage. This was a useful map, showing what was, or was not, subject of Modification in an area, and I ask if you could confirm that it is Council policy to make such information available and check that it will be reinstated, perhaps as part of a Modification web page upgrade, with option to search from the map?

Response

Thank you for your question, my officers have checked the system and the Map can be viewed through the Online Highways and Public Rights of Way Map (Proposed PROW Orders Tab) using the following link:

Highways and public rights of way map - Herefordshire Council

The routes highlighted in red shows applications for definitive map modification orders, and amendments to the List Of Streets. This mapping includes both current applications and those that have been resolved either by now being recorded on the Definitive Map or having been rejected on grounds of insufficient evidence. The map is searchable by Settlement, Road or Address.

Alternatively the definitive map modification order (DMMO) register can be viewed at:

Definitive Map and Statement (DMS) - Herefordshire Council

The register is searchable by Parish, Town or Village.

Hope this answers your questions adequately Mr McKay but happy to discuss further.

Supplementary question

Thank you for your reply informing me of the new online location of this information.

Sometime ago the information regarding 'known anomalies' was taken off line, and I wonder if this also has a new location that I am not aware of, and if you could confirm that ways approved for submission on first definitive map as C.R.F. or C.R.B. by Parish Meeting, approved by Rural District Council, but shown by Herefordshire Council as F.P. or B.R. without any explanation to detriment of other users are included 'known anomalies', and if not arrange for them to be included, so that they may be subject to investigation in same manner as other 'known anomalies' as part of the 'Unresoursed Projects', reference BBLP Annual-Plan Annex 11 2020-21, acknowledging them as items to be addressed to avoid them becoming overlooked?

Response

A written response would be provided.

Question 3

From: Christine Price, Healthwatch Herefordshire To: cabinet member, children and families

I would like to ask the following question from healthwatch herefordshire in relation to the Children's improvement plan please.

The plan outlines a measure of success as 'what children and families tell us' and also on page 16 references 'service user groups'.

Can you outline who the SRO will be and who will implement engagement to gain feedback from children and families, what form this will take and how you will ensure it is continual, representative and effective.

Response

The responsible officer will be the Director of Children's and Families who will oversee engagement with new and existing service user representative groups and work with relevant advocacy and support services in Herefordshire (including Healthwatch Herefordshire) to ensure that current and future engagement activities are representative and effective. It is our intention to develop and publish an engagement strategy early in the New Year.



Title of report: Waste Management Review – Waste Collection

Meeting: Cabinet

Meeting date: Thursday 25 November 2021

Report by: Cabinet member commissioning, procurement and assets;

Classification

Open

This report is open but Appendix 7 is exempt by virtue of the following paragraph(s) of the Access to Information Procedure Rules set out in the constitution pursuant to Schedule 12A of the Local Government Act 1972, as amended:

3 - Information relating to the financial or business affairs of any particular person (including the authority holding that information)

Decision type

Key

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.

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.

Notice has been served in accordance with Part 3, Section 9 (Publicity in Connection with Key Decisions) of the Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012.

Wards affected

(All Wards);

Purpose

Further to the adoption of the Council's new Integrated Waste Management Strategy in July 2021 and subsequent planning for additional commissioning this report seeks to agree the council's preferred waste collection arrangements necessary to implement the strategy.

The council's Waste Management contracts for the collection service and the disposal service are due to expire in 2023 and 2024. The council launched a waste collection consultation with the public in December 2020 following recommendations from the waste task and finish group in September 2020 and in response to expected changes in national legislation. With the consultation concluded, the council will set out its preferred future operating model with a view to procuring the future collection and disposal contracts over the next three years.

Recommendation(s)

That:

- a) The Council supports residents to increase recycling by adopting the new waste collection model as outlined in this report with a view to being fully operational in November 2023. This includes:
 - a. The introduction of a new two weekly garden waste collection service;
 - b. The introduction of a new weekly food collection service;
 - c. The adoption of a twin stream recycling service to enable residents to further segregate recyclable materials and;
 - d. To adopt a three weekly residual collection model.
- b) A further report is brought back to Cabinet in July 2022 outlining the capital costs that it will be recommended are added to the council's 2022/23 capital programme to ensure successful implementation of the preferred model in terms of fleet, waste containers, equipment and depot alterations;
- c) A further report is brought back to cabinet in July 2022 detailing service specification and seeking permission to commence the tendering process for the new service
- d) Authority is delegated to the Section 151 Officer to take all operational decisions to implement the above recommendations

Alternative options

- 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 available. The waste collection and
 disposal services are statutory services that the council has to provide so therefore it is not an
 option to do nothing.
- 2. Re-procure the existing operating model A review process looked at different systems for collecting household waste and concluded that this is not an option in meeting the council's Integrated Waste Management Strategy. Significant changes to government waste policy are also expected increasing segregation of waste streams and to introduce weekly food waste collection services. This requires a change to our current operating model.
- 3. An independent review was also undertaken by SLR consulting to consider whether to bring the service back in-house, whether to move the service to a local authority arms-length trading company or whether to continue to procure the service from the market. The review concluded that the most effective and efficient option was to continue to procure the service from the market (Appendix 7 Exempt).

Key considerations

- 4. Our existing waste collection arrangements are due to expire in November 2023. There is no further extension option for the Waste Collection Contract.
- 5. In order to assess the comparative costs and anticipated performance of different waste collection options Frith Resource Management (FRM) were commissioned to undertake a waste collection services review in July 2019. The full report from this review can be seen in Appendix 1
- 6. General Scrutiny Committee formed a cross party Waste Task and Finish group in 2020 to review the waste management collection service across Herefordshire. Through a process of evidence & information gathering, considering the FRM review, learning from the experience of others and considering the needs and aspirations of the council the group considered what the objectives for future improvements should be and different options for providing the service in future. The findings of this group can be seen in Appendix 2.
- 7. The General Scrutiny Committee considered the Task and Finish Group's report on the waste management strategic review on 28 September 2020 and the Executive Response was approved by Council in April 2021(Appendix 5).

General Scrutiny Committee recommended that a public consultation exercise was undertaken on the following two collection models:

Option 1 - Three weekly residual collection with twin stream recycling as detailed below.

Container Type	Material Type	Collection Frequency
Green 240 Litre	Plastic (pots, tubs, trays & bottles)	Once every three weeks
wheeled bin	Glass (bottles and jars),	
	Metals (tins & cans)	
Black with blue lid 240	All paper & cardboard	Once every three weeks
Litre wheeled bin		
Black 180 Litre	General non-recyclable waste	Once every three weeks
wheeled bin		
Brown 240 Litre	Garden waste	Fortnightly collection.
wheeled bin		Potential charge for opt in
		service
23 Litre caddy	Food Waste	Weekly collection
(including liners)		-

Option 2 - Kerbside sort collection

Container Type	Material Type	Collection Frequency
Green 55 Litre box	Glass (bottles and jars),	Weekly collection
Red 55 Litre box	Metals (tins & cans) and plastics (pots, tubs, trays & bottles)	Weekly collection
Blue 55 Litre box	All Paper and cardboard	Weekly collection
Black 180 Litre wheeled bin	General non-recyclable waste	Once every two weeks
Brown 240 Litre wheeled bin	Garden waste	Fortnightly collection. Potential charge for opt in service

23	Litre	caddy	Food Waste	Weekly collection
(inclu	ding liner	s)		

- 8. Following the Council's declaration of a Climate Emergency, which has since been strengthened as a Climate & Ecological Emergency, FRM were commissioned to undertake a Carbon Modelling Report.
- 9. This report concluded that setting aside the current service, which is not compliant with the future legislative changes, that the best alternative option is the three weekly, twin stream recycling service due to lower transport emissions and higher recycling. The full report can be seen in Appendix 3.

Public Consultation

- 10. Between December 2020 and February 2021 MEL Research undertook a public consultation exercise on the two proposed collection service options for both Public and Business Users. The consultation was promoted on the council website, social media pages, print media publications and emails were sent to a representative sample of residents with telephone surveys and postal surveys also available. Trade and non-trade waste customers were sent an email to take part in the business survey.
- 11. Overall, 3,498 residents and 181 businesses provided feedback. The full consultation report can be seen as Appendix 4.
- 12. Residents were asked to consider the two alternative options (as set out in para 7) that would meet the needs of the then emergent Integrated Waste Management Strategy.
- 13. Option 1 was supported by a majority of consultee respondents, 53% as against 47% of respondents who favoured option 2.
- 14. Through the consultation residents told us that "more needs to be done to reduce rubbish and increase recycling (86% agreed with this) and that they "accept the need to change the current rubbish and recycling system" (60% agreed with this).
- 15. Specifically, 56% of residents said that they would use a separate food waste collection service. Just over a third of residents did have concerns about hygiene and attracting pests. In listening to these concerns it is proposed to provide residents with liners for the food caddies and clear information on how to prevent problems with pests. Just under a fifth of residents felt they would not want to use the proposed separate food waste service because they did not produce enough food waste.
- 16. Through the consultation business user respondents of the Herefordshire Commercial waste service told us they were looking for more opportunities to recycle food waste (48%), plastic film (34%), paper (25%), thin card (22%) and corrugated card (22%). The findings of the Business consultation will be carried forward through the Integrated Waste Management Strategy Action Plan.

Herefordshire's Integrated Waste Management Strategy

17. In February 2021 the council approved total expenditure of up to £821,000 to resource and implement the outcome of the waste review. This included the creation of a temporary new Waste Transformation team to carry out the necessary work to design, procure and implement the changes as set out in this report in addition to reviewing and implementing the waste disposal arrangements. This decision can be viewed here:

- https://councillors.herefordshire.gov.uk/ieDecisionDetails.aspx?ID=7589.
- 18. Following the adoption of the Integrated Waste Management Strategy in July 2021, SLR consulting were appointed to review and validate the approach to both waste collection and waste disposal undertaken to date. SLR were also asked to examine how best to commission the waste collection service, either by bringing it in house, moving it into an Local Authority Arms-Length Trading Company or re-procuring the service from the market, as happens now. SLR recommended that Herefordshire re-procure the service from the market. Their report contains information that is commercially sensitive and is available as an Exempt item (Appendix 7)

Community impact

- 19. Whenever changes are made to a universal waste collection service residents will need clear information and time to prepare and adapt to the change. A comprehensive communications strategy and dedicated communication resources will be prepared to support residents in making good reduce, reuse and recycle choices to drive recycling to even higher levels.
- 20. The Equalities Impact Assessment detailed later in this report considers the needs of various groups with protected characteristics.
- 21. All residents will receive the core service of twin stream recycling with residual collection and a separate food waste collection. Special consideration will also be given to people in smaller property's that have small gardens or no gardens at all. Subject to the final legislative detail, they will be able to opt out of this service. However, putting garden waste in other bins because they have chosen not to have a garden waste bin will not be an option.
- 22. Special consideration will also be given to people living in flats and a project within the Herefordshire Integrated Waste Management Strategy Action Plan will work with landlords, residents groups and owner occupiers of flats to develop, as far as is possible, a differentiated service (or services) for them.
- 23. The proposed recommendations in conjunction with the accompanying 'Waste Management Review Waste Disposal' report seek to implement the new Integrated Waste Management Strategy which will have a positive impact on contributing towards local and regional strategy priorities, targets and legislation.
- 24. The County Plan (2020-24) priorities are:
 - Protect and enhance our environment and keep Herefordshire a great place to live
 - Minimise waste and increase reuse, repair and recycling
 - Build understanding and support for sustainable living
 - Invest in low carbon projects
 - Identify climate change action in all aspects of council operation
 - Support the an economy which builds on the county's strengths and resources;
 - Seek strong stewardship of the county's natural resource
 - Develop environmentally sound infrastructure that attracts investment
 - Support an economy which builds on the county's strengths and resources and spend public money in the local economy wherever possible

Environmental Impact

- 25. The council seeks to treat waste as a resource, supporting a more circular economy for Herefordshire reducing, reusing and recycling materials so that they stay in use for longer, offsetting use of raw materials and reducing carbon emissions.
- 26. Frith Resource Management (FRM) were asked to model the carbon impact of the different collections options. The recommended collection model is predicted to result in the highest carbon savings and the highest recycling rate. Their report is at Appendix 3.
- 27. Further consideration to minimise the environmental impact of the service will be integral to service design of the preferred waste management service. Future commissioning will include requirements on the contractor to minimise waste, reduce energy and carbon emissions.
- 28. Contamination created by putting items in the wrong bin damages the environment and significantly impacts recycling levels and income. Contamination can mean an entire load of collected recyclates has to be rejected including those of residents who have placed items in the correct bins. As happens now, the service will work closely with residents to help them put recycling in the correct bins. Where residents persistently ignore the advice and guidance provided over a period of time then reluctantly crews will not collect waste until the bin is presented with contaminated objects removed. A communications campaign over the next twelve months will provide residents with clear information to help them recycle items correctly.
- 29. FRM have analysed the potential increased recycling level for the new service and would expect it to increase from the present level of around 40% to 63%. Working with residents to reduce and reuse more and the anticipated extended producer responsibility legislation which will bring changes to how goods are packaged has the potential to drive this higher.
- 30. As part of the public consultation in February 2021, 86% of residents agreed that more needs to be done to reduce rubbish and to increase recycling. The proposed operating model represents a huge step forward to enable residents to achieve this.
- 31. The environmental impact of the different waste collection options have been fundamental to the review and the proposed operating model will:
 - significantly increase recycling levels from ~40% to 63%
 - significantly increase recycling quality
 - and will have a strong focus on re-use to ensure items are in use for longer, reducing waste and offsetting the use of raw materials and reducing carbon emissions.

Equality duty

32. Under section 149 of the Equality Act 2010, the 'general duty' on public authorities is set out as follows:

A public authority must, in the exercise of its functions, have due regard to the need to-

- a) eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under this Act;
- b) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;
- c) foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

- 33. The public sector equality duty (specific duty) requires us to consider how we can positively contribute to the advancement of equality and good relations, and demonstrate that we are paying 'due regard' in our decision making in the design of policies and in the delivery of services.
- 34. In line with the council's Equality Act 2010 duties, an extensive public consultation exercise was undertaken in order to both understand residents' preferred waste collection model and also to better understand any comments and concerns that could arise through the service design. The full report is available in Appendix 4 and an Equalities Impact Assessment has been undertaken as part of the review and can be seen in Appendix 6.
- 35. The current waste collection service provides additional capacity to larger families, residents with medical needs and also families with young children. This additional support will continue to be offered as part of the new operating model.

Resource implications

- 36. The council currently spends £4m per annum on the current waste collection arrangement and £11m on the current waste disposal arrangements.
- 37. This does not however include the provision of a weekly food waste collection and fortnightly garden waste collection service which are anticipated to become a legal requirement as part of the Environment Bill which is due for consideration later this year.
- 38. As the additional costs for a weekly food waste collection service and a fortnightly garden waste collection service vary depending on the wider collection service model, to enable an accurate comparison the existing service model has been included with the costs of introducing these additional services.
- 39. Financial Modelling of the twin stream recycling collection option indicates that it will raise collection costs by circa £4m per annum, against this there will be substantial savings in disposal costs (circa £2.5m) and likely payments to the council under the emergent Producer Pays regime. The service design process will also seek to value engineer this cost pressure downwards.
- 40. The accompanying Cabinet report 'Waste Management Review Waste Disposal is available here: https://councillors.herefordshire.gov.uk/mglssueHistoryHome.aspx?lld=50039499&Opt=0
- 41. A business case will be developed for the provision of additional bins and food caddies estimated to be £3.8m capital plus implementation costs to deliver to residents homes. This will be included in a future cabinet report.
- 42. The re-procurement of the waste collection contract will be in compliance with the Public Contracts Regulations 2015 or any succeeding legislation and with of the assistance of the Commercial Service Team.

Legal implications

- 43. The council has statutory duties in relation to collection of waste as set out in section 45 of the Environmental Protection Act 1990 but there are no specific legal implications in relation to that duty arising from this report.
- 44. The agreed new waste collection model will inform the re-procurement of the waste collection contract at the appropriate time.

Risk management

45. Key risks and mitigation are kept under regular review by the project board and are summarised below.

Risk / opportunity	Mitigation
Public acceptance of new	Public consultation exercise identified that:
service	86% of residents agreed that more needs to be done to reduce waste and to increase recycling
	60% of residents accept the need for the council to change the current service
	The recommended option is the public's preferred option from the consultation exercise.
	Notwithstanding the consultation response a comprehensive communications campaign will assist residents to prepare for the new service followed by a period of Hypercare when the service goes live. Specific attention will be given to how the service can be delivered to residents living in flats.
Not enough time to complete required work and to commission and mobilise the new service	Creation of new Waste Transformation Team within the Capital Programme Office as approved in Feb 2021 to focus on delivery of Herefordshire's Integrated Waste Management Strategy and enabling the Waste Service to focus on Business as Usual (BAU).
Lack of planning for the new service	The Waste Transformation Service are supported by Project Management Expertise from the Programme Management Office and have authority to commission specialist expertise when this would enhance in-house capabilities.
Service not compliant with legislation changes expected from Central Government	The future commissioning and contracting process will ensure any changes in government legislation can be incorporated. Here any future changes would require a subsequent decision.
Not Achieving Value for Money	A robust procurement and contract management process will deliver best value for money.

Consultees

46. The following consultation has taken place:

Consultation	Date	Feedback
Waste Management Services Review Project Board	Monthly meetings in 2019- 2021	Lead the development of the recommendations through the process.
General Scrutiny Committee	28 Sept. 2020	Recommendations and the Executive Response are detailed in Appendix 5

2 Dec. 2020	Support and comments which were included in the consultation documents
2 Dec. 2020	Support and comments which were included in the consultation documents
Dec. 2020 – Feb. 2021	Full consultation report included as Appendix 4
26 Oct 2021	Support and comments included
11 Nov. 2021	Members asked for clarification over how the move to a three week collection service will impact families with babies and young children.
2-16 Nov. 2021	 The following comments were highlighted which have been considered in the reports and will be included into the future service design and communications strategy: The importance of the unified waste strategy to consider both waste collection and waste disposal together. The need for a complimentary education programme that guides residents as to how they should dispose of any waste that cannot be reused or recycled. The need for clear publicity and an explanation of the changes being driven by central government. Highlighted that many houses do not have room for extra bins /boxes.
	2 Dec. 2020 Dec. 2020 - Feb. 2021 26 Oct 2021 11 Nov. 2021

Appendices

- Appendix 1 Waste Collection Options Assessment 2019
- Appendix 2 Task and Finish Group Report Sept 2020
- Appendix 3 Herefordshire Carbon Modelling Report
- Appendix 4 Rubbish and Recycling Consultation Report 2020-21
- Appendix 5 Executive Response to the Waste Management Task and Finish Group
- Appendix 6 Equalities Impact Assessment for Waste Collection Options

• Appendix 7 – SLR Options Appraisal (Exempt)

Background papers

• None

Report Reviewers Used for appraising this report:

Please note this se	ction must be completed before the report can	be published
Governance	Sarah Buffrey, Democratic Services Officer,	Date 04/11/2021
Finance	Josie Rushgrove, Head of Corporate Finance	Date 05/11/2021
Legal	Alice McAlpine, Senior Lawyer,	Date 05/11/2021
Communications Luenne Featherstone, Strategic Communications Manager		
		Date 04/11/2021
Equality Duty	Carol Trachonitis, Head of Information Compliand	ce and Equality
		Date 05/11/2021
Risk	Paul Harris, Head of Corporate Performance	Date 05/11/2021

Approved by	Andrew Lovegrove, Chief Finance Officer and S151 Officer
	Date 08/11/2021

Please include a glossary of terms, abbreviations and acronyms used in this report.





Acknowledgements:

Frith Resource Management would like to thank the essential contributions from waste management officers at Herefordshire Council throughout these modelling phases, in particular we would like to thank Kenton Vigus, Nicola Percival and Rebecca Evison.

Disclaimer:

Frith Resource Management Ltd (FRM) is an independent waste and resource management consultancy providing advice in accordance with the project brief. FRM has taken all reasonable care and diligence in the preparation of this report to ensure that all facts and analysis presented are as accurate as possible within the scope of the project. However no guarantee is provided in respect of the information presented, and FRM is not responsible for decisions or actions taken on the basis of the content of this report.

Executive Summary

Frith Resource Management (FRM) has been engaged to undertake a waste collection services review for Herefordshire Council. At present Herefordshire performs below average in terms of recycling performance against other Unitary Authorities, however this is driven by the lack of organic waste collection services rather than householder participation in the collection schemes in place.

This report presents the findings from the modelling work carried out by FRM which assessed the comparative costs and anticipated performance of the following household waste collection systems (those elements in bold represent changes to the current collection system).

Scenario	Collection Stream	Frequency	Capacity (I)	
	Residual waste	Fortnightly	180l wheeled bin	
Baseline	Dry recycling (Commingled)	Fortnightly	240l wheeled bin	
As current	Food waste	No separate food collection		
	Garden waste	No formal garden collection service ¹		
Option 1	Residual waste	Fortnightly	180l wheeled bin	
Current AWC	Dry recycling (Commingled)	Fortnightly	240l wheeled bin	
+ food	Food waste	Weekly	Kitchen caddy and 23l bin	
+ garden	Garden waste (free)	Fortnightly	240l wheeled bin	
Ontion 3	Residual waste	Three weekly (week 1)	180l wheeled bin	
Option 2	Dry recycling	Three weekly (week 2) Cans, plastic, glass	180l wheeled bin	
Alternate Three Weekly (ATWC)	(Twin stream, paper and card out)	Three weekly (week 3) Paper and card	240l wheeled bin	
+ food + garden	Food waste	Weekly	Kitchen caddy and 23l bin	
+ guruen	Garden waste (free)	Fortnightly	240l wheeled bin	
	Residual waste	Fortnightly	180l wheeled bin	
Option 3	Dry recycling	Weekly	3x 50l boxes	
	Food waste	Weekly	Kitchen caddy and 23l bin	
Kerbside sort + food + garden	Garden waste (free)	Fortnightly	240l wheeled bin	

The assessment applied industry standard collection modelling tools and also included a high-level appraisal of costs associated with subsequent recycling, treatment and disposal, to provide an indicative total net cost of each system, to facilitate comparison between options.

3

¹ Householders can purchase sacks and present garden waste to be collected with residual waste, however this is not considered a formal service as the garden waste does not go for recycling.

This table provides a comparison of the results across all options. All alternatives have a significantly greater cost, than the baseline. This is primarily because of the introduction of a dedicated food waste collection, and a free garden waste collection service in all alternative options. Similar collection systems have been referenced within the recent Government National Resources and Waste Strategy.

	Indicative Whole System Cost	Total number of vehicles required	Kerbside recycling rate ²	Indicative annual cost increase relative to baseline
Baseline (current service)	£7,962,501	19	32%	-
Option 1	£11,966,108	48	52%	c. £4 million
Option 2	£11,496,216	48	57%	c. £3.5 million
Option 3	£12,700,988	63	52%	c. £4.7 million

In all alternative systems additional vehicles are required. In each option, 8 collection vehicles are estimated to be required to collect the separate garden waste tonnage, and 21 or 22 vehicles are required to collect the food tonnage. The difference in vehicle numbers between the alternative options is largely driven by the collection of the dry recycling and residual waste. The same total number of vehicles is required for Option 1 and 2, where a saving in 1 vehicle for the recycling and residual system in Option 2 is offset by the need for an additional vehicle to collect the increased food waste arising.

In all alternative scenarios the kerbside recycling rate increases substantially against the baseline. Again, this is driven by the introduction of a food and garden waste collection service. Option 2 is the preferred option when comparing the anticipated recycling rate. It is also the least cost of the alternative collection systems, albeit whilst still a significant increase in costs above the baseline. Collecting two-stream recycling, via an alternate three-weekly collection, with the introduction of a food waste and garden waste collection scheme results in an estimated 'kerbside recycling rate' of 57%. This modelled high performance is enhanced by the restricted residual capacity (180l wheeled bin collected every three weeks, as opposed to every two weeks as at present). Three weekly collections are evident in increasing numbers of Councils in the UK to manage both performance and cost.

Both Option 1 and Option 3 result in a recycling rate of 52%. The main differential between these two options is the level of contamination reported. Option 1 has the highest dry recycling contamination tonnage, which can be typical of a commingled collection. Whilst Option 3 however, results in the lowest contamination rate of the modelled options and therefore is likely to yield higher quality recycling.

The implications of system changes would also need to be investigated in the light of the residual waste treatment contract and procurement of adequate recycling and organic waste treatment capacity.

² The total Council recycling rate would also include the waste flows from the Household Waste Recycling Centres, Bring Banks and other household waste streams not collected via the standard kerbside collection service. Therefore, for example, if a system in this report shows a +5% uplift in 'kerbside recycling rate', it would be envisaged that this would be a lower uplift in the total Council recycling rate (e.g. it could be +2, +3 or +4% depending on other factors within the Council).

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1 Introduction

1.1 Introduction to the scope and aims of the project

Frith Resource Management (FRM) has been engaged to undertake a waste services review for Herefordshire County Council. The council requires an assessment of the expected performance and associated costs of three different waste management collection options.

An inception meeting was held on 24th June 2019. Three options were proposed for modelling, in addition to the baseline service. These are shown in Table 1 below. Changes from the baseline (current service) are highlighted in bold.

Table 1: Outline of alternative scenarios

Scenario	Collection	Frequency	Capacity (I)	
	Residual	Fortnightly	180l wheeled bin	
Baseline	Dry (Commingled)	Fortnightly	240l wheeled bin	
As current	Food waste	No separate food collection		
	Garden waste	No formal garden collection service ³		
Option 1	Residual	Fortnightly	180l wheeled bin	
Current AWC	Dry (Commingled)	Fortnightly	240l wheeled bin	
+ food	Food waste	Weekly	Kitchen caddy and 23l bin	
+ garden	Garden waste (free)	Fortnightly	240l wheeled bin	
Ontion 2	Residual	Three weekly (week 1)	180l wheeled bin	
Option 2	Dry	Three weekly (week 2) Cans, plastic, glass	180l wheeled bin	
Alternate Three Weekly (ATWC)	(Twin stream, paper and card out)	Three weekly (week 3) Paper and card	240l wheeled bin	
+ food + garden	Food waste	Weekly	Kitchen caddy and 23l bin	
+ garaen	Garden waste (free)	Fortnightly	240l wheeled bin	
	Residual	Fortnightly	180l wheeled bin	
Option 3	Dry	Weekly	3x 50l boxes	
	Food waste	Weekly	Kitchen caddy and 23l bin	
Kerbside sort + food + garden	Garden waste (free)	Fortnightly	240l wheeled bin	

³ Householders can purchase sacks and present garden waste to be collected with residual waste, however this is not considered a formal service as the garden waste does not go for recycling.

2 Background

2.1 Study area

Herefordshire County Council is a predominantly rural Unitary Authority (UA) with the fourth lowest population density in England.⁴ The main urban areas are Hereford, Leominster, Kington, Ledbury and Ross-on-Wye, and are located across the County. The current estimated population of Herefordshire is 189,300⁵ and the county covers an area of c. 842 square miles.

2.2 Summary of current waste collection system

The current waste collection system in Herefordshire is outlined in Table 2 below. The system has an alternate weekly collection (AWC) of residual waste and recycling. There is no separate garden waste collection scheme from the kerbside, however householders can present (purchased) garden waste sacks to be presented and co-collected with the residual waste. This does not currently contribute to the County's recycling rate as the material is disposed of at the Energy from Waste plant or landfill.

Food waste is not currently separately collected across the County, although waste composition analysis provided to FRM by Herefordshire for this project has identified that over 13,000 tonnes is potentially available for collection from the residual stream (see Table 4). As shown in Table 3, Herefordshire's recycling rate peaked in 2016/17 at 41.2% but has been generally steady between 38.6% and 41.2% since 2012/13.

Table 2: Herefordshire's current waste collection system

	Residual	Kerbside Dry recycling	
Tonnage	32,925	18,882	
Households	85,096	85,096	
Frequency Fortnightly		Fortnightly	
Bin size 180l wheeled bin		240l wheeled bin	
Vehicles used	26t RCV, 18t RCV, Narrow access	26t RCV, 18t RCV, Narrow access	

Table 3 Herefordshire Recycling performance⁶

Household waste sent for recycling and composting (%)					
2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
39.7%	38.6%	40.0%	40.0%	41.2%	39.8%

⁴ https://understanding.herefordshire.gov.uk/population/

⁵ Herefordshire Council (2018) The Population of Herefordshire. PDF

⁶ DEFRA (2017/18) MSW statistics, based on Local Authority reported data for WasteDataFlow.

Recent waste composition information was provided by Herefordshire CC and it was agreed that the data shown in Table 4 would be applied in the options modelling.

Table 4 Herefordshire Waste Composition Analysis

Material	Residual (%)	Dry recycling
Paper	6.05%	42.43%
Card	2.35%	11.45%
Plastic Film	6.23%	0%
Dense Plastic	5.45%	8.72%
Textiles	3.46%	0%
Misc Combustible	12.82%	0%
Misc Non-Combustible	8.35%	0%
Glass	1.46%	21.09%
Ferrous Metal	1.18%	3.79%
Non-ferrous Metal	1.30%	1.26%
Garden waste	6.80%	0%
Putrescibles	41.51%	0%
Non-putrescible Food	1.43%	0%
Fines	1.50%	0%
Other wastes	0.08%	0%
WEEE	0.03%	0%
Contamination	N/A	11.26% (contamination)
Total	100% (32,925 tonnes)	100% (18,882 tonnes)

3 High level overview of recycling performance

3.1 Introduction

This section summarises, at a high level, the performance of Herefordshire Council's (hereon 'Herefordshire') recycling rates compared to others, based on published data. Information was taken from WasteDataFlow⁷ and WRAP's Local Authority portal⁸. The charts in this section show Herefordshire's recycling rate performance, firstly against all Unitary Authorities (UA) in the UK, and then further analysed against those UAs providing comparable services to the Council, as follows:

Table 5: Herefordshire Council's current collection service as applied as comparator characteristics in benchmarking

	Collection	Frequency	Container	Comments
	Residual	Fortnightly	180l WHB	Out-sourced service
Herefordshire	Dry (commingled)	Fortnightly	240l WHB	 Garden waste is collected if presented
County Council	Food waste	No separate	food collection	with residual
Council	Garden	No dedicated g	garden collection*	collection but sent to landfill.

WasteDataFlow was used to determine the UAs in the UK and the percentage of household waste sent for reuse, recycling or composting (referred to as 'household waste recycling rate'), as reported for 2017/18. WRAP's Local Authority portal scheme search was used to narrow the comparison to UAs providing similar household collection services to that of Herefordshire and summarised in Table 5.

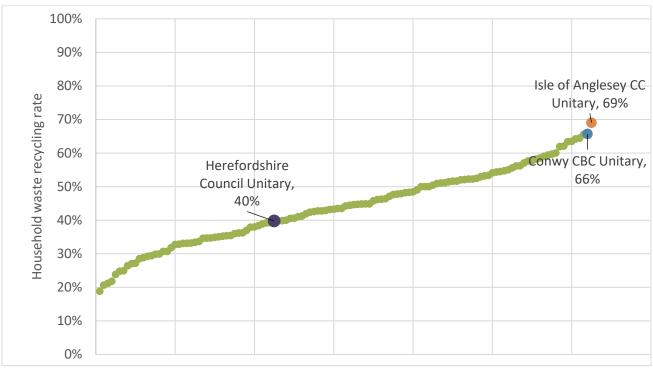
3.2 All-UK comparison

Figure 1 shows the household waste recycling rate for all UK Unitary Authorities, based on 2017/18 data. When compared to all UK unitary authorities Herefordshire currently perform below average (44%). However, it is important to note that the current collection system is not taken into account here.

⁷ http://www.wastedataflow.org/

⁸ laportal.wrap.org.uk/





The two highest performing UAs (Isle of Anglesey) achieved a recycling rate of 69% and 66% respectively in 2017/18. According to information from WRAP's LA portal and the websites of the respective local authorities, the following services are provided:

Table 6: Collection systems provided by Isle of Anglesey and Conwy CBC

	Collection	Frequency	Container	Comments
	Residual	3-weekly	240l WHB	
	Dry	Weekly	1 x 38l box,	
Isle of	(Multi-stream)	VVEERIY	2 x 55l boxes	 Outsourced service
Anglesey CC	Food waste	Weekly	Kitchen caddy,	• Outsourced service
	Food waste	VVEERIY	kerbside caddy	
	Garden waste	Fortnightly	240l WHB	
	Residual	4-weekly	240l WHB	In-house service
	Dry	Weekly	1 x 44l box,	except for
Conwy CBC	(Multi-stream)	vveekiy	2 x 55l boxes	outsourced garden Residents must
COTIWY CBC	Food waste	Weekly	Kitchen caddy,	Residents must purchase garden
	1 000 Waste	vveekiy	kerbside caddy	- waste sacks to
	Garden waste	Fortnightly	Reusable sacks	present at kerbside

There are notable differences in service collection to that provided by Herefordshire and the highest performing UA's. These include a reduced bin collection frequency for residual waste collection, the collection of food waste, and the multi-stream collection of recycling. Collecting food waste, as a national generalisation provides c.5% increase in recycling rate⁹.

Interestingly, of the top 10 recycling rates across UK unitary authorities, 9 are Welsh. This high performance could be attributed to the Welsh Collections Blueprint introduced in May 2011 through the Welsh Assembly Government's 'Towards Zero Waste' Strategy. Under this, the Welsh Government recommend a service profile which results in increased rates of high-quality recycling and considerable cost savings. The Blueprint's model recommends, amongst others, the weekly collection of source-segregated dry recycling, weekly separate food waste collection and reduced capacity residual (either through smaller bin capacity, or reduced collection frequency).

The highest performing English Unitary Authority is East Riding of Yorkshire (64%) where the Council operate a commingled recycling collection and free mixed food and garden alongside the residual collection, all operated on a fortnightly basis.

Of the ten authorities with the highest recycling rates the UK, eight out of the ten have in-house service arrangements and two outsource their collection and disposal services (Isle of Anglesey CC and Bridgend CBC).

3.3 Comparison with similar collection services

No food waste collection

According to WRAP local authority data¹⁰, 41% of local authorities in the UK do not provide a food waste collection service, including Herefordshire. Of those that do provide a service, 39% provide a separate food waste collection while 14% collect food mixed with garden and 6% provide a combination of both schemes¹¹. The draft Resources and Waste Strategy for England proposes that all councils in England should have separate food waste collections from 2023.

Removal of those authorities which provide a separate food waste service from Figure 1 gives the data presented in Figure 2. This shows that Herefordshire, in comparison to other UAs not collecting food waste, performs slightly above average (which is 36%) but still has some margin for improvement.

⁹ This will vary according to socio-demographics and the specific food and residual waste collection systems employed

¹⁰ WRAP LA Portal 2018/19 Local authority statistics. Available here: http://laportal.wrap.org.uk/Statistics.aspx

¹¹ WRAP LA Portal (2018/2019) Local Authorities collecting food waste.

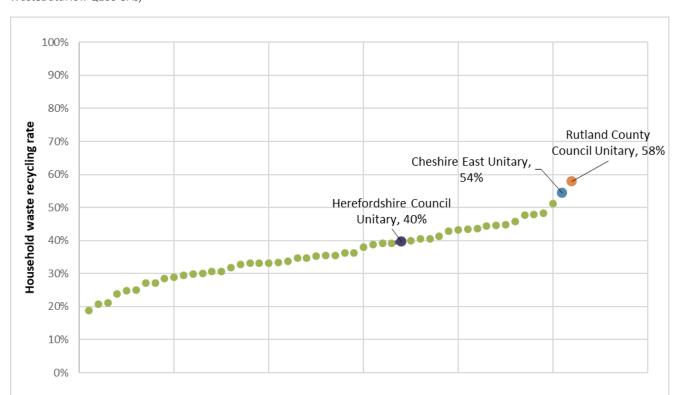


Figure 2: Household waste sent for reuse, recycling and composting, England 2017/18, UAs not collecting food waste (Source: WasteDataFlow Q100 UAs)

When comparing Herefordshire's service to those higher performing UAs without food waste collection, the difference in collection service from Herefordshire, is that Rutland and Cheshire provide a service where garden waste is collected at no additional cost to the household. Herefordshire, at present, do not have a formal garden waste collection service. Householders can present garden waste for collection with residual waste, however this does not attribute to the recycling rate as it is currently sent for disposal at the Energy from Waste plant, or landfill. Also, of note, Rutland County Council's waste collection service is currently outsourced.

The collection systems operated by the top two performing authorities in this analysis (Rutland and Cheshire East) are summarised in table 7 below.

Table 7: Collection services provided by Rutland County Council

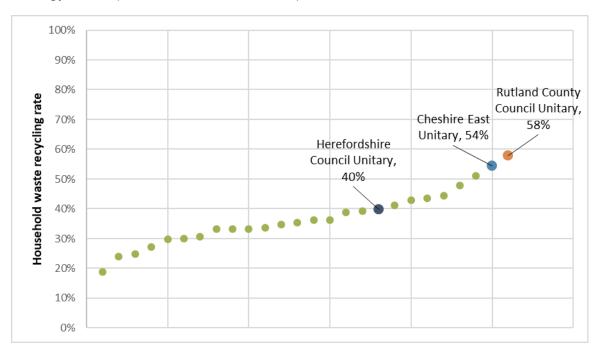
	Collection	Frequency	Container	Comments
	Residual	Fortnightly	240l WHB	
Rutland County	Dry (commingled)	Fortnightly	240l WHB	Charged garden waste subscription
Council	Food waste	No separate food waste		(£35/household/annum)
	Garden waste (charged)	Fortnightly	240l WHB	introduced April 2018
	Residual	Fortnightly	240l WHB	

	Collection	Frequency	Container	Comments
Cheshire East	Dry (commingled)	Fortnightly	240l WHB	
Unitary	Food waste	No separ	rate food waste	
	Garden waste	Fortnightly	240l WHB	

Dry recycling

For further analysis, the list of UAs was subsequently filtered by those that provide fully commingled (single stream) dry recycling collections, as delivered by Herefordshire. Figure 3 demonstrates that Herefordshire performs above average (which in this case is 37%) and performs generally well against others offering a similar dry recycling collection, whilst not collecting food. Again, Rutland CC and Cheshire East Council are the top performers.

Figure 3: Household waste sent for reuse, recycling and composting, UK 2017/18, UAs with commingled dry recycling & not collecting food waste (Source: WasteDataFlow Q100 WCAs)



In 2017/18, 96% of local authorities (WCAs and UAs) in the UK provided a garden waste collection scheme (this includes collections where food or card waste may be co-collected with garden waste); 53% of which has an annual charge to householders¹². Herefordshire do not currently have a formal garden waste collection service. There is only one UA that provides a similar service (i.e. no food, no garden, commingled recycling). This authority is Westminster City Council and considering the differing demographics of the areas a comparison of performance is not necessary.

¹² WRAP LA Portal 2018/19 Local authority statistics (reporting 2017/18 data) http://laportal.wrap.org.uk/Statistics.aspx

It is evident that if Herefordshire separately collected garden waste (either through a charged kerbside scheme or more so via a free scheme) and sent this for composting that it would be among the higher performing Unitary Authorities in the country.

3.4 Summary

A high-level analysis of published household waste recycling rate data for 2017/18 shows that Herefordshire performs below average against all other UAs. When compared against Unitary Authorities with similar collection systems Herefordshire performed higher than the average, suggesting that participation and use of the collection systems in place is well established in Herefordshire. There is however margin for improvement when comparing against the highest performing UAs, and this would notably be a factor of adding further collection services from the kerbside.

The best performing UAs adopt a combination of collection services that will be explored within this modelling assessment. Of particular note, the UAs with a higher recycling performance than Herefordshire offer food waste collections, operate separate garden waste collections / composting services (modelled in all alternative scenarios) and restrict residual waste capacity (Option 2).

4 Methodology

4.1 Introduction – What is KAT modelling?

The Kerbside Analysis Tool (KAT) was utilised to provide a comparative assessment of cost and operational requirements for the baseline (current) service and three proposed alternative collection scenarios specified by the council.

The three alternative collection scenarios and key assumptions were agreed by the Council prior to modelling. A KAT data request proforma was originally completed by Council Officers to provide operational detail and costs to facilitate initial modelling of the current service. Further clarifications were provided by officers on request.

Key information gathered via the KAT proforma, included:-

- Number and type of vehicles
- Length of working day (averaged for task and finish)
- Number of crew / driver contribution to loading
- Average time taken to drive to key points (e.g. from depot to start of round, from end of round to tip)
- Round size
- Participation and set out (usually an estimate)
- Contamination rate
- Capital costs
- Financing costs
- Driver / loader salary
- Standing costs
- Running costs
- Overheads (management / depot)

This information allows KAT to model a Baseline service which reflects the current collection operations in Herefordshire.

What is KAT?

The Kerbside Analysis Tool (KAT) is an Excel based tool developed by the Waste & Resources Action Programme (WRAP) for the purposes of developing indicative and comparative costs between alternate collection systems. It is a peer reviewed model and the industry standard tool for collection systems.

FRM staff have developed >200 KAT models for some 75 different local authorities to provide comparative costs and performance of alternative collection systems. These have included all of the configurations within this project Options 1, 2 and 3. KAT alone however requires further detail to be added to provide 'whole system costs' and to present costs in a format that are appropriate, for example, to align to budgets. FRM have therefore also utilised KAT results within a more comprehensive costing spreadsheet for these purposes in around half of the models developed. This approach has been utilised in Herefordshire.

The baseline models are designed to reflect the current service operation, at time of analysis, and are therefore a modelled representation of the service. All cost elements are **annualised**, including existing bins, vehicles etc. This approach allows a 'like for like' comparison against alternative collection systems but would not be reflective of the differential capital investment required to install a new system straight away. In order to calculate actual costs of an alternative system that takes account of existing infrastructure and vehicles a more bespoke analysis should be undertaken including practical aspects of service implementation (e.g. swapping bins for different elements of the service, transferring/ selling redundant vehicles etc.).

The model results for alternative scenarios, where local data is more limited, remain a good comparative indicator of the direction and magnitude of cost and performance change anticipated through service changes, and are based on industry experience or other guidance / models as appropriate.

Please note that the costs identified by KAT for each scenario are annualised as noted above and the recycling rates outlined within this section are 'kerbside recycling rates' of the core¹³ kerbside service rather than the total recycling rate of the Council¹⁴. The focus of this report is on the collection of the waste, however the costs of managing the collected waste (e.g. recycling costs / revenues and disposal costs) is reflected in the net 'total system' modelling included in Section 5.8 of this report. The implications of these costs and revenue can alter the cheapest / most expensive options overall.

¹³ This does not include 'niche' elements of the collection service such as bring banks, bulky waste and certain specialist collections such as potentially from flats or clinical waste.

¹⁴ The total Council recycling rate would also include the waste flows from the Household Waste Recycling Centres, Bring Banks and other household waste streams not collected via the standard kerbside collection service. Therefore, for example, if a system in this report shows a +5% uplift in 'kerbside recycling rate', it would be envisaged that this would be a lower uplift in the total Council recycling rate (e.g. it could be +2, + 3 or +4% depending on other factors within the Council).

4.2 Alternative Options

The key assumptions for each of the alternative options are outlined in Table 8 below. The options which have been agreed incorporate potential service changes highlighted within the recently published National Resources and Waste Strategy. Some of these changes are currently being consulted on, which include mandatory separate food waste collections, consistent recycling collections and free garden waste collections.

Table 8 Alternative option assumptions

Options	Collection
Option 1 –	Dry recycling – as per current service
Dry recycling- as per current service	Residual – as per current service
 Residual- as per current service Food - weekly collection Garden- free fortnightly collection 	 'Low' yield as per WRAP ready reckoner (5,311 tonnes/annum)¹⁵ Dedicated 7.5 tonne food waste vehicles Assume 1 crew member + driver Set out – 45%¹⁶ Participation – 55%¹⁷ 23I bucket and kitchen caddy (inc. annual provision of compost sacks) No compaction on vehicle Garden waste 16,387 tonnes per annum (based on average of similar authorities operating a similar service, see Appendix D) 240I bin 26T Refuse Collection Vehicle (RCV) Set out: 60% Participation: 70% Assume 95% of garden waste occurring in the residual stream contributes to this tonnage (2,127 tonnes using the waste composition analysis data) and the remaining 14,260 tonnes (the majority) comes from a combination of the HWRC, the Biffa collection and as 'new material' entering the Council collections.

¹⁵ The WRAP ready reckoner for food waste yields¹⁵ was applied to calculate the total tonnage of food waste collected. The ready reckoner formula is based on indices of deprivation and is the most accurate data set available to estimate projected food waste tonnages

¹⁶ Set out is the percentage of households putting out receptacles on a typical collection day

¹⁷ Participation is the percentage of households participating over three collection cycles, i.e. those using the system. These estimates are informed by WRAP food waste collection trials.

Options	Collection
Option 2 — Dry recycling- two stream collection - three weekly with residual. Week 1: Paper and card, Week 2: plastic glass, metals Residual- Three weekly collection (Week 3) Food - weekly collection	 Paper and card collected separately in a 240l wheeled bin Plastic, glass, metals collected separately in a 180l wheeled bin Single bodied as per baseline 20m³ (not sharing vehicles) Increase dry recycling capture by + 5%¹8 +2% participation (97%) Partial compaction on vehicle Residual – three weekly frequency (tonnages reduced as per the impacts on dry and organic waste separation)
• Garden-free fortnightly collection	Food waste
	 'Medium' yield as per WRAP ready reckoner (7,085 tonnes) Dedicated 7.5 tonne food waste vehicles Set out – 55% Participation – 65% Assume 1 crew member + driver 23I bucket and kitchen caddy (inc. annual provision of compost sacks) No compaction on vehicle Garden waste 16,387 tonnes per annum (based on average of similar authorities operating a similar service see Appendix D) 240I bin 26T RCV Assume 95% of garden waste occurring in the residual stream contributes to this tonnage (2,127 tonnes using the waste composition analysis data) and the remaining 14,260 tonnes
	(the majority) comes from a combination of the HWRC, the Biffa collection and as 'new material' entering the Council
	collections.
 Option 3 - Dry recycling- weekly kerbside sort collection Residual- as current service Food - weekly collection 	 3x 50l boxes Kerbside sort vehicle, 5 streams/compartments (80% utilisation)¹⁹ Paper

 $^{^{18}}$ The capture of materials is the percentage of available materials separated by the householder, also known as recognition rate

 $^{^{19}}$ 'Utilisation' is a reflection of how full on average each of the compartments on the vehicle are before it has to tip.

Options	Collection
Garden- free fortnightly collection	 2. Card 3. Plastic bottles + Pots, trays and tubs (PTT) 4. Steel and aluminium Cans 5. Glass No change to participation (95%) Contamination – KAT default 2%. Residual – as per baseline Food waste – 'Low' yield as per WRAP ready reckoner (5,311 tonnes) Dedicated 7.5 tonne food waste vehicles Set out – 45% Participation – 55% Assume 1 crew member + driver 23l bucket and kitchen caddy (inc. annual provision of compost sacks) No compaction on vehicle Garden waste
	 16,387 tonnes per annum (based on average of similar authorities operating a similar service see Appendix D) 240l bin 26T RCV Assume 95% of garden waste occurring in the residual stream contributes to this tonnage (2,127 tonnes using the waste composition analysis data) and the remaining 14,260 tonnes (the majority) comes from a combination of the HWRC, the Biffa collection and as 'new material' entering the Council collections.

4.3 KAT Modelling

4.3.1 Modelling the baseline

FRM firstly modelled the baseline using the information provided in the KAT proforma by Herefordshire to derive the current operation. Any results which required moderation were addressed in discussion with officers at Herefordshire Council. Local operational factors can influence the averages applied in any modelling exercise including smaller / narrow access vehicles.

4.3.2 Assumptions

Modelling alternative Options requires due consideration of the effects of service changes, in this regard, there are two approaches which FRM adopt. These are, using theoretical modelling / industry data (e.g. WRAP or KAT assumptions / other published information) or actual performance data

gathered from the authorities operating the proposed collection systems. Both were applied through this exercise and agreed with the client.

4.3.3 Modelling Alternate Options

The KAT model is specifically designed for the purpose of modelling alternative collection options, calibrated against current performance and cost and the results are included in section 5.

5 KAT modelling results

A detailed breakdown of collection results is highlighted in Appendix A and a summary is included in sections 5.1 - 5.6. The additional costs and revenue of managing the collected wastes and recyclables is included in section 5.7 and a total net system cost presented in section 5.8.

5.1 Baseline Service

As outlined below the total annualised collection cost of Herefordshire's current collection service, according to the KAT modelling is c. £3.9m. The current kerbside (core collection only) recycling rate is 32%. The collection service operates with 20 RCVs of varying size. KAT only allows for one type of collection vehicle to be modelled for each service. Therefore, based on the current total vehicle capacity, nineteen, $20m^3$ RCVs were modelled to deliver the AWC recycling and residual collection system, which reflects the available capacity from twenty different sized vehicles in the Herefordshire fleet. Table 10 illustrates the current vehicles and operatives and Table 11 shows the modelled vehicles as applied in KAT, it should be noted that an additional driver has been allocated to appropriately account for salary costs versus actuals.

Table 9: Baseline annualised collection costs

Total gross collection cost	c. £3.9 million
Kerbside recycling rate ²⁰	32%

Table 10: Baseline vehicle and crew requirements

	Drivers	Loaders	Vehicles
26t RCV	1	2	12
18t RCV	1	1	6
12t RCV	1	1	1
7.5t RCV	1	1	1
Total	20	32	20

²⁰ Note that this is not the total Local Authority Recycling rate which also includes the performance of Bring Banks, the HWRC and other collection activity, but is purely the performance of the main collection systems from households

Table 11. Baseline vehicle and crew requirements as modelled in KAT.

	Drivers	Loaders	Vehicles
20m³ RCV	20	38	19
Total	20	38	

5.1 Option 1 – Introducing separate food waste collection and free garden

Option 1 models the current collection service but with the addition of a weekly food waste collection service and a free fortnightly garden waste collection.

Each household being provided with a small kitchen caddy and a 23l bin. The food waste would be collected in 7.5T specialist food waste collection vehicles.

The WRAP ready reckoner for food waste yields was applied to calculate the total tonnage of food waste collected. The ready reckoner formula is based on indices of deprivation and is the most accurate data set available to estimate projected food waste tonnages. Calculations are outlined in Appendix C. For this option we assumed a 'low yield' of 5,311 tonnes. Based on evidence from WRAP food waste collection trials a set out rate of 45% and a participation rate of 55% was applied. The food waste yields calculated by the WRAP ready reckoner have been cross checked against residual waste compositional analysis data provided by Herefordshire to ensure that there is sufficient food waste in the residual mix available.

The implementation of a separate food waste collection service, using the modelled assumption would be estimated to cost Herefordshire c. £2m per annum as highlighted in Table 12 below.

Option 1 also models a free fortnightly garden waste collection.

Table 12 Option 1 annualised collection costs

Annualised recycling and residual collection cost	£4,157,409
Annualised organics (garden waste) collection cost	£1,684,144
Annualised food waste collection costs	£2,058,219
Total gross collection cost	£7,899,722
Kerbside recycling rate ²¹	52%

²¹ Note that this is not the total Local Authority Recycling rate which also includes the performance of Bring Banks, the HWRCs and other collection activity, but is purely the performance of the main collection systems from households

The implementation of a separate food waste collection and a free garden waste collection significantly increases the 'kerbside' recycling performance from 32% to 58% as food waste is being diverted from the residual waste stream and is sent for either digestion or specialist composting. However, it is assumed that some of this garden waste has been diverted from the HWRC stream (as already composted), so the table above deducts the recycling contribution from this element (as it is already being realised by the Council), hence the 'kerbside recycling rate' reduced to 52%.

The estimated food waste yield is a factor of the residual waste capacity and socio-demographics of the authority.

In this option, it is assumed that the recycling and residual waste collection systems will operate as per the current service and will continue to share vehicles. There is no modelled change to the number of vehicles and collection crew required for this service, this is despite a lower tonnage collected on the residual waste as a result of the food waste collection (in particular).

As outlined in Table 13 below the implementation of a dedicated food waste collection and separate garden waste collection will result in the requirement of 29 additional vehicles, combination of 26T RCV's and dedicated 7.5T food waste vehicles. The number of vehicles required for the joint residual and recycling service does not reduce in this service option, 48 vehicles are required to operate the service. 51 drivers²² and 75 loaders²³ (crew members) would be required to operate the service.

This scenario does not provide any cost savings to the Council from the collection activity, an additional £3.7m is modelled as required to operate this system, with the total annualised collection cost at c. £7.9million.

Table 13 Option 1 vehicle requirements

	Recycling	Residual	Garden	Food	Total
20m ³ RCV	1	9	-	-	19
26m ³ RCV	-	-	8	-	8
7.5t Food waste vehicle	•	-	-	21	21
				Total	48

Table 14 Option 1 crew requirements

	Recycling	Residual	Garden	Food	Total
Drivers	2	0	9	22	51
Loaders	3	8	16	21	75

 $^{^{22}}$ As the current service (baseline) is delivered by a range of vehicles sizes we have added an additional driver for each service i.e. 1 additional driver for the recycling and residual waste collection (as vehicles are shared across the service), 1 for the garden waste collection and 1 for the food waste collection system (3 additional drivers in total increasing the total number of drivers from 48 to 51.

²³ We have assumed that the driver of the food waste collection vehicle will contribute 50% of their time to collection i.e. the number of food waste loaders is 1.5

5.2 Option 2 – Alternate three weekly collection, food waste and free garden waste.

Option 2 models an alternate three weekly recycling and residual waste service as illustrated in Table 1 above. Over a three-week period, recycling will be collected via two streams (paper and card separate from other dry recyclables) in weeks 1 and 2 (week 1 Paper and Card, and week 2 Plastics, Glass and Metals respectively), and residual waste will be collected in week 3. Residual waste is modelled to be collected in a 180l bin, which is the current bin size provided. However, this is a reduction in total residual waste capacity as the collection frequency has reduced from two weeks to three weeks i.e. previously residents would have been provided with 90l a week, a three-week collection provides residents with 60l a week.

Food waste is separately collected once a week, and a fortnightly free garden waste collection service is operated.

Due to the residual waste capacity restriction a 5% increase was applied to the set out and capture rate from the baseline for the dry recycling streams. An increase of 2% was applied in terms of participation, as the current participation rate for Herefordshire is already particularly high (95%).

Each household would be provided with a small kitchen caddy and a 23l bin. The food waste would be collected in 7.5T specialist food waste collection vehicles. With regards to food waste, due to the residual waste capacity restriction, a 'medium' yield of 7,085 tonnes was assumed as per the WRAP ready reckoner. The rationale being that residents will be incentivised to participate in the food waste collection due to limited space within the residual waste bin.

When compared to Option 1, the total number of vehicles required to operate the alternate three weekly collection system for the dry recycling and residual waste service has decreased by 1 vehicle from 19 vehicles to 18 vehicles. In this option, when evaluating the costs, it is assumed that the recycling and residual waste services will not share vehicles²⁴ however, there may be an additional cost saving opportunity whereby vehicles are shared across the services, as currently happens in Herefordshire. The increased capture of food waste results in the requirement of 1 additional dedicated food waste vehicles from 21 to 22 when compared to Option 1. The total number of vehicles is the same as option 1, 48 vehicles are required to operate the service. With regards to crew, 2 additional drivers are required to operate the service compared to Option 1. This is due, in part, to the fact that the residual and recycling vehicles are no longer shared and the dry recycling is collected over two weeks via two streams (paper and card week 1 and plastics, glass and metals week 2) as highlighted in Table 17 below.

In each collection system, of each scenario, the number of drivers required has been increased by 1 driver to allow for an additional driver where more, smaller vehicles are required. This is to appropriately account for salary costs versus actuals. See Section 5.1.

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²⁴ It is possible that further savings might be achieved through sharing of vehicles, however the Option 2 KAT model appears quite efficient in terms of utilising each vehicle.

This scenario does not provide any cost savings to the Council, an additional £4m is modelled as required to operate this system, with the total annualised collection cost at c. £8.15million as highlighted in Table 15 below.

However, the residual waste capacity restriction increases the kerbside recycling rate from 32% (current service) to 57%, an increase of 25%, after the garden waste contribution from the HWRC is taken into account.

Table 15 Option 2 annualised collection costs

Annualised recycling collection cost	£2,877,545
Annualised organics (garden waste) collection cost	£1,684,144,
Annualised food waste collection costs	£2,146,613
Annualised residual waste collection cost	£1,458,007
Total gross collection cost	£8,166,309
Kerbside recycling rate ²⁵	57%

Table 16 Option 2 vehicle requirements

	Recycling (A – paper & card)	Recycling (B – plastic, glass,				
		metals)	Residual	Garden	Food	Total
20m ³ RCV	6	6	6	-	-	18
26m ³ RCV	-	-	-	8	-	8
7.5t Food waste vehicle	-	-	-	-	22	22
Total						48

Table 17 Option 2 crew requirements

	Recycling (A – paper & card)	Recycling (B – plastic, glass, metals)	Residual	Garden	Food	Total
Drivers ²⁶	7	7	7	9	23	53
Loaders	12	12	12	16	22	74

²⁵ Note that this is not the total Local Authority Recycling rate which also includes the performance of Bring Banks, the HWRCs and other collection activity, but is purely the performance of the main collection systems from households

²⁶ As mentioned above an additional driver has been added for each collection service.

5.3 Option 3 – Kerbside sort, weekly food, free garden

Option 3 models a weekly kerbside sort system for dry recycling, free fortnightly garden waste collection, and a weekly food waste collection. The dry recycling is collected in 3, 50 litre boxes, paper and card collected in one box, plastics and metals collected in another box, and glass bottles collected in the third box. The recycling is collected on a side loading, 5 compartment 21m³ kerbsider vehicle, separate compartments for:

- Glass
- Cans and plastic
- Card and;
- Paper

It was assumed that the vehicle will have 80% utilisation, which is a reflection of compartments filling differentially, i.e. when one compartment is full the vehicle needs to tip. No increase was applied to the participation rate, however the contamination rate was reduced from the current contamination rate of 12% to 2% (KAT default for kerbside sort). It is widely assumed that when provided with opportunity to sort recycling at the kerbside, householders will generally sort their recycling with better efficiency, reducing the amount of non-target material entering the recycling system. For this reason, there is a slight increase in residual tonnage as the previous 'contamination' material moves to this stream.

A 'low' yield of food waste has been assumed to be captured via this scenario, as calculated by the WRAP ready reckoner, at 5,311 tonnes. This is lower than Option 2 because the residual waste capacity has not been restricted.

The estimated annualised cost of collection is c. £9.9million (Table 18) an additional £5.7million compared to the cost of the current service. This is due to the number of kerbsider vehicles (25) required to operate the dry recycling service. 9 collection vehicles are required to operate the residual waste vehicle requirement. As per Option 1, 8 and 21 vehicles are required for the garden and food waste collection service respectively.

As outlined in Table 19 a total of 63 vehicles are required to operate the service, which would require 107 loaders (see Table 20). This is an increase of 69 from the current service.

Table 18 Option 3 annualised collection costs

Annualised recycling collection cost	£4,078,736
Annualised organics (garden waste) collection cost	£1,684,144
Annualised food waste collection costs	£2,058,219
Annualised residual waste collection cost	£2,078,787
Total gross collection cost	£9,899,886

Kerbside recycling rate ²⁷	52%

Table 19 Option 3 vehicle requirements

	Recycling	Residual	Garden	Food	Total
Side loading, lift, 21m ³	25	-	-	-	25
20m ³ RCV	-	9	-	-	9
26m ³ RCV	-	-	8	-	8
7.5t Food waste vehicle	-	-	-	21	21
Total					63

Table 20 Option 3 crew requirements

	Recycling	Residual	Garden	Food	Total
Drivers	26	10	9	22	67
Loaders	50	20	16	21	107

This scenario does not provide any cost savings to the Council, an additional £5.7m is modelled as required to operate this system, with the total annualised collection cost at c. £9.9million.

5.4 Recycling Rates

Table 21 below illustrates the total tonnages collected across each Option, and the corresponding recycling rate. It is important to note here, that the kerbside recycling is artificially elevated as a proportion of the garden waste is assumed to come from the HWRCs across Herefordshire, (where it is already being recycled in the current service). It is assumed that 24% of the garden waste collected in Options 1-3 (3,989 tonnes) will be diverted away from the HWRC to the free kerbside garden waste collection service. Therefore, Table 22 illustrates the adjusted recycling rate taking this into account, approximately 6% of the kerbside recycling uplift is due to the diversion of garden waste from HWRC's to the kerbside collection. Option 2 continues to result in the highest recycling rate, this is because the residual waste capacity has been restricted from 90I a week to 60I a week. It was therefore assumed that the capture of dry recyclables and food waste increased, the total amount of waste sent for recycling increases from 16,756 tonnes in the baseline (current service) to 24,848 in Option 2.

²⁷ Note that this is not the total Local Authority Recycling rate which also includes the performance of Bring Banks, the HWRCs and other collection activity, but is purely the performance of the main collection systems from households

Table 21. Kerbside recycling performance (All options)

	Baseline	Option 1	Option 2	Option 3
Total Dry Recycling	16,756	16,756	18,132	16,756
Total Food	0	5,311	7,085	5,311
Total Garden	0	16,387	16,387	16,387
Total Contamination	2,126	3,211	3,475	1,420
Total Residual	32,925	24,401	20,987	26,193
Total	51,807	66,066	66,066	66,067

Dry Recycling Rate	32%	25%	27%	25%
Kerbside Recycling Rate	32%	58%	63%	58%

Table 22. Recycling rate (All options), garden waste HWRC recycling contribution netted off.

	Baseline	Option 1	Option 2	Option 3
Total Dry Recycling	16,756	16,756	18,132	16,756
Total Food	0	5,311	7,085	5,311
Total Garden	0	12,398	12,398	12,398
Total Contamination	2,126	3,211	3,475	1,420
Total Residual	32,925	24,401	20,987	26,193
	51,807	66,066	66,066	66,067

Recycling rate %, net of HWRC garden waste	32%	52%	57%	52%
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5.5 Other considerations

Kitchen caddy liners

Herefordshire also requested if the cost of liners could be modelled to provide an insight into the additional cost of providing liners to all households served with the food waste collection service. Research has shown that the cost of compostable caddy liners varies. We have assumed a cost of 5p per liner and that each household would be provided with 2 liners a week, a total of 104 liners per year. This equates to a cost of £5.20 per household per year, a total cost of £442,499 for the year.

Table 23: Cost of compostable caddy liners

Liners £/annum	
Cost per liner	0.05
Liners per household per year	104
Cost per household/annum	£5.2
Total cost/annum	£442,499

5.6 Total Collection Cost

The total collection cost of all options is summarised in Table 24 and included in detail in Appendix A. The implementation of a separate food waste collection will cost Herefordshire between c. £2million and c. £2.15 million per annum dependent on the degree of uptake and, in these options, whether a restriction is applied to the residual waste collection service. Where a restriction has been applied to the residual waste collection it has been assumed that more food waste will be captured within the separate collection.

It is assumed that the same tonnage of garden waste will be collected in each scenario at a cost of c. £1.7million to the Council.

Table 24. Total Collection Cost

	Baseline	Option 1	Option 2	Option 3
Annual Operating Costs				
Vehicle operating costs				
(labour, vehicle standing, vehicle running				
and fuel)	£2,679,618	£5,265,531	£5,306,603	£6,868,588
Vehicle capital costs	£561,588	£1,019,500	£999,806	£1,225,505
Container Costs	£535,079	£877,566	£1,116,976	£844,190
Overheads	£375,147	£737,174	£742,924	£961,602
Annual gross collection costs	£4,151,432	£7,899,772	£8,166,309	£9,899,886
Annual gross collection costs + liners	£4,151,432	£8,342,271	£8,608,808	£10,342,385

5.7 Gate fee assessment

To understand the annual net collection and treatment cost, the potential income revenue and associated treatment costs from each of the Options is shown in Table 25 (a negative figure represents an income, whilst a positive represents a cost). The annual treatment costs presented below were calculated using the output tonnage information from the KAT model, applying industry published data on material prices and gate fees. Further details are shown in Appendix B.

Table 25 Annual Treatment costs

	Price	Baseline	Option 1	Option 2	Option 3
	(£/t)	(Commingled)	(Commingled)	(ATWC)	(Kerbside
					sort)
Transfer	£3.50	£173,882	£219,992	£219,070	£226,264
Haulage Fee	£3.00	£149,042	£188,564	£187,774	£193,941
Gate Fees (Revenue)		£251,628	£816,664	£417,512	-£636,392
Dry Recycling (Total) ²⁸		£368,628	£368,628	-£76,648	-£1,084,428
Cans: Aluminium: baled	-£700.20				-£166,578
Cans: Steel	-£108.72				-£77,800
Glass: Mixed	-£12.60				-£50,176
Mixed papers: domestic	-£21.33			-£184,142	£0
Paper: News & Pams	-£78.48			-£43,042	-£628,750
KLS card	-£50.76			-£6,917	-£96,515
Non-corrugated card	-£50.76				-£13,228
Plastic bottles: Coloured					
PET Plastic bottles: Mixed	-£27.00				£0
bottles	-£32.85				-£38,891
Plastic: other dense	-£27.00				-£12,490
Co-mingled DMR ²⁹	£22.00	£368,628	£368,628	-£76,648	,
Garden waste	£25.00	,	,	,	
composting ³⁰		0	£309,950	£309,950	£ 309,950
Food Waste Treatment ³¹	£26.00	£0	£138,086	£184,210	£138,086
Revenue from garden					
waste sacks		-£117,000			
Residual Waste	£98.00				
Treatment ³²		£3,236,517	£2,398,617	£2,063,052	£2,574,790
	Total	£3,811,069	£3,623,837	£2,887,408	£2,358,603

²⁸ Average Let's Recycle Material Price (Jan-May 2019) minus 10% to account for smaller buying power

²⁹ WRAP (2018) MRF Gate Fee Report

³⁰ WRAP (2018) MRF Gate Fee Report

³¹ WRAP (2018) MRF Gate Fee Report

³² WRAP (2018) MRF Gate Fee Report

5.8 Total net costs

Table 26Error! Reference source not found. shows the modelled total net costs of each option once the annual collection and net treatment costs have been combined.

Table 26 Total (net) Indicative costs

	Baseline (Current service)	Option 1 (Current service + food and garden)	Option 2 (Alternate three weekly + food and garden)	Option 3 (Kerbside sort)
Annual gross collection cost (incl. cost of liners)	£4,151,432	£8,342,271	£8,608,808	£10,342,385
Transfer costs	£173,882	£219,992	£219,070	£226,264
Haulage costs	£149,042	£188,564	£187,774	£193,941
Gate fee for recycling	£368,627	£368,627	-£76,648	-£1,084,428
Food Waste Treatment	£0	£138,086	£184,210	£138,086
Garden Waste Treatment	0	£309,950	£309,950	£309,950
Residual Waste Treatment	£3,236,517	£2,398,617	£2,063,052	£2,574,790
Whole System costs	£7,962,501	£11,966,108	£11,496,216	£12,700,988

The Baseline has the lowest net collection cost at c. £7.9million, this is because the service has the lowest gross collection cost, with no food or garden waste collection service.

Option 1 is the second most cost effective alternative service (+ c.£470k more expensive than Option 2). Changes have not been made to the dry recycling and residual waste collections and these are directly comparable to the Baseline. The increase in collection and treatment (c.£4m) is due to the introduction of a separate food and garden waste collection service. It is assumed that vehicles will continue to share across the recycling and residual service in this option.

Option 2 has the lowest total net cost of all the alternative collection options with a separate food waste collection and free garden waste collection service. Although there is an increase in gross collection cost (+£4.5m to the Baseline), the increased diversion from the residual waste stream and material revenue gained from a separate paper and card system offsets this to become the most cost-effective option for collecting food and garden waste. A material income revenue of £76k is assumed for this option based

on the high proportion of paper and card found within Herefordshire current recycling composition and the overall net cost difference versus the baseline service is +£3.5m per annum.

Option 3 has the highest total net cost of all the options modelled. This is due to the high collection costs associated with operating a kerbside collection scheme (+£4.7m to the Baseline) and despite over £1m of material income estimated for this system via recyclate revenue, the system as a whole is the most expensive of the options assessed (+£4.7m to the Baseline).³³

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³³ The price per tonne is based on Lets Recycle Material price (-10%) to allow for market presence.

6 Comparison of headline results across all options.

The summary table below (Table 27) contains a comparison of the results across all options. All options have a greater cost, in collection terms, than the baseline. This is mainly due to the introduction of both a dedicated food waste collection, and a free garden waste collection service in all alternative options.

Table 27 Comparison of headline results across all scenarios

	Whole System Cost	Total number of vehicles required	Kerbside recycling rate ³⁴	Indicative cost increase relative to baseline
Baseline	£7,962,501	19	32%	-
Option 1	£11,966,108	48	52%	c. £4 million
Option 2	£11,496,216	48	57%	c. £3.5 million
Option 3	£12,700,988	63	52%	c. £4.7 million

In all alternative systems additional vehicles are required. In each option, 8 collection vehicles are required to collect the separate garden waste tonnage. The difference in vehicle numbers between the alternative options is largely driven by the collection of the dry recycling and residual waste. The same total number of vehicles is required for Option 1 and 2, where a saving in 1 vehicle for the recycling and residual system in Option 2 is offset by the need for an additional vehicle to collect the increased food waste tonnage.

In all alternative scenarios the kerbside recycling rate increases substantially against the baseline. Again, this is driven by the introduction of a food and garden waste collection service. Option 2 is the preferred option when comparing the anticipated recycling rate. It is also the least cost of the alternative collection systems, albeit whilst still a significant increase in costs above the baseline. Collecting two-stream recycling, via an alternate three-weekly collection, with the introduction of a food waste and garden waste collection scheme results in a recycling rate of 57%. This high performance is estimated due to the restricted residual capacity (180l wheeled bin collected every three weeks, as opposed to every two weeks as at present).

Both Option 1 and Option 3 result in a recycling rate of 52%. The main differential between these two options is the level of contamination reported. Option 1 has the highest dry recycling contamination tonnage, which can be typical of a commingled collection. Whilst Option 3 however, results in the lowest contamination rate of the modelled options and therefore is likely to yield higher quality recycling.

³⁴ The total Council recycling rate would also include the waste flows from the Household Waste Recycling Centres, Bring Banks and other household waste streams not collected via the standard kerbside collection service. Therefore, for example, if a system in this report shows a +5% uplift in 'kerbside recycling rate', it would be envisaged that this would be a lower uplift in the total Council recycling rate (e.g. it could be +2, +3 or +4% depending on other factors within the Council).

Appendix A – KAT Outputs

		Baseline	Option 1	Option 2	Option 3
		Kerbside	Kerbside	Kerbside	Kerbside sorted
		commingled or	commingled or	commingled or	(more than 2
	Dry recycling	single stream	single stream	single stream	streams)
		select from list	select from list	Kerbside	select from list
				commingled or	
	Dry recycling	select from list	Kerbside	single stream Kerbside	Kerbside
		select irolli list	commingled or	commingled or	commingled or
	Food waste		single stream	single stream	single stream
		select from list	Kerbside	Kerbside	Kerbside
			commingled or	commingled or	commingled or
	Garden waste		single stream	single stream	single stream
Type of		Refuse collection	Refuse collection	Refuse	Refuse collection
collection	Refuse			collection	
	Dry recycling	once a week	once a week	every 3 weeks	once a week
	Dry recycling	select from list	select from list	every 3 weeks	select from list
	Food waste	select from list	once a week	once a week	once a week
Collection	Garden waste	select from list	every fortnight	every fortnight	every fortnight
frequency	Refuse	once a week	once a week	every 3 weeks	every fortnight
		RCV, 20m3	RCV, 20m3	RCV, 20m3	side loading, lift,
	Dry recycling				21m3
	Dry recycling	select from list	select from list	RCV, 20m3	select from list
		select from list	Dedicated food	Dedicated food	Dedicated food
	Food waste		7.5T GVW	7.5T GVW	7.5T GVW
Collection	Garden waste	select from list	RCV, 26m3	RCV, 26m3	RCV, 26m3
Vehicle	Refuse	RCV, 20m3	RCV, 20m3	RCV, 20m3	RCV, 20m3
	Dry recycling	85,096	85,096	85,096	85,096
	Dry recycling	0	0	85,096	0
	Food waste	0	85,096	85,096	85,096
Number of households	Garden waste	0	85,096	85,096	85,096
served	Refuse	85,096	85,096	85,096	85,096
	Dry recycling	90%	90%	90%	90%
	Dry recycling	select from list	select from list	90%	select from list
	Food waste	select from list	45%	55%	45%
Porcentage set	Garden waste	select from list	60%	60%	60%
Percentage set out	Refuse	90%	90%	90%	90%
	Dry recycling	select from list	select from list	select from list	select from list
	Dry recycling	select from list	select from list	select from list	select from list
	,,	ı	1	1	1

		Baseline	Option 1	Option 2	Option 3
Percentage set	Food waste	select from list	select from list	select from list	select from list
out (2nd stream)	Garden waste	select from list	select from list	select from list	select from list
·	Dry recycling	95%	95%	97%	95%
	Dry recycling	100%	100%	97%	100%
A., a. a. a. a.	Food waste	100%	55%	65%	55%
Average participation	Garden waste	100%	70%	70%	70%
· · ·	Dry recycling	100%	62%	67%	62%
	Dry recycling	100%	100%	67%	100%
Average	Food waste	100%	55%	63%	55%
Average capture	Garden waste	100%	820%	820%	820%
	Dry recycling	16,756	16,756	10,975	16,756
	Dry recycling	0	0	7,157	0
Tonnes	Food waste	0	5,311	7,085	5,311
collected	Garden waste	0	16,387	16,387	16,387
excluding contamination	Refuse	32,925	24,401	20,987	26,193
	Dry recycling	2,126	2,126	1,393	335
	Dry recycling	0	0	908	0
Tonnes of contamination	Food waste	0	266	354	266
collected	Garden waste	0	819	819	819
	Dry recycling	10,174	10,174	10,975	10,174
Tonnes of	Dry recycling	0	0	0	0
biodegradable material	Food waste	0	5,311	7,085	5,311
collected	Garden waste	0	16,387	16,387	16,387
	Dry recycling	18.4	18.4	6.0	24.4
	Dry recycling	0.0	0.0	6.0	0.0
Number of	Food waste	0.0	20.7	21.2	20.7
collection vehicles	Garden waste	0.0	7.9	7.9	7.9
required	Refuse	18.1	17.9	6.0	9.0
·	Dry recycling	volume	volume	volume	volume
	Dry recycling	volume	volume	volume	volume
Collection	Food waste	volume	weight	weight	weight
limited by weight or volume	Garden waste	volume	volume	volume	volume
	Refuse	weight	weight	weight	weight
	Dry recycling	1.9	1.9	1.3	1.5
	Dry recycling	1.0	1.0	1.8	1.0
Number of	Food waste	1.0	0.3	0.5	0.3
loads collected per vehicle per	Garden waste	1.0	0.6	1.0	1.0
day	Refuse	1.3	1.0	1.3	1.1

		Baseline	Option 1	Option 2	Option 3
	Dry recycling	924	924	944	698
	Dry recycling	0	0	944	0
Number of	Food waste	0	821	804	821
households passed per	Garden waste	0	1,076	1,076	1,076
vehicle per day	Refuse	940	952	943	943
	Dry recycling	832	832	850	629
Number of	Dry recycling	0	0	850	0
households	Food waste	0	369	442	369
collected from per vehicle per	Garden waste	0	645	645	645
day	Refuse	846	857	849	849
,	Dry recycling	117	117	120	92
	Dry recycling	0	0	120	0
	Food waste	0	93	91	93
	Garden waste	0	122	122	122
Pass rate	Refuse	119	121	119	119
	Dry recycling	474	474	474	454
	Dry recycling	510	510	474	510
	Food waste	510	530	530	530
	Garden waste	510	530	530	530
Productive time	Refuse	474	474	474	474
	Dry recycling	111	111	111	131
	Dry recycling	75	75	111	75
	Food waste	75	55	55	55
Non productive	Garden waste	75	55	55	55
time	Refuse	111	111	111	111
	Dry recycling	76%	59%	67%	59%
Percentage of	Dry recycling	0%	0%	61%	0%
targeted materials	Food waste	0%	30%	41%	30%
collected	Garden waste	0%	574%	574%	574%
	Dry recycling	£244,053	£244,053	£244,053	£210,678
	Dry recycling	£0	£0	£239,411	£0
	Food waste	£0	£98,434	£98,434	£98,434
Annual cost for	Garden waste	£0	£244,053	£244,053	£244,053
containers	Refuse	£291,026	£291,026	£291,026	£291,026
	Dry recycling	£1,565,766	£1,565,766	£1,565,766	£506,321
Total capital	Dry recycling	£0	£0	£1,535,983	£0
cost of	Food waste	£0	£354,850	£354,850	£354,850
containers	Garden waste	£0	£1,565,766	£1,565,766	£1,565,766
	Refuse	£1,565,766	£1,565,766	£1,565,766	£1,565,766

		Baseline	Option 1	Option 2	Option 3
	Dry recycling	£0	£0	£177,344	£501,578
	Dry recycling	£0	£0	£177,344	£0
Annual capital	Food waste	£0	£207,123	£216,986	£207,123
cost of collection	Garden waste	£0	£250,789	£250,789	£250,789
vehicles	Refuse	£561,588	£561,588	£177,344	£266,016
	Dry recycling	Yes, for refuse	Yes, for refuse	No	No
	Dry recycling	select from list	select from list	No	select from list
Are vehicles	Food waste	select from list	No	No	No
used for more	Garden waste	select from list	No	No	No
than one collection	Refuse	Yes, for collection A	Yes, for collection A	No	No
	Dry recycling	£0	£0	£990,000	£2,800,000
	Dry recycling	£0	£0	£990,000	£0
Total capital cost of vehicles	Food waste	£0	£1,156,239	£1,211,298	£1,156,239
cost of vehicles	Garden waste	£0	£1,400,000	£1,400,000	£1,400,000
	Refuse	£3,135,000	£3,135,000	£990,000	£1,485,000
	Dry recycling	£0	£0	£888,920	£2,953,053
	Dry recycling	£0	£0	£900,022	£0
Annual vehicle operating costs	Food waste	£0	£1,537,422	£1,606,309	£1,537,422
operating costs	Garden waste	£0	£1,043,248	£1,043,248	£1,043,248
	Refuse	£2,679,618	£2,684,861	£868,103	£1,334,864
	Dry recycling	£0	£0	£124,449	£413,427
	Dry recycling	£0	£0	£126,003	£0
Annual overheads	Food waste	£0	£215,239	£224,883	£215,239
Overneads	Garden waste	£0	£146,055	£146,055	£146,055
	Refuse	£375,147	£375,881	£121,534	£186,881
	Dry recycling	£244,053	£244,053	£1,434,766	£4,078,736
	Dry recycling	£0	£0	£1,442,779	£0
Annual gross collection cost	Food waste	£0	£2,058,219	£2,146,613	£2,058,219
conection cost	Garden waste	£0	£1,684,144	£1,684,144	£1,684,144
	Refuse	£3,907,379	£3,913,356	£1,458,007	£2,078,787

Appendix B – Total Costs Net of Treatment

	Baseline	Option 1	Option 2	Option 3
Annual Operating Costs				
Vehicle operating costs (labour, vehicle				
standing, vehicle running and fuel)	£2,679,618	£5,265,531	£5,306,603	£6,868,588
Vehicle capital costs	£561,588	£1,019,500	£999,806	£1,225,505
Container Costs	£535,079	£877,566	£1,116,976	£844,190
Overheads	£375,147	£737,174	£742,924	£961,602
Annual gross collection costs	£4,151,432	£7,899,772	£8,166,309	£9,899,886
Annual gross collection costs + liners	£4,151,432	£8,342,271	£8,608,808	£10,342,385
		£4,190,839	£4,457,376	£6,190,953
Additional Costs				
Liner cost	£0.00	£442,499.20	£442,499.20	£442,499.20
Treatment Costs				
Transfer costs	£173,882	£219,992	£219,070	£226,264
Haulage fee	£149,042	£188,564	£187,774	£193,941
Gate Fees	£251,628	£816,664	£417,512	-£636,392
Dry Recycling	£368,627	£368,627	-£76,648	-£1,084,428
Garden waste composting (HWRCs)	0	£ 309,950	£ 309,950	£ 309,950
Food Waste Treatment	£0	£138,086	£184,210	£138,086
Revenue from garden waste sacks	-£117,000			
Residual Waste Treatment/Disposal				
(EfW)	£3,236,517	£2,398,617	£2,063,052	£2,574,790
Total Treatment Cost	£3,811,069	£3,623,837	£2,887,408	£2,358,603
Total Cost	£7,962,501	£11,966,108	£11,496,216	£12,700,988
Difference from baseline	£0	£4,003,607	£3,533,715	£4,738,488

Average material price 2019 Lets Recycle (Jan- May 2019) - 10%	Average material price 2019 Lets Recycle (Jan- May 2019) minus 10%	Materials Recycling	Baseline	Option 1 Commingled	Option 2 Twin-stream	Option 3 Kerbside sort
-£778.00	-£700.20	Cans: Aluminium: baled	237.9	237.9	252.6320236	237.9
-£120.80	-£108.72	Cans: Steel	715.6	715.6	783.5040453	715.6
-£14.00	-£12.60	Glass: Mixed	3982.2	3982.2	4259.613542	3982.2
-£23.70	-£21.33	Paper: Mixed papers: domestic	0	0	0	0
-£87.20	-£78.48	Paper: News & Pams	8011.6	8011.6	8633.01467	8011.6
-£56.40	-£50.76	KLS card	1901.4	1901.4	2017.916072	1901.4
-£56.40	-£50.76	Non-corrugated card	260.6	260.6	324.2651412	260.6
-£30.00	-£27.00	Plastic bottles: Coloured PET				
-£36.50	-£32.85	Plastic bottles: Mixed bottles	1183.9	1183.9	1257.668118	1183.9
-£30.00	-£27.00	Plastic: other dense	462.6	462.6	603.5176668	462.6
		Food	0	5311	7085	5311
		Garden	0	16387	16387	16387
		Total	16755.8	38453.8	41604.13128	38453.8
		Residual Waste (tonnes)	32,925	24,401	20,987	26,193
		Income per tonne	Baseline	Option 1	Option 2	Option 3
		Cans: Aluminium: baled				-£166,577.58
		Cans: Steel				-£77,800.03
		Glass: Mixed				-£50,175.72
		Paper: Mixed papers: domestic			-£184,142.20	£0.00

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Average material price 2019 Lets Recycle (Jan- May 2019) - 10%

		Baseline	Option 1	Option 2	Option 3
Average					
material price 2019 Lets					
Recycle (Jan-					
May 2019)					
minus 10%	Materials	Commingled	Commingled	Twin-stream	Kerbside sort
	Paper: News & Pams			-£43,042.15	-£628,750.37
	KLS card			-£6,916.58	-£96,515.06
	Non-corrugated card				-£13,228.06
	Plastic bottles: Coloured PET				£0.00
	Plastic bottles: Mixed bottles				-£38,891.12
	Plastic: other dense				-£12,490.20
£22.00	Commingled DMR	£368,627.60	£368,627.60	-£76,648.35	
£26.00	Food Waste Treatment (AD)	£0.00	£138,086.00	£184,210.00	£138,086.00
	Garden Waste Treatment				
£25.00	(OWC)	£0.00	£309,950.00	£309,950.00	£309,950.00
	Garden Waste Income	-£117,000.00			
	Gate Fees Total	£251,627.60	£816,663.60	£417,511.65	-£636,392.14
£98	Residual Waste Treatment EfW	£3,236,516.59	£2,398,617.22	£2,063,051.71	£2,574,789.99
£3.50	Transfer (All tonnage)	£173,882.41	£219,991.76	£219,070.01	£226,264.44
£3.00	Haulage (All tonnage)	£149,042.07	£188,564.37	£187,774.30	£193,940.95
			•	·	-
	Total Treatment Costs	£3,811,068.67	£3,623,836.95	£2,887,407.68	£2,358,603.25

Appendix C – Food Waste 'ready reckoner'

Food waste 'ready reckoner'35

For areas with fortnightly residual waste collection (i.e. alternate weekly collection): = $2.1614 - (\% Social Groups D and E X 2.2009) \pm 0.40 kg/hh/week$.

Calculation for expected yield of food waste (kg/hh/week).

			kg/hh/week				
Α	В	С	D	E			
	Social Grade D & E			Medium	High	Low	(E-
LA	2011 (%)		(BXC)	(C-D)	(E+0.4)	0.4	.)
Herefordshire	25.5%	2.1614	0.55	1.60	2.00	1.2	0

Tonnage calculation

LA	Number of households	Medium	High	Low
Herefordshire	85,096	7,085	8,858	5,311

= 2.1614 - (% Social Groups D & E x 2.2009) +/- 0.4 kg/hh/week

 $= 2.1614 - (25.5\% \times 2.2009) + /-0.4 = 1.600171 \text{ kg/hh/week}$

Minimum yield = 1.200171 kg/hh/week (5,311 tonnes per annum)

Maximum yield = 2.00171 kg/hh/week (8,858 tonnes per annum)

³⁵ Household food waste collections guide, Section 3: How much food waste can be collected for recycling? WRAP 2016

Appendix D – Garden waste tonnage

Local Authority	Rurality	No. HHs	Garden waste collected per HH (kg)	Garden waste collected (tonnes)	Residual waste per HH kg	BVPI82b (comparator) - numerator 'Household Waste Sent For Composting'	BVPI82a (comparator) – numerator 'Household Waste Sent For Dry Recycling'	HH waste sent for reuse, recycling or composting	% of garden in total recycling	NI192 (comparator) – Percentage HH waste sent for Reuse, Recycling or Composting	Collection
Allerdale DC	5	46,780	151.60	7,092	590.75	7,423.35	6,922.91	14,346.26	52%	34.2%	Garden only
Braintree	6	64,060	175.94	11,271	460.68	15,639.62	13,234.20	28,873.82	54%	49.5%	Garden only
Copeland	5	33,530	139.76	4,686	509.60	4,686.40	3,669.99	8,356.39	56%	32.8%	Garden only
Daventry	6	34,900	281.29	9,817	476.41	11,215.00	6,521.89	17,736.89	63%	51.7%	Garden only
Derbyshire Dales DC	6	33,580	219.03	7,355	312.56	15,865.65	7,145.00	23,010.65	69%	60.3%	Garden only
North West Leicestershire	5	43,190	242.72	10,483	515.66	11,092.37	7,758.98	18,851.35	59%	45.9%	Garden only
Wealden DC	6	68,530	218.56	14,978	432.20	15,865.65	15,304.97	31,170.62	51%	51.3%	Garden only
Wellingborough	5	34,700	160.46	5,568	516.40	5,488.19	11,215.00	16,703.19	33%	41.4%	Garden only
West Lancashire	5	49,180	171.13	8,416	502.52	9,247.70	9,235.50	18,483.20	50%	42.9%	Garden only

			Estimates							
Herefordshire (WCA + WDA)	5	85,096	192.58	545.16	7,978.52				39.80%	
Herefordshire WCA Only	33359.29	85,096	192.58	392.01	0	18,913.97	18,913.97		36.18%	No Food No garden
Frith Estimates				Estimate	16,387.47	18,882.00	35,269.47	46%		

The following assumptions have been regarding the garden waste collection tonnage. It is assumed that 95% of the garden waste occurring the residual stream contributes to the 16,387 tonnage. It is assumed that 25% of the garden waste tonnage is diverted from the HWRC.

Garden waste						
Garden waste to move into collections from residual	2127					
HWRCs	3989					
New material	10271					
Total calculated garden waste	16387					

Garden waste estimate: 192.58 x 85,096 = 16,387.47

Recycling tonnage as reported by Council (exc. Garden) = 18,882

Total = 35,269.47 % of total which is garden = 46



GENERAL SCRUTINY COMMITTEE

TASK AND FINISH GROUP

WASTE, A STRATEGIC REVIEW



September 2020

The Waste Task and Finish Group



Councillor Paul Symonds (Chair)

Cllr Symonds, a resident of Ross on Wye has a wealth of local government experience. Managing waste, highways and environmental health services for a number of local authorities across England.



Councillor Jenny Bartlett

Cllr Bartlett has spent 30 years working as a professional cartographer in the civil service, private sector, local authorities and utilities. As a community artist she has worked with Leominster in Bloom on the town banners and the Leominster in Stitches projects.



Councillor Jennie Hewitt

Cllr Hewitt for Golden Valley North has worked as a primary art teacher in the local community. She is passionate about working to address climate change, protect the environment and restore and protect biodiversity. Prosperity without harm.



Councillor Kath Hey

Cllr Hey has been closely involved in the care and development of young people she has worked to make a difference to her home city of Hereford.



Councillor Elissa Swinglehurst

Cllr Swinglehurst's experience includes planning appeals, flooding litigation and drafting a Neighbourhood Development Plan. She has a huge passion for her local area and works tirelessly to help protect our communities, natural habitats and resources.



Nicola Percival, Waste Operations Team Leader

Nicola is passionate about resource management and has many years of experience from developing, procuring and managing waste services through to promoting and educating the use of them across diverse communities.



Kenton Vigus, Waste Disposal Team Leader

Kenton is an experienced local authority waste manager with experience of developing waste strategy and policy, procurement and service management in Rutland, Lincolnshire and Herefordshire.

Introduction

How we produce, manage and view waste needs to change. The recent Resource and Waste Strategy 2018 outlines how England will make changes to move away from a make, use and dispose approach towards a circular economy.

Herefordshire Council is uniquely positioned to embrace this change and significantly contribute to a more sustainable future for its residents and future generations.

Herefordshire Council has a bold ambition outlined in its new County Plan:

"Respecting our past, shaping our future - we will improve the sustainability, connectivity and wellbeing of our county by strengthening our communities, creating a thriving local economy and protecting and enhancing our environment".

The Council's waste management service can contribute to this ambition. It is the only service which every resident uses, it is essential in supporting our communities every day. It supports the economy and business and is a source of job creation and economic opportunity. Recycling, treating and disposing of waste more effectively and tackling waste crime reduces emissions, safeguards resources and protects our natural environment.

In November 2019 General Overview and Scrutiny Committee established a Task and Finish Group to consider how we provide the council's waste management service in future.

This report sets out the findings of the group and the recommended actions to the council.

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Glossary

AD Anaerobic Digestion facility, a process where bacteria breakdown

organic material in the absence of air. Commonly used to treat food waste to create syngas (methane) and digestate (organic

residue).

AWC Alternate Weekly Collection, the council's current method of

collecting waste, residual one week then recycling the next.

EFW Energy from Waste facility, accepts residual waste from household

and commercial collections for incineration. Waste is burnt to generate steam to power steam turbine and create electrical power. Also capable of distributing heat (hot water) to local area

EPRS Extended Producer Responsibility Scheme, measures detailed in

the RWS 2018 that will make packaging producers responsible for (the cost of) dealing with packaging waste, similar to producer responsibility for end of life vehicles and electronic equipment.

EU-CEP European Union Circular Economy Package, a set of measures to

be implemented by EU member states to bring about a more circular economy, the UK Government has recently re-committed (August 2020) to implementing the same measure in the UK as

required in Europe.

HRC Household Recycling Centre, often known as a Household Waste

Recycling Centre or Civic Amenity Site. A place where residents

may deposit their own household waste.

MRF Materials Recovery Facility, a place where mixed materials are

sent to be sorted and segregated. Also commonly referred to as a

Materials Reclamation Facility or Material Facility.

RWS 2018 Resource and Waste Strategy 2018. The government's strategy

for how England manages resources and waste to bring about a

more circular economy.

Waste-TFG The Waste Task and Finish Group, established by the council's

General Overview and Scrutiny Committee to undertake a Strategic Review of the Council's waste management service.

WTS Waste Transfer Station, facility where waste is taken to for storage

and segregation prior to onward transport to another waste

management facility.

1. REVIEW PURPOSE

There are three main driving forces behind the need to review the council's waste management service, these are:

1. Our existing waste collection and disposal arrangements are **due to expire** at the end of 2023 and start of 2024 respectively.

There is an option to extend our joint disposal (Waste Management Services) contract by up to 5 years to January 2029. This would also extend our partnership arrangements with Worcestershire County Council. There is no further extension option for the Waste Collection Contract which will expire in November 2023.

Changes to waste policy are expected in the wake of the Resource and Waste Strategy 2018 and progress through parliament of the Environment Bill 2019-20.

New policy and legislation will influence everything from packaging design & production to how local authorities provide their waste management services. Significantly this will see the requirement for councils to provide weekly food waste collections to all households from 2023 and make it available to businesses for a charge.

3. The council has the ambition to make sweeping changes to bring about a more sustainable county. Resource management, production and waste are significant contributors to carbon emissions*. By making changes to how materials are used in production, minimising use of raw materials, discouraging waste, maximising reuse, recycling and recovery we will be able to bring about large reductions in carbon emissions in response to the Climate and Ecological Emergency.

*Zero Waste Scotland (ZWS) believe these factors alone to contribute to 84% of total carbon emissions in Scotland, there is no reason to believe the contribution of these factors in England is any less significant (See ZWS Corporate Plan).

The review seeks to understand current arrangements and likely future demands of the service alongside the council's own aspirations for environmental protection, resource efficiency and carbon reduction.

Through a process of evidence & information gathering, learning from the experience of others and considering the needs and aspirations of the council the Waste-TFG have considered what the objectives for future improvements should be and different options for providing the service in future. The findings have informed the recommendations in this report.

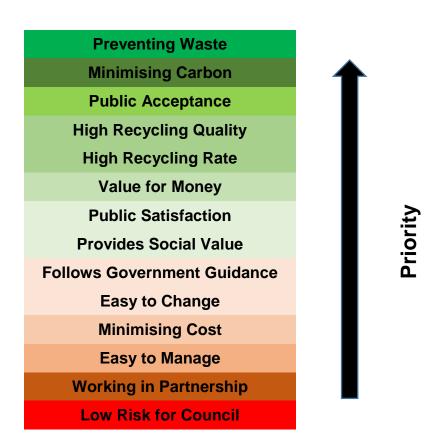
2. KEY CONSIDERATIONS

2.1. Member Briefings

In September 2019 the waste management team held two member briefing sessions to introduce the team and the service to councillors, many of whom were new to the organisation following the May 2019 elections. Members were taken through the government's Resource and Waste Strategy 2018 and what this could mean for the service and the council in future years. Some key comments from members at the briefings are captured below:

- There is confusion over what people can put in their bin
- Can we do more to encourage business waste reduction
- We need to tackle unnecessary plastics
- Household waste sites need to promote the reduce, reuse, recycle message
- Need to explore options for making use of the materials we collect more locally
- Waste composition in 5-7 years' time might be very different to now.
- We are in 4th most rural county, does the government's policy fit well with us?
- Can we combine or tailor the service for the differences between rural & urban?
- Water fountains in towns would help reduce need for plastic bottles
- Can we use electric vehicles for smaller rounds or urban rounds?
- Source separation will cause congestion in town due to the amount of time to collect
- Education is really important.

Overall 23 members took part in the briefings, at the end of each of the each sessions they were asked to rank their priorities for future delivery of the service, the combined result is provided here.



Overall members at the briefings felt our service should prioritise the prevention of waste, minimisation of carbon emissions and public acceptance. The least important were ease of

management for the council, working in partnership with others and the risks to the council. The task and finish group have considered these priorities in the findings and recommendations detailed in this report.

2.2. General Overview and Scrutiny Task and Finish Group

Consideration of the need for a review our waste management arrangements was made at the November 2019 General Overview and Scrutiny Committee (GOSC). The need for a strategic review of our service arrangements with contracts coming to their end and changes to policy expected was accepted. As a result, a cross party member Task and Finish Group (TFG) was established to work with officers to explore options, provide findings and make recommendations to the executive on how the council should approach these challenges.

Five members representing five political groups form the group with support for the Waste Operations Team Leader and Waste Disposal Team Leader. Details of the members of the Waste-TFG can be found at the front of this report.

2.3. The Waste Management Service

As a Unitary Authority, Herefordshire Council has a statutory obligation to collect, recycle and treat waste produced by residents in its area. These obligations are enshrined in law, particularly the Environmental Protection Act 1990, providing a basis for what services are to be provided and how. The law requires local authorities to:

- Collect household waste from residents in in its area
- Separately collect recyclable materials from households including paper, metals, plastics and glass
- Provide a commercial waste and recycling collection service
- Provide places where residents may take their household waste.

In Herefordshire the council fulfils its obligations by providing the following services to residents:

- Fortnightly collection of mixed dry recycling from green wheeled bins
- Fortnightly collection of residual waste from black wheeled bins
- Bulky waste collection
- Clinical waste collection
- 6 Household waste & recycling centres
- A commercial waste and recycling collection service

The waste collection service is simple, residents are provided with two wheeled bins, one for mixed dry recycling (paper, cardboard, plastic containers, tins, cans and glass containers) the other wheeled bin for general (residual) waste. Each bin is collected fortnightly or on an alternating weekly basis, hence this is termed Alternate Weekly Collection. The process is simply illustrated in Table 1.

	Householder	Collection	Waste Transfer	Processing	Outputs
WEEK 1 Recycling				40% to Recycling	Separated materials

General Waste WEEK 2











40% to EFW





20% to Landfill

Table 1. Herefordshire's current Alternate Weekly Collection (AWC) service. Recycling is collected one week from each property and residual general waste the next week. Each waste stream is thus collected every fortnight meaning the same vehicle can be used to collect mixed recyclable materials one week and then the general (residual) waste the next.

Our services are provided through two outsourced* service contracts with private waste management companies.

*See section on **service delivery options**, page 14

Waste Collection Contact

Provider: FCC Environment Ltd.

Collection of recycling and residual waste, bulky collection, clinical Services:

waste and commercial waste and recycling collection

2 November 2009 Commenced: Expires: 1 November 2023 Value: £4m per annum

On expiry of the contract the council will retain waste collection depots located in Hereford and Leominster. These may be utilised for the continued provision of the waste collection service or be used for another purpose if not required.

The current service of Alternate Weekly Collection (AWC) was introduced in 2014 after a contract variation was agreed. Prior to this service the council provided a fortnightly collection of mixed recycling (from a green wheeled bin) and weekly collection of general waste in black sacks.

Waste Management Services Contract (Joint with Worcestershire CC)

Provider: Mercia Waste Management Ltd.

Waste transport and treatment (transfer stations, household Services:

recycling centres, energy from waste, materials recovery, materials

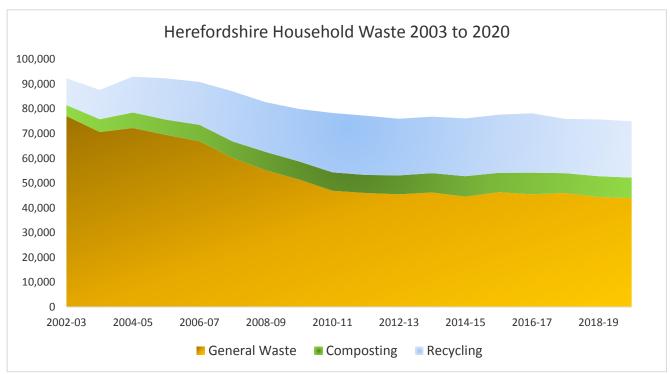
handling, composting, landfill, waste transport)

Commenced: Jan 1999

Jan 2024 (5 year extension option) Expires:

Value: £11m per annum

At the end of the contract the intention is that assets and operational resources transfer back to the councils. These are allocated to each of the two councils WCC and HC depending on the location of the asset and any sharing agreement. On expiry of the



current contract the transfer of the following assets will be made to Herefordshire Council (or appointed operator):

- Residual Waste Transfer Station Compactor Units and weighbridges in Hereford (x2) and Leominster (x1)
- Recyclable Waste Transfer Station and site office in Hereford
- 6 Household Recycling Centres
- A share (24.2%) in the Energy from Waste facility in Hartlebury near Stourport in Worcestershire.

The performance of the service has been relatively consistent since the introduction of kerbside recycling in 2009. Residents in Herefordshire currently generate 75,000 tonnes of household waste per annum. 41% sent for recycling and composting which compares unfavourably with the highest performing local authorities (highlighted in Table 4) who achieve recycling rates around 60%. Even with the opening of an Energy from Waste facility in 2017, 20% of Herefordshire's waste continues to be sent to Landfill. The amount of household waste produced in Herefordshire has fallen from 92,000 tonnes in 2002 to 75,000 tonnes in 2019/20 a decline of 18%.

Household Waste Data		2002-03	2006-07	2010-11	2015-16	2019-20
Waste Collected (e.g. from bins)		No data	No data	57,564	54,343	51,858
Waste deposited at HRCs		No data	No data	20,787	23,269	23,195
Whole Service	Dry Recycling	10,816	17,319	24,006	23,476	22,746
(Collection and	Composting	4,433	6,657	7,400	7,794	8,311
HRCs)	General (Residual)	77,092	66,862	46,944	46,342	43,937
Total Household Waste		92,341	90,838	78,351	77,612	74,993
Recycling Rate		16.5%	26.4%	40.1%	40.3%	41.4%

Table 2 household recycling, composting and general waste arising in Herefordshire since 2002

The recent impact of COVID-19 has seen disruption to normal services from March 2020 on, there have been temporary closures of household recycling centres and an increase in

collected household waste. Although all services are now operating (from July 2020) it is likely there will be noticeable consequence on service performance in 2020-21.



An analysis of our residual waste (waste presented in black bins) was carried out in 2019. Only 8.6% of the contents was recycling items that could have been put into the green recycling bin. This is a **reduction from 12.4%** from a similar analysis carried out in 2011. This suggests that Herefordshire residents are good at separating waste for recycling at the home.

The most significant finding of the analysis was the amount of compostable waste (suitable for home composting) and food waste (suitable for food waste treatment). These two components made up over 40% of our residual waste. **Another finding was that over 57% of the food waste component was food still in its original packaging.**

The **simplicity of the current service**, both from the point of view of the user and in terms of practical delivery, is **recognised as a strength** by the Waste-TFG. Each household is provided with two wheeled bins, presented for collection on the same day and time on alternating weeks and no requirement to separate recycling out into different bags, boxes or bins. The service utilises a relatively small fleet of vehicles for the size of the county (20 household rounds). The vehicles are commonplace single compartment refuse collection vehicles.

Understanding that changes are almost certain to be required in future, the Waste-TFG have considered future requirements, compared the key options for delivering the service, service provision elsewhere and our own experience, needs and aspirations.

2.4. Waste Collection and Treatment Methodology

The analysis below provides a description of common collection methodology.

Collection Methodology	Description		
Kerbside Sort	Recyclable materials are separated by residents into different containers and collected separately at the same time in different compartments on the collection vehicle, called a kerbsider. Materials are commonly presented by residents in 2, 3 or 4 60-90 litre boxes for collection. Crews can further sort, if required, into a greater number of compartments on the vehicle to gain a high degree of separation. Often further sorting is required, for example for plastics and metals before material is sent to on to re-processors.		
Co-mingled Collection	All recyclable materials are placed by residents into one container for collection at the same time. This is Herefordshire's current recycling collection methodology.		
Two Stream	Recyclable materials are separated into two different containers by residents to be collected by one or two different vehicles at the same or different times. For example paper and card in one container, plastics, and metals and glass in the other. You could have more than two streams.		
Food Waste	Food waste is normally collected separately, but in one example above it is co-collected with garden waste. Commonly it is presented weekly by residents in small caddies that are collected		

	by a dedicated vehicle or a separate compartment (pod) on a collection vehicle.		
Garden Waste	Where provided separate collection is usually from a wheeled bin collected on a fortnightly basis. It can be seasonal with no service provided in winter months. Councils may make a charge for collection but may not for the treatment cost.		
Frequency	Frequency can vary between different waste types and the type and size of container provided to store it prior to collection.		
Container Types	Wheeled bins, boxes, reusable sacks and single use plastic sacks are all common for recycling collections. Wheeled bins and single use plastic sacks are common for residual waste. Caddies (around 20-30 litres) are common for food waste collection.		

Table 3. Examples of waste collection methodology

The collection methodology in turn can influence options used for treating the material collected.

Recyclable Treatment

For mixed recycling collections (currently provided by Herefordshire Council) a sorting facility is required to separate the mixed materials back out into different material types. Here a range of mechanical and manual sorting techniques are employed. These are called by a number of names but the most commonly used is Materials Recovery Facility or MRF.

You can have simple MRF's separating out 2 or 3 different material types or complex ones sorting out many different material types. The more materials the more complex the sorting requirement and greater the likelihood of cross contamination and poorer recycling quality.

Storage and Separation

Where materials are separately collected they can be delivered straight to market. As it is uncommon for recyclable material re-processors or merchants to be located conveniently, materials are often stored in large warehouses. Materials may be stored loose or bailed ready for transport to market.

Residual Waste Treatment

For residual waste the most common treatment methods are Energy from Waste and Landfill, Mechanical Biological Treatment and Alternative treatment technologies are less common but have been used where councils have made a decision to avoid both Landfill and Energy from Waste.

Anaerobic digestion

Where food waste is separately collected it can be treated via anaerobic digestion. In this process bacteria are encouraged to digest food waste in the absence of oxygen to create methane gas. This can be extracted and used to generate power or exported to the gas grid. A residue or digestate is produced that can be applied to land to offset fertilizer use.

Composting (Windrow and In-Vessel)

Used for the composting of garden waste and treatment of food waste, however for the latter this needs to be in an enclosed area or container to prevent odour issues. Unlike anaerobic digestion no gas and thus no power is produced but it is a low tech and low cost treatment.

2.5. Service Delivery Options

As well as how the service is practically provided there are also many options for how local authorities may deliver waste management services. A summary is

Delivery Options	Description
In House Service	Practical service delivery is managed and provided by the council. This could be through direct employees of the council or through an arm's length operating company.
Outsourced	The service is provided by a third party for example a private company or non-profit making organisation.
Partnership	The council provides a service in partnership with a third party. It is different to an outsourced service in that practical and financial risks and benefits may be shared. For example a private operator and the council could be joint shareholders in the operation of an energy from waste plant.
Integrated	The whole service is provided by a single provider. This could be for a waste disposal service only or for a combined waste collection and disposal service. There are examples of both in table 1.
Aggregation/ Disaggregation	Where services are either combined together or split up into different service types. This could join up services of a similar nature or split up those which have different management and operational requirements. This can have benefits of creating efficiencies or encouraging competition from smaller, local and specialist suppliers
Combination	A mix of some or all of the above

Table 4 Examples of different approaches for providing waste management services

To help with their understanding and inform recommendations the Waste-TFG have sought to best understand the many options available to Herefordshire Council. This has been hampered somewhat by the COVID 19 crises, meaning much research has had to be carried out through desk based study and correspondence.

2.6. Comparison with Services Elsewhere

The waste management service is a large practical service, encompassing customer management, logistics, fleet management, asset management, engineering and materials handling. The redesign and commissioning of such a service is complex, there are many options for what services are provided and how they are delivered.

The Waste-TFG has considered a range of services provided elsewhere, focussing on those local authorities that have similar rural characteristics to Herefordshire. The Waste-TFG have also focussed on local authorities that:

- Are Unitary Councils like Herefordshire
- Services are already aligned to expected future requirements
- Are in the top 10 Unitary Councils in terms of recycling performance
- Have rural Characteristics (only Milton Keynes has been excluded)
- Report costs less than those of Herefordshire Council

Table 3 provides an analysis of the nature, performance and cost (both overall and per household) of services provided elsewhere. These are colour coded to indicate those authorities providing either a kerbside recycling sort, twin stream recycling or co-mingled recycling style of service. This is useful for comparing different service options later in this report.

Unitary	Household No.	Service Provided	How Delivered	Cost (pa)	Recycling Rate
Herefordshire	85,000	Fortnightly Mixed Recycling Fortnightly Residual	Waste Collection Contract (£4m) Waste Disposal Contract (£11m)	£15m (£176 per household)	41.3%
East Riding	155,000	Fortnightly Mixed Recycling Fortnightly Garden and Food Waste Fortnightly Residual	Residual Waste Treatment Contract MRF Contract HWRC Contract Organics Contract In House Collection (£9m)	£21m (£135 per household)	64.8%
Dorset Waste Partnership DWP CEASED TO EXIST END 18/19	201,000	Fortnightly Mixed Recycling Fortnightly Glass Weekly Food Waste Fortnightly Residual Waste Fortnightly Garden (Charge)	DWP running services on behalf of Dorset's local authorities In house collection (£9m) Residual Waste Treatment Contract (£11m) HRC, WTS, Haulage, MRF (£9m)	£30m (£149 per household)	59.6%
Cheshire West and Chester	156,000 Weekly Kerbside Sort Weekly Food Waste Fortnightly Garden Fortnightly Residual Waste		Waste Collection and Recycling Contract (£7.9m) Residual Treatment Contract (£6.5m) HWRC Contract (£2.5m)	£15.5m (£99 per household)	59.0%
Isle of Wight	71,000	Fortnightly mixed recycling Fortnightly paper and card Weekly Food Waste Fortnightly Textile Fortnightly Garden (Charge) Fortnightly Residual Waste	Integrated Waste Collection and Disposal Contract (£9m)	£9m (£127 per household)	55.7%
North Somerset Council	96,000	Weekly Kerbside Sort (inc textiles) Weekly Food Waste Fortnightly Garden (Charge) Fortnightly Residual Waste	Collection & HWRC contract (£7m) Disposal & WTS contract (£4.5m) MBT (£1.7m) (West of England Waste Partnership)	£14.6m (£152 per household)	58.7%
Bath & North East Somerset	82,000	Weekly Kerbside Sort Weekly Food Waste Fortnightly Residual Waste Fortnightly Garden (Charge)	(West of England Waste Partnership)	£14.5m (£177 per household)	58.7%
South Gloucestershire Council	117,000	Weekly Kerbside Sort Weekly Food Waste Fortnightly Residual Waste Fortnightly Garden (Charge)	(West of England Waste Partnership) Collection & Disposal contract	£18m (£154 per household)	57.8%

Rutland County Council	17000	Fortnightly mixed recycling Fortnightly residual Fortnightly garden (Charge)	Integrated contract for KS collections, transport, streets & ground maintenance Separate contracts for treatment of recyclables, compostable and residual	£2.9m (£170 per household)	56%
North Lincolnshire Council	75000	Fortnightly Kerbside Sort Fortnightly Residual Waste Fortnightly garden		£13.2m (£176 per household)	55.6%

Table 5. Comparison of Unitary Councils with food waste collection and similar characteristics to Herefordshire (source Defra waste stats 2018/19, Revenue Outturn (RO5) 2018/19 and respective council financial reports) Only Milton Keynes in the 10 top ten are excluded as a non-rural authority.

The analysis illustrates that all three main types of recycling collection methodologies are represented in the top performing (for recycling) Unitary Councils. 7 of 9 provide a weekly food waste collection and the remaining two have extensive garden waste collection services.

In the year the data was gathered North Lincolnshire, Cheshire West & Chester, and East Riding all provided a free garden waste collection service. Rutland had recently decided to introduce a charge. Free provision of garden waste can make a significant contribution to recycling performance. Garden waste is heavy and for residents it is simpler and more convenient to use a free council collection than avoiding the waste or composting it at home. Making a charge however continues to encourage avoiding garden waste and/or home composting.

The cost of service provided (per household) in each Unitary Council all tend to be lower or at least equivalent to Herefordshire's current service cost's. It should be highlighted that all of the council listed provide additional services to Herefordshire, whether it be food waste collection and/or free or chargeable garden waste collections.

2.7. Resource and Waste Strategy 2018 and the Environment Bill

The Resource and Waste Strategy 2018 (RWS 2018) introduces a raft of measures to adopt a circular economy approach. It is a strategy for England reflecting already enacted policy changes in Scotland and Wales.

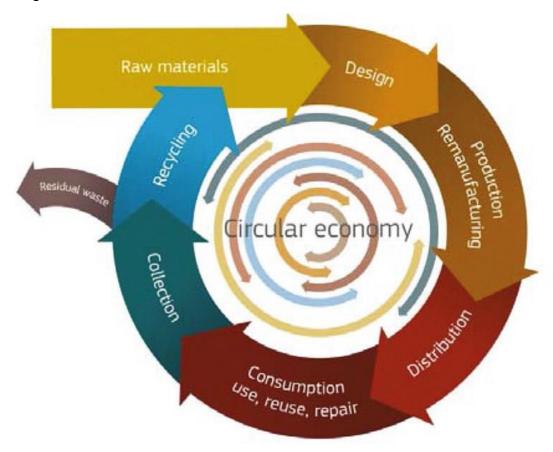


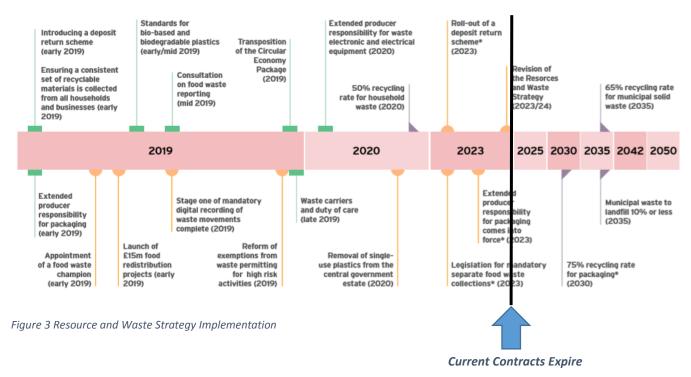
Figure 2 the Circular Economy

The strategy is broadly in line with the EU Circular Economy Package which has been in development for some years, if enacted in full it will mean our waste policy, legislation and targets will remain aligned to with those in Europe.

The implementation of new policies is expected in 2023. The timetable provided in *figure 2* outlines the government's expectations on when policies will be transposed to legislation and implemented. For local authorities the key year is 2023 when we expect to see the implementation of requirements for separate food waste collection, extended producer responsibility and deposit return schemes. How this schedule will be impacted by the COVID-19 pandemic is unknown.

The key measures in the Resource and Waste Strategy are:

- 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)
- Compulsory weekly food waste collection
- Separate garden waste collection
- Initiatives to encourage urban recycling
- Initiatives to tackle waste crime



The Environment Bill making its way through Parliament is expected to make required changes to legislation to enact or enable these measures to be implemented. No targets are set within the bill, however we anticipate the following targets as these are consistent with the EU Circular Economy Package (EU-CEP):

- a preparation for re-use and recycling (including composting/anaerobic digestion) target of 55% of municipal waste by 2025;
- a preparation for re-use and recycling (including composting/anaerobic digestion) target of 60% of municipal waste by 2030;
- a preparation for re-use and recycling (including composting/anaerobic digestion) target of 65% of municipal waste by 2035 (RWS 2018 Target);
- a gradual limitation on landfilling of municipal waste, to 10% by 2035;

The RWS 2018 included the target to recycle and compost 65% of municipal waste (household and household like commercial waste) by 31 March 2035, mirroring the target in the EU-CEP.

If adopted, it is not clear how these targets will flow down to local authorities, the national target of 50% recycling and composting by 31 March 2020 is a national target, however in the past there have been statutory recycling targets imposed on local authorities.

2.8. Local Aspirations

Herefordshire Council recently produced its County Plan 2020-24 setting out what it plans to achieve in the four years of the plan. The focus is on three areas, the Environment, Communities and the Economy. The waste management service contributes to all these aims directly contributing the plan objectives highlighted below:







Our ambition for Herefordshire

Environment

Community

Economy

Protect and enhance our environment and keep Herefordshire a great place to live

Strengthen communities to ensure Support an economy which builds everyone lives well and safely together

on the county's strengths and resources

Minimise waste and increase reuse, repair and recycling

Ensure all children are healthy, safe and inspired to achieve

Develop environmentally sound infrastructure that attracts investment

Build understanding and support for sustainable living

Ensure that children in care, and moving on from care, are well supported and make good life choices

Use council land to create economic opportunities and bring higher paid jobs to the county

Invest in low carbon projects

Invest in education and the skills needed by employer

Identify climate change action in all aspects of council operation

Protect and promote our heritage, culture and natural beauty to enhance quality of life and support tourism

Seek strong stewardship of the county's natural resource

Spend public money in the local economy wherever possible

Herefordshire Council's Principles:

Partnership We collaborate to maximise our strengths and resources

Resilience We use resources wisely so Herefordshire is fit for future generations

Integrity We make decisions based on evidence and work with respect, openness and

accountability

We strengthen local democracy, decision making and service delivery and Democracy

involve more young people

Engagement We listen to and learn from our communities and help people connect through

culture, creativity and care.

A strong theme of the county plan is to meet the challenge of climate change and ecological harm. Declaring a Climate and Ecological Emergency Herefordshire Council has agreed to:

- Accelerate a reduction of emissions and aspire to become carbon neutral by 2030/31.
- Deliver an updated carbon management plan and associated action plan for Council emissions by April 2020.
- Work with strategic partners, residents and local organisations to develop a revised countywide CO2 reduction strategy aspiring for carbon neutrality by 2030.
- Use 100% renewably sourced energy where this provides the best carbon reduction return on investment.

We know that waste management activities are a significant contributor to carbon emissions. Zero Waste Scotland estimate that waste management activities contribute over 12 million of Scotland's total 76 million tonnes of emissions (view source). This is equivalent to the combined emissions from all transport and domestic energy use in Scotland. It is reasonable to assume these estimates are applicable to other parts of the country including Herefordshire. Zero Waste Scotland estimate a further 52 million tonnes of emissions arise from the use of materials in the making of products. Here too, good waste management practice can help create a more circular economy, reducing, reusing and recycling materials so that they stay in use for longer, offsetting use of raw materials and reducing carbon emissions.

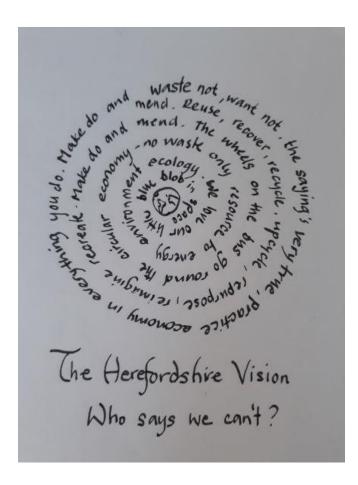
By making positive changes to our waste management service we can bring about a more circular economy for Herefordshire. We can reduce use of natural resources, make sure materials are in use for longer by creating opportunities for re-use and recycling. If data highlighted by Zero Waste Scotland is accepted, we can make perhaps the single biggest contribution to the council's objective for the county to be carbon neutral by 2030.

3. OUR VISION

The Waste Task and Finish group quickly expressed the need for us to no longer think of unwanted materials as waste but as a resource.

We have created a vision for the management of waste in Herefordshire, which encompasses the views of the Waste-TFG on how waste needs to be seen and managed in future.

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.







4. OUR RECOMMENDATIONS

All the recommendations in this report are considered essential.

4.1. Priorities

Throughout the process key themes have emerged as priorities for the Waste-TFG, these are:

1. Treat Waste as a Resource

We must treat waste as a resource, adopt a circular economy, maximising reuse, recycling and recovery of waste to protect natural resources and minimise carbon emissions relating to waste management activities.

2. Prioritise Public Acceptance

Evolution of the current service has been very successful in promoting public participation, evidenced by the reduction in suitable recyclable material remaining in residual waste. We must make sure that the services we provide are user friendly to maximise proper use of the service, and the amount and quality of recyclable material gathered. We should consider different approaches to waste collection for certain housing types, such as flats and communal developments to maximise participation.

3. Maximise Reuse

We must consider how we can maximise the reuse of useful materials, particularly at Household Recycling Centres. Currently too much useful material is lost. We should facilitate opportunities for materials to be extracted from the waste stream, for them to be reused and re-purposed by businesses, charitable organisations and the wider community.

Recommendation 1

The council adopts the three priorities of TREATING WASTE AS A RESOURCE, PRIORITISING PUBLIC ACCEPTANCE and MAXIMISING REUSE as corporate priorities for waste management.

Adopting these principles as part of our county plan will provide leadership and direction for future decisions. The principles highlight the need for a more efficient circular economy, using our natural resources wisely as well as council resources, whilst reflecting the need to ensure our service are accessible and user friendly.

Measurement of our success in meeting these priorities will be through monitoring and reporting our recycling rate, diversion from landfill, participation rate (for recycling) and amount of waste diverted for re-use.

4.2. Objectives

4.2.1. Treating Waste as a Resource

In the future we will need to adopt a circular economy approach using resources efficiently and reducing the amount of waste we create. A circular economy will see us keeping resources in use as long as possible, so we extract maximum value from them. We will seek to reuse, recycle, recover and repurpose materials whenever we can, giving them a new lease of life and preventing them from becoming a waste. The Waste-TFG consider the following objectives are appropriate for enabling the council to achieve this, and have included recommendations alongside these objectives that would allow the council to meet them.

We will:

- Prevent waste through investing in measures, campaigns and initiatives to educate, incentivise and encourage the public to reduce waste.
 - We could limit residual capacity further to encourage residents to use existing and future recycling services. (<u>See WRAP</u> research on impact of limiting residual capacity)
 - Support residents to reduce the amount of food waste generated; making the most of the food they buy, encouraging smarter shopping, planning meals and using up leftovers
 - Continue to provide advice and support to those composting at home to reduce the amount of garden waste generated
 - Link in with national and local initiatives such as Love Food Hate Waste, and the Herefordshire Carbon Plan (Food Alliance). To enhance work we do, enable the community to be involved and support positive outcomes in reducing food waste and its impact on the environment.

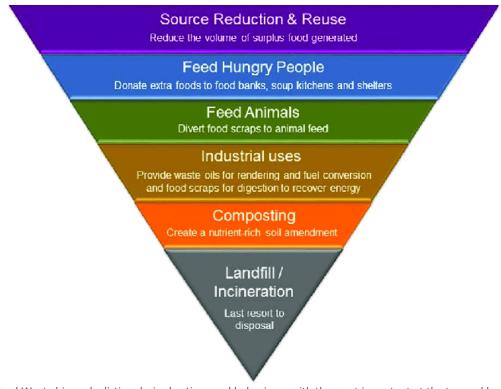


Figure 4 The food Waste hierarchy listing desired actions and behaviours with the most important at the top and least desired action at the bottom.

The council allocates resource to prevent waste from households, restricting residual capacity and investing in waste prevention campaigns and home & community composting initiatives.

Preventing waste will help both residents and the council save money. Residents through food waste prevention initiatives that help people to buy only what they need and the council as it will not need to pay for the cost of collecting and treating the waste avoided.

In recent years the council has been successful at reducing waste, particularly general residual household waste. This has resulted in a saving of over £500,000 per annum since 2011.

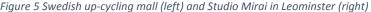
In terms of resource a dedicated member of staff with a small budget to manage waste prevention initiatives and waste communications in support of the service is recommended.

The council should set a target to reduce the amount of non-recyclable waste from 530 kg per house per annum (19/20) to 400 kg per house per annum by 2030

Maximise the quality and quantity of recycled materials to improve market opportunities and income generation potential

- Work with re-processors, considering material types and quality requirements to ensure we have secure markets for the materials we collect
- Continue to investigate recycling opportunities for new material streams, both at Household Recycling Centres and the kerbside where reliable markets are available
- Consider new collection systems and technologies that actively encourage residents to segregate more of their waste for recycling
- Opportunities for using materials locally are actively explored. We work closely with partner organisations such as NMITE to develop reuse (repair and upcycling) capacity and encourage material re-processing to be established locally to turn waste into useful products minimising use of natural resources.







The council prioritises the quality of recyclable material to increase its value and marketability. Secondly the council continually reviews and invests in increasing the quantity of material sent for recycling.

We must ensure that the recyclable materials we collect can be treated as a resource. We should design services that will encourage better quality materials to be collected so we are more likely to find outlets for them to use as a resource to turn into new products.

After quality we need to consider the best approach to maximise the quantity of materials collected for recycling. We can do this be ensuring our services are accessible and easy to use but also through investigating new opportunities and technologies that make the collection and recycling of materials possible. Our service needs to remain flexible enough to be able to accommodate these opportunities.

The council should adopt, <u>as a minimum</u>, targets to allow us to achieve the Resource and Waste Strategy 2018 objective of 65% recycling and composting by 2035:

- To recycle or compost 60% of household waste by 2025
- To recycle or compost 60% of both household and commercial waste by 2030
- To recycle or compost 65% of both household and commercial waste by 2035

Adopt a zero waste to landfill approach

 Only send waste to landfill where there is no other viable alternative, this may include inert residues from recycling and recovery treatment processes and hazardous wastes such as cement bonded asbestos.

Recommendation 4

The council adopts a zero waste to landfill policy, sending only waste that cannot be recycled or recovered. This will minimise loss of resource and minimise harmful emissions, such as carbon and leachate.

The Resource and Waste Strategy 2018 sets an ambition to eliminate food waste to landfill by 2030. It also includes a longer term target of limiting municipal waste to landfill to a maximum of 10%. In 2019/20 we sent 20% of our waste to landfill. The Waste-TFG consider that with our shared Energy from Waste Facility we should be doing better to avoid landfill. In order to consider waste as a resource only waste for which there is no other alternative should be sent to landfill

The council should adopt a target of no more than 1% of household waste to be sent to landfill from 2025.

4.2.2. Prioritising Public Acceptance

It is essential that the services we provide are user friendly and accessible to everyone. Herefordshire is a predominantly rural authority with large areas of sparse population. However this is in stark contrast to the urban areas of Hereford and the market towns. We must ensure our service reflects this, carefully considering our services so we can provide a high quality, easy to understand and accessible service. We will:

Ensure waste management services are user friendly and accessible to all

- Consult with the public and business customers on proposed changes to the service to encourage their input into how they are provided to help ensure they are accessible and user friendly.
- Provide tailored solutions where the nature of housing and access can pose waste collection problems and create barriers to participation in recycling services. This can include town centres, communal developments and difficult to access rural areas where typical issues are limited waste storage, lack of suitable presentation points and poor access for normal refuse collection vehicles. By considering different solutions (alternative vehicles, containers, collection frequencies, communal recycling, etc.) we can maximize participation and compliance.
- Provide assisted collection services to support vulnerable less able bodied people to access our waste management services.
- Reconfigure our Household Recycling Centres to prioritise reuse and recycling opportunities, making sure they are accessible, user friendly and operatives provide quality assistance and guidance to residents.

The council ensures services are accessible and easy to use for all. Providing practical alternative solutions where possible/appropriate so that all residents and business customers can reasonably access them and be encouraged to manage waste safely and in accordance with our service.

The Waste-TFG consider public acceptance a key factor in the design of any services we provide. We must ensure that the public are included in the process of delivering any changes to our service through effective engagement and consultation. This does not mean that only the collection method residents prefer will be adopted, but that their preferences will be taken into account, balanced with financial and environmental impacts.

Through learning from our own experiences and those of other Local Authorities we can also consider what approaches may work best for Herefordshire residents and business customers.

Although we may need to consider different approaches in different areas of the county (such as town centres & communal developments) we want the service to be as consistent as possible from the user's perspective.

Participation rate will be measured and monitored for different housing types and demographics to inform where use of the service could be improved and the success of those improvements measured.

Communicate service information to residents and businesses so they can make best use of the services

- Provide an education service so that we can raise awareness of the importance of proper use of our services and benefits of reducing, reusing and recycling waste.
- Provide up to date and simple guidance to residents and business customers on the council's website, through social media and printed guides.
- Respond to customer enquiries and provide written and verbal assistance to help residents and businesses manage their waste safely, legally and to deliver better environmental outcomes.

The council allocates resource to provide effective communication initiatives with residents and businesses to promote proper use of the service and to help maximise waste reduction, reuse and recycling.

Alongside ensuring we have an accessible and user friendly service the Waste-TFG consider that effective communication is essential to help our residents and business customers use it in the right way. Effective communication will help reduce problems relating to the provision of the service and encourage better quality and quantity of recycling, reducing cost and increasing revenue.

Communication and education initiatives can be provided efficiently and effectively sharing resource used to provide waste prevention campaigns and initiatives.

4.2.3. Maximising Reuse

Opportunities for reuse are currently provided through textile banks and re-use containers located at Household Recycling Centres. Charity shops also provide an essential means of reusing many materials and these are supported by the council with a limited number of disposal permits to allow free disposal at the councils waste transfer stations. However the task and finish group see the potential for much more. Developing opportunities for reuse is a clear priority for the group particularly through the council's Household Recycling Centres service where useful materials are currently being wasted.

The Waste-TFG found that re-use initiatives have the potential to help deliver social value across a range of areas. Making materials available for re-use and supporting people and organisations to facilitate re-use of materials can provide opportunities for learning and development, offer employment opportunities as well as support disadvantaged people on low incomes. Two case studies are illustrated below to highlight both the resource management benefits and social value of re-use initiatives.

The current pre-booking system at HRCs has been very effective in managing demand which avoids queuing and gives time for operatives to advise customers on reuse options. This system should be retained and HRC staff trained to help minimise residual waste.

To maximise re-use we will:

- Develop reuse opportunities throughout the service to maximise the amount of useful material made available for re-use
 - Separate and make materials available for community use to increase opportunities for reuse and recycling
 - Maximise the quantity and quality of reuse of materials from Household Recycling Centres
 - Provide a "scrap store" facility to enable organisation to access materials for arts, crafts and other useful purposes and to support educational establishments.
 - Where possible the council re-use materials and/or distribute useful and needed materials (such as furniture and household goods) to organisations that can use them.
 - Enable the community, business, voluntary and charity groups to increase amount of waste diverted for re-use and recycling.

 The council should take advantage of current restrictions on service provision that have had the effect of creating capacity at the council HRCs. With less visits being made these facilities are quieter providing the opportunity for efforts to be made to separate materials for re-use. This could be achieved by re-tasking existing contractor's staff.

Recommendation 7

The council designs new services to expand reuse opportunities through both the household collection service and the Household Recycling Centres. Existing opportunities to extract reusable materials are explores and implemented.

The Waste-WFG believe that there are many social and commercial opportunities to be explored with reuse. A modest resource could help extract valuable materials so that they can be repaired, repurposed, upcycled and reused. Any costs will be recovered from savings in waste disposal cost, generating income from the materials and added social value.

In the short term the council develops a re-use facility to enable suitable items and materials to be diverted from waste (see case studies below). Such initiatives will very likely support the council's objectives and indicators being considered as part of its **corporate social value framework**.

The council should adopt a target to increase the current levels of reuse of 20 tonnes per annum to 500 tonnes per annum by 2025

Case Study 1 – Reuse in Leicestershire, Leicester and Rutland

qaiw

Laying the foundations to double re-use

How research provided the catalyst for a new approach to re-use in Leicestershire, Leicester City and Rutland

Three neighbouring local authorities — Leicestershire County Council, Leicester City Council and Rutland County Council — were increasingly conscious that more could be done to drive re-use in their region. Though there was some bulky waste re-use taking place, via a number of routes, no-one was certain how much waste was being diverted from landfill, nor how much more could be diverted.

WRAP support helped answer these questions. Detailed research identified that over 1,390 tonnes of bulky items were being diverted into re-use by local furniture re-use organisations — but also that there was potential to almost double this in four years. With this target in mind, the local authorities, working with the third sector and waste contractors, agreed an action plan to achieve that level of re-use. The first actions in this plan took place in Summer 2013.

"The process of developing the Re-use Action Plan has been invaluable in bringing together the different stakeholders required to increase re-use and develop a more sustainable re-use sector. It will provide a road map for how we can all work together."

James O'Brien, Team Manager - Programme Co-ordination, Leicestershire County Council

At a glance

- Quantified current levels of re-use across the region
- Identified potential to double the volume diverted from landfill
- Delivered a comprehensive action plan involving all parties local authorities, private sector, third sector
- Advised local furniture re-use organisations on how to increase their capacity
- Established a local re-use network, which has now been appointed to supply re-usable items to the Leicestershire Welfare Provision service (Social Fund)
- Working towards setting up a WEEE repair facility





The three local authorities hope to nearly double re-use from ca. 1390 tonnes to ca. 2600 tonnes by 2017/18.



Increasing re-use by combining resources

How the Surrey Reuse Network enables its members to make a bigger impact on waste than they could do alone

Since receiving the backing of Surrey County Council as part of its resource-led waste strategy, the Surrey Reuse Network has gone from strength to strength.

As a co-ordinated network, it is able to share resources and win large-scale local authority contracts for bulky waste collection. It is also now the primary supplier of goods to Surrey's Local Assistance Scheme (LAS), the new crisis fund for people in real hardship, and making a sizeable contribution to the Council's target of diverting 2,000 tonnes of furniture and white goods from landfill through re-use in the community.

Each of the individual Furniture Re-use Organisations (FROs) involved has seen their own returns increase, meaning they can help more people in need.

"After three years, the SRN has achieved more than we expected.

Some members have doubled their incomes, increased tonnages
and significantly increased the number of people they assist."

Alex Green, Social Purpose Group. Interim Manager of the SRN

At a glance

- Formally established in 2010; now a registered charity and company limited by guarantee
- Currently diverting ca.600 tonnes of furniture from landfill each year up 22% in 2012-13 compared to 2011-12
- By combining resources, the FROs have been able to set up a single 0800 number and online booking system for collections, run joint communications campaigns and win local authority contracts
- Re-use shop leased to SRN achieved turnover of £30k+ in first six months
- Assisting over 5,000 low-income households, and offering volunteering/ work-based training opportunities to 400 people a year
- Benefited from invest to save approach from Surrey County Council



4.2.4. Environmental Objectives

Waste management activities are a significant contributor to carbon emissions, Zero Waste Scotland believe this contribution is 15% of Scotland's total carbon emissions.

The service relies on large HGV vehicles to provide the service. Given the quantity of waste to be collected there are no real alternatives to HGV vehicles to facilitate the collection and movement of waste. However we can limit the impact of these large vehicle movements through a range of measures such as:

- Ensuring waste and recycling collection rounds are optimised
- Using in cab technology and round management systems to assist crews in reducing missed collections and helping to plan routes.
- Exploring the use of and incorporating alternative fuel vehicles such as electric and hydrogen fuel cell into the fleet where practical, for example by using smaller alternative fuel vehicles in difficult to access areas.

With waste treatment and disposal we should encourage local re-processing, to accept, re-use, recycle and treat materials more locally. We should also make sure that those accepting and processing waste on our behalf are doing so without risking any environmental harm, including where waste is sent oversees.

Reduce carbon emissions and environmental impact of the council's waste management service

 Encourage local options for treatment of waste to reduce impact of transporting waste long distances and create opportunities for using materials closer to the place of production

- Minimise impact of council waste management service on pollution, ensuring strict adherence to environmental compliance through contractual conditions monitoring and enforcement.
- Identify and tackle waste crime to deter fly-tipping, littering and encourage legal compliance
- Ensure that strict measures to minimise potential threats to the environment are in place with any arrangements for handling materials collected through the waste management service (e.g. contract conditions). Compliance with these conditions is monitored and enforced by council monitoring and enforcement teams.
- Ensure that anyone accepting our waste provides a full audit trail of where materials
 are sent for final processing doing all we can to ensure that our waste is not causing
 harm once out of the council's control.

The council will research and seek to develop and continually improve services to minimise carbon emissions and other environmental impacts of the waste management service.

The best data available suggests that avoiding the production of goods and materials from raw materials is the best way to avoid carbon emissions. The Waste-TFG believe the best way we can support global and our own ambitions to reduce the impacts of carbon emission is to reduce waste and discourage the consumption of goods and materials **and thus avoid the damaging need for production.**

We should also explore and seek to provide our waste management services in the most efficient ways possible that reduce our carbon emissions. This can include making sure our waste collection rounds are optimised to minimise fuel use, using alternative fuels for our waste fleets and investing in renewable power sources at waste treatment facilities.

We will work collaboratively with those engaged in work to meet our target of NET zero emissions by 2030 to identify, measure and consider way to reduce the impact of waste management activities. This includes the Energy and Active travel Team, Climate and Ecological Emergency steering group, and Climate Change Task and Finish Group.

The council should measure existing carbon emissions from both operational and embedded sources (e.g. from sale and transport of recyclables) of the service and adopt an achievable target to reduce them.

4.2.5. Social Value Objectives

The waste management service has many opportunities for providing added social value. The waste service is multi-disciplinary in nature encompassing, logistics, facility management, engineering design, materials handling, staff management, IT systems and more. There is a wealth of learning and career opportunities it can offer including HGV drivers, staff management, ICT and data handling, financial management, operation and maintenance, construction and engineering.

It is important, and a requirement for the council to consider how to provide social benefits through the service it provides. The Waste-TFG consider the waste management service can provide many opportunities for social value, these include:

Ensuring good access to our service for vulnerable and disadvantaged people.
 Considering the needs of those who may struggle to participate in waste and recycling services.

- Making materials available to people and organisations that help to bring about positive social value outcomes (for example through community re-use projects)
- Provide learning and career opportunities for young and vulnerable people through offering apprenticeship and training positions.
- Provide specific support to care leavers to help find a route to work, with information, guidance and opportunities.
- Work with care providers to raise waste awareness of resource management issues with young people to encourage them to participate in recycling schemes in adult life.
- Supporting waste and resource organisations that help vulnerable people (such as social enterprises)
- Providing education services to schools
- Developing syllabus with NMITE to stimulate ideas, initiatives and provide skills to support the local resource and waste management sector.

The council is currently considering objectives and indicators to include within its <u>corporate</u> <u>social value framework</u>. It is currently a requirement to consider how social value can be provided and enhanced through public procurement regulations. However the council will need to ensure that any future service meets, or better exceeds, any objectives set out in the developing corporate social value framework.

The Waste-TFG consider the following objectives are important to help provide added social value in future:

- Establish apprenticeship and trainee schemes to encourage people into jobs across the waste management service areas.
- Support community recycling and/or reuse social enterprises that support vulnerable people
- Develop education programmes with educational establishments, schools, colleges and NMITE to incorporate resource and waste management into the syllabus at all stages of a young person's development, and to encourage new generations to consider careers in resource and waste management.
- Support a community larder "too good to go" with local food businesses for food nearing its perishable date.

Recommendation 9

Ensure the service contributes meets or exceeds the objectives set out in the council's developing Corporate Social Value Framework.

The Waste-TFG have identified many opportunities for how the waste management service can contribute to providing social value through a range of initiatives to a wide range of people and communities.

Recommendation 7 highlights the many opportunities provided through re-use initiatives, but there exists further opportunities across the service (note case study on Llanfoist).

To support both the social objectives and benefit the ongoing delivery of the service an apprenticeship or trainee scheme could help encourage people to choose a career in waste. Amongst other things this could help tackle a national shortage of HGV drivers.

The council should provide an apprenticeship and/or training scheme within its waste management service to provide young people an opportunity and career route into the waste management service. Key service providers will be required to provide trainee/apprenticeship schemes to provide opportunities for people to learn skills to fill key job roles such as HGV drivers.

WASTE-TFG CASE STUDY

Llanfoist Reuse and Education Centre (Monmouthshire County Council)

Prior to the outbreak of COVID-19 and restrictions the Waste-TFG had planned a visit to see the reuse service provided by Monmouthshire County Council at is Llanfoist Household Waste Recycling Centre near Abergavenny.

Cllr Swinglehurst took an opportunity to see the facility in August and reported back to the group on how it worked and the benefits of the service.

REUSE SHOP

Monmouthshire opened a reuse shop in June 2019. Re-purposing an old site office and re-locating it at the Household Waste Recycling Centre. The shop has been provided as part of Monmouthshire's commitment to tackle climate change.

Members of the public bring things to the site and staff/volunteers actively intercept at the recycling centre. Staff working at the recycling centre are trained to maximise reuse and are able to buy at a discount from the reuse side so there is incentive for them to extract items. The reuse site is split between outdoors (crockery, garden things, waterproof stuff) and a medium size shed (indoor things, pictures, trinkets, some furniture, textiles).

The shop is only open 1 day a week (on a day when the recycling centre is closed). Visitors can buy items for just a few pounds, on average it re-uses 1.5 tonnes of material each month and makes an average of £600 each day it is open. Profit is donated to tree planting schemes across Monmouthshire.

HOMEMAKERS

A bulky collection and house clearance service is operated by a charity in association with the council. Household goods are collected for a charge (£180 for a van sized house clearance) and then sorted into reusable items (for sale or distribution), recycling (such as scrap metal) and waste. Small items are sold on eBay, high value furniture is sold (similarly to St Michaels Hospice) but serviceable low value furniture and appliances are made available to disadvantaged and vulnerable people for a nominal fee of £5 and even delivered.

EDUCATION CENTRE

Llanfoist also has an education centre that works with schools not only educating the young about the impact of waste on the environment but also showing them that Monmouthshire Council are doing something about it. Any schools, including those in Herefordshire are welcome at this facility.

Conclusions:

- This service has been simple to set up and is low cost to run, volunteers, charities are
 encouraged to get involved and it achieves positive outcomes for the council in terms of
 cost, environmental impact and social value.
- A business case should be drawn up as a matter of urgency with the view to providing a similar service in Herefordshire. This should be managed by the council to seamlessly combine all elements of the service to provide social, environmental and economic benefits. It can link into council social services supporting those going into care as well providing vulnerable people the means to source basis household items.
- To minimise costs use should be made of redundant but serviceable portable classrooms, containers and offices when they become available rather than paying substantial costs for them to be removed from premises when they are no longer required.

4.2.6. Economic Objectives

The view of the Waste-TFG is that the council needs to do more to support businesses and other organisations with their waste. Herefordshire has a diverse range of businesses with a varying degree of needs in respect of the waste we produce.

Providing an increased range of commercial waste and recycling services, including commercial recycling centres, will help support businesses in Herefordshire and our wider economy. The council should seek to recover the full cost of providing these services through customer charges but minimise its own costs and thus the charges made.

- Provide commercial waste and recycling services to non-households (businesses, charities and non-profit making organisations) to support our economic development.
 - Provide the same recycling and reuse opportunities to businesses as households.
 - Provide commercial recycling centres (at at our larger sites in Hereford and Leominster) to provide a place where businesses may take their waste, particularly where a commercial collection may not be appropriate.
 - Focus on small and medium sized enterprises, who may struggle more than large businesses to source and fund appropriate waste management services
 - Recover the cost of providing non-household services as described and permitted by relevant legislation.

Recommendation 10

The council should provide the same opportunities for non-household waste as it does for household waste. The same materials will be collected for recycling and commercial recycling centres will be provided. The council will recover costs as described and permitted by relevant legislation.

The Waste-TFG believe the council should provide services that are accessible, user friendly and flexible to meet the varied needs of businesses and other non-household entities in Herefordshire. Providing cost effective solutions will help improve compliance, reducing waste crime and the cost of dealing with it.

The council should adopt a target to provide at least one commercial recycling centre by 2025.

The Waste-TFG highlight the scale and significance of the decision that needs to be made in how this service is provided. This decision is conservatively valued at £150m based on current rates over a 10 year service period. The options assessment (detailed later in the report) indicates we should expect costs per household between £160 and £180 per household for providing this service (based on current rates and provision of a free garden waste collection service). The comparison Table 3 supports this assessment with rates of between £100 and £180 per household and an average of £150 per household, with most council's offering a chargeable instead of free garden waste collection service.

However the reader should note that there remain considerable variation between councils in the cost of providing the waste management services. To ensure we provide value for money the council must ensure it explores and considers its options carefully and acts adopts best practice solutions that are cost effective and preferably tried and tested elsewhere.

Provide value for money to the taxpayer

- Investigate and understand best practice elsewhere to ensure our services deliver the best balance of quality, cost and performance.
- Carry out detailed financial assessments of service choices (e.g. different collection methods) and delivery options (e.g. in house, external provide, partnership) to inform decision making and avoid bias.
- Provide resource for to support the waste management service to plan and commission these services within a reasonable timeframe to deliver cost effective services for the council its residents and businesses.

The council will ensure it provides value for money to the taxpayer by undertaking a detailed business case on preferred service options as part of any commissioning process encompassing the best approach to achieve cost effective services that provide value for money to the taxpayer

With a decision of a value in the region of £150m the Waste-TFG believe that a well thought through and considered approach is more likely to result in not only better quality, but also better value for money. We must ensure that our services reflect both best practice and best value through understanding and assessing our option, undertaking a business case and through comparison with services provided by other Local Authorities.

The council should periodically benchmark their waste management service to compare costs and performance with other councils providing similar services as well as those we aspire to provide. This will indicate if service costs are reasonable or not.

4.3. Service Options

Our existing arrangements to provide our waste management service expire at the end of 2023/start of 2024. With changes to government policy expected to be introduced from 2023. In order to meet future requirements change will be required.

At the time of writing this report the council has a little over three years to plan, design and implement new services which comply with the council's statutory obligations.

The challenge for Herefordshire Council is that although the Resource and Waste Strategy 2018 and the Environment Bill provide a vision for what will be expected in future detail on specific requirements is not yet clear. The lack of detail creates uncertainty for local authorities who in designing service will need to ensure that they are compliant with evolving policy and any legal obligations.

✓ What we do know is that:

- We will be expected to provide a weekly food waste collection service for every household and offer this as a commercial service to businesses.
- We will be required to collect garden waste separately
- The government's preferred approach is that we collect different recyclables separately to increase their quality
- The governments preferred approach is that no waste stream is collected less than every fortnight
- There is likely to be income arising from Extended Producer Responsibility Schemes (EPRS) requiring packaging producers to fund the costs of dealing with packaging waste
- There will be deposit return schemes for all drinks containers up to 3 litres.
- We should expect any additional NET costs of service provision to be met with government funding
- Our current services expire at the end of 2023 and we MUST have services in place to replace them.

X What we don't know is:

- Whether or not we will be allowed to make a charge for garden waste collection or if it will be free to households
- How much flexibility there will be on collecting separate recyclable materials (as currently exists)
- Whether there will be flexibility on frequency of collection for different waste streams
- What income to local authorities will be generated through EPRS and how it will paid
- What the impact of deposit return schemes will be, particularly in loss of high value recycling income to local authorities
- How the government will fund NET costs (capital grants, revenue funding, funding of transition costs, etc.)
- When exactly it will be required to provide new services (legislation will usually include a transition period)
- Our social value objectives (being developed in the Corporate Social value Framework)

Ensuring flexibility throughout the design and commissioning of the service is going to be essential to react to developing policy and as further clarity on requirements becomes evident. Engaging with government, through both Defra and local authority networks will be essential to gain intelligence and review plans to as necessary.

What is clear is that policy changes are going to have the greatest impact on waste collection services. Practically it is difficult to consider what changes to the waste disposal service are required without first understanding what materials you are collecting and how. Furthermore no significant changes to Household Recycling Centres (HRC) are considered in the RWS 2018. As such this report focuses on changes to the collection service (as does the RWS 2018).

Recommendation 12

The council will ensure flexibility during the design and provision of the service so that changes can be more easily made to accommodate requirements.

The Waste-TFG recognise that we are yet to receive specific details on the future policy. **This presents a risk that the council could design a service which is not compliant** with our statutory requirements. To mitigate this risk the council must be able to modify its approach during the design phase to ensure compliance with policy and legislative requirements.

In designing our service we must also make sure we do not restrict flexibility. This can be achieved by ensuring a holistic approach to service design where waste treatment and disposal services flex to the needs of the waste collection service. This could include avoiding long contracts that restrict the council to any particular approach for an extended period of time.

The Waste-TFG are also keen to explore introducing changes gradually over time to give residents and business customers time to adjust to new services. This may be also be beneficial to align service provision with promised government funding to support the delivery of the service.

4.3.1. Waste Collection Options

The government in developing their RWS 2018 considered three different options for providing waste collection services, these are summarised in Table 6. Although there are innumerable alternatives and service combinations for providing waste collection services, these options represent three distinct approaches that are often used to distinguish the style of waste collection provided by local authorities in the UK.

Scheme 1 Kerbside Sort Recycling	Scheme 2 Two Stream Recycling	Scheme 3 Comingled Recycling
Recycling: Materials are presented weekly for collection in three streams and separated into four compartments on the vehicle Residual Waste: Collected fortnightly from a wheeled bin Food Waste: Collected weekly on same vehicle as recycling Garden Waste: Collected fortnightly from a wheeled bin	Recycling: Materials are presented for collection in two streams both collected fortnightly Residual Waste: Collected fortnightly from a wheeled bin Food Waste: Collected weekly by separate vehicle Garden Waste: Collected fortnightly from a wheeled bin	Recycling: Materials presented mixed together in one stream (co-mingled) collected fortnightly Residual Waste: Collected fortnightly from a wheeled bin Food Waste: Collected weekly by separate vehicle Garden Waste: Collected fortnightly from a wheeled bin

Table 6 Waste collection options considered in the Resource and Waste Strategy 2018

To consider Herefordshire Council's options the Waste-TFG have considered three similar approaches to those in the RWS 2018.

The RWS 2018 options were reviewed and adjusted by current waste collection operatives, drivers and managers to factor local knowledge, experience and expertise. These adjustments

reflected practical considerations from those providing the service to provide more flexible, reliable and cost effective solutions. Two main adjustments were made:

1. Weekly collection of food by separate vehicle assumed for all three options.

The RWS 2018 assumed food waste would be collected alongside weekly recycling in its Scheme 1 (Kerbside Sort). Our waste collection staff do not believe this method to be practical as it would require vehicles with 5 compartments, long collection times per property and low payloads. Inevitably one compartment will fill faster than others requiring the vehicle to empty its load when others compartments are only partially filled. Scheme 1 also assumes the disposal point for each material is the same which is rarely the case if co-collecting dry recycling with food waste.

A collection by separate vehicle will be more efficient with quicker collection, full loads and ability to use any disposal point. The benefit of being able to bolt on at a later date or more easily terminate this service means it provides much greater flexibility.

2. Alternate Three Weekly Collection (ATWC) with two stream recycling assumed for Option 2.

This option explores the impact of restricting residual capacity further. This has been proven to encourage greater participation and performance in recycling and food waste collection services. It should also be noted that with provision of a weekly food waste collection the **amount of residual waste will reduce.** The choice to combine with two stream recycling was from discussions with waste collection staff who were keen to be able to utilise single compartment refuse collection vehicles (RCVs). In this option the same vehicles can be used to collect three different streams of waste:

Week 1: Paper and Cardboard

Week 2: Plastic containers, tins, cans, glass bottles & jars

Week 3: Residual Waste

This permits greater flexibility and delivers efficiencies by reducing the number of vehicles needed to carry out the service. A similar service has recently been adopted in Aberdeenshire.

Following these discussion the final options were provided to a consultant to undertake a waste collection options assessment, the options are described in Table 7. The options include both the costs of collecting recycling and waste as well as the anticipated treatment and disposal costs. They exclude costs associated with the provision of the Household Recycling Centre service as no significant policy changes are expected for this service (an estimate of these costs is included to allow comparison with other council services in Table 3).

-		Option 1 Comingled Recycling	Option 2 Two Stream Recycling	Option 3 Kerbside Sort Recycling
What bin lorries could look like				
General (Residual) Collection		Fortnightly Collection	Three Weekly Collection	Fortnightly Collection
Recycling Collection		Materials presented mixed together in one stream (comingled) collected fortnightly	Materials are presented for collection in two streams each collected every three weeks (alternating on the third week with residual)	Materials are presented weekly for collection in three streams and separated into four compartments on the vehicle
Food Waste		Weekly collection by separate vehicle	Weekly collection by separate vehicle	Weekly collection by separate vehicle
Garden Waste		Fortnightly Collection by separate vehicle	Fortnightly Collection by separate vehicle	Fortnightly Collection by separate vehicle
No. Containers per Household		4+1 (kitchen caddy)	5+1 (kitchen caddy)	6+1 (kitchen caddy)
edule	Week 1		000	
on Sch	Week 2			
What Collection Schedule could look like	Week 3			CCCC
What (Week 4	Ĭ		

Table 7 Herefordshire Waste Collection Options, assessed in 2019

The relative resource requirements, performance and cost of each option was assessed by our consultant to help inform the council's service decisions. A summary of the resource requirements, cost and performance output of the assessment is provided in Table 8.

It should be noted that excluding the Household Recycling Centre (HRC) service from the assessment means that costs cannot be directly compared to other council services in Table 3. Based on previous assessments the cost of providing the HRC service should be in the region of £2m per annum. A more pessimistic value of £2.5 million per annum has been used to estimate the cost per household including HRC costs. This allows a representative comparison with costs of services elsewhere listed in Table 3. It should be noted that our assessments result in costs at the high end of those of services provided elsewhere, it should provide confidence that the assessment is both realistic and achievable (based on current rates).

		Option 1	Option 2	Option 3		
		Comingled Recycling	Two Stream	Kerbside Sort		
	1 – Resource Requirer of vehicles and operati	nents onal staff needed to provide	the service			
	Residual	·		9		
ner	Recycling	19	18	25		
Fleet Requirement	Food Waste	21	22	21		
Fleet Requ	Garden Waste	8	8	8		
<u> </u>	TOTAL	48	48	63		
Drivers	and Loaders	126	127	174		
		ousehold recycling and resid	ual collection			
Expected	l household waste arisi					
Residua	l	24,401	20,987	26,193		
Recyclin	ng	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 C	ollected	66,066	66,066	66,067		
Dry Rec	ycling Rate	25%	27%	25%		
Recycli	ng Rate	58%	63%	58%		
SECTION	3 – Costs for recycling	and residual waste collection	on and treatment			
		and residual waste are prese				
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 TO	TAL	£4,157,410	£4,335,552	£6,157,523		
Residua	l Treatment Cost	£2,398,617	£2,063,052	£2,574,790		
Recyclin	g Cost	£368,628	-£76,000	-£1,084,428		
Storage	and Transfer	£219,992	£219,992	£226,264		
1		1	1	1		

SECTION 4 – Costs for food waste and garden waste collection and treatment

£188,564

£3,175,801

£7,333,211

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.

£187,774

£2,394,818

£6,729,448

£193,941

£1,910,567

£8,068,090

Note: The option of supplying caddy liners has been excluded.

Waste Transport

SUB TOTAL

TOTAL

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
Per Household (including HRCs)	£172	£167	£181

Analysis of Waste Collection Options:

The consultant's report (*Waste Options Assessment 2019*), provided as an appendix to this report, provides further detail and analysis on the relative resource requirements, performance and cost of the different options. However to help best understand the key features and differences between the three options and the reasons for them are summarised in Table 9.

Key Features & Differences	Option 1 Comingled Recycling	Option 2 Two Stream Recycling	Option 3 Kerbside Sort Recycling
Collection Methodology	 Option 1 represents an "as is" service with additional service for the collection of food waste and garden waste bolted on. Fleet size minimised through collecting the least number of waste streams Least change for householders 	Option 2 represents a modification of the existing service where the current collection frequency is extended from every two weeks to three weeks to allow for an additional waste stream to be collected on the third week. Additional services for the collection of food waste and garden waste are bolted on Fleet size minimised by reducing collection frequency	 Option 3 represents a fundamental change in how recycling is collected utilising different recycling collection vehicles (kerbsiders) to allow for the separate collection of multi materials from each household. Large fleet required due to number of waste streams and reduced capacity of each vehicle Greatest change for householders
Recycling	 Residents provided with one bin to put all their recycling in, no separation is required. Recycling is presented on the same day every two weeks (same day as general waste on the alternate weeks) Unavoidable cross contamination from mixing with other materials (e.g. glass shards, plastic and paper fragments, container residues, etc.) Avoidable contamination from user accidentally or deliberately putting in waste that are not accepted. Volatile cost of Materials Recovery Facility gate fees, due to volatile markets for recyclable materials Restricted markets for poorer quality materials 	 Residents provided with two bins. One for paper and card the other for glass containers, plastic containers, tins and cans. One recycling bin is presented one week, the other the next and residual waste the third. Residents are provided with more recycling capacity (two bins collected in a three week period instead of one every two weeks) Unavoidable cross contamination is reduced Avoidable contamination may not be reduced Volatile markets for recyclable materials More sustainable markets due to moderate improvement in quality. 	 Residents provided with three boxes collected weekly. One for paper and card, one for glass bottles and jars the other for plastics and cans. Residents are provided with the most recycling capacity of all options Cross contamination is minimal Further inspection and sorting by recycling crews eliminates obvious contamination Minimal further sorting and separation required Volatile markets for recyclable materials Most sustainable markets due to better quality materials
Food Waste	Residents provided with a small kitchen caddy, and a larger caddy for presenting each week. Getting people to participate in service can be difficult Relatively low yields mean high cost of collection	 Residents provided with a small kitchen caddy, and a larger caddy for presenting each week. People encouraged to participate by restricting residual capacity Relatively low yields mean high cost of collection 	 Residents provided with a small kitchen caddy, and a larger caddy for presenting each week. Getting people to participate in service can be difficult Relatively low yields mean high cost of collection

Table 9 Key features of each option

Table 10 provides a qualitative assessment to illustrate the strengths and weaknesses of each option. This highlights how each option best fulfils the outcomes (priorities and objectives) desired by the Waste-TFG and other key criteria.

Crite	oria	Option 1	Option 2	Option 3
Citt	ei ia	Comingled Recycling Material collected are the	Two Stream Recycling	Kerbside Sort Recycling
rities	Treating Waste as a Resource lowest quality of the options presented. Materials must be sent to a commingled MRF for further sorting and separation with more limited market		Improved quality due to further separation into two streams. Greater capacity and flexibility to change materials accepted for recycling. Less complex sorting requirements and greater market opportunities.	Best quality material due to separation at kerbside and ability of crews to reject materials. Least sorting requirement and greatest market opportunities with the potential to stimulate local reprocessing.
Our Priorities	Prioritising Public Acceptance	Simplest service for the resident, one bin for all recyclable materials.	Requirement to store another bin and separate recycling into two streams	High degree of separation and effort of resident required. Storage of three boxes
	Maximising Reuse Opportunities	Limited options for further waste streams to be accepted as number of materials to be sorted out is high.	Twin stream increases opportunities for additional materials to be introduced in either recycling bin.	Multi stream provides best opportunity for additional materials to be collected as crews are able to sort at kerbside (e.g. batteries, WEEE, textiles, spectacles).
	Environmental (Vehicles) Fleet size minimized, less transport impact and carbon emissions.		Fleet size minimized, less transport impact and carbon emissions	Most vehicles greatest carbon emissions and transport impact.
ctives	Environmental (Resource) Relative poor quality of recycling materials not in use for as long.		Improved material quality and quantity.	Best quality recycling keeping materials in use longer.
Our Objectives	Social Value Objectives Improved opportunities for employment, training and skills.		Improved opportunities for employment, training and skills.	Most opportunities for employment, training and skills. More opportunities for local reprocessing and reuse
	Economic Moderate cost of service to council		Lowest cost service to council	Highest costs service to council
	Legal Compliance (Frequency of collection)	Fortnightly collection	Three weekly frequency of collection presents risk of non-compliance	Governments preferred option very likely to be compliant.
	Legal Compliance (Recycling Quality)	Does not meet requirement to improve recycling quality	Improves recycling quality	Governments preferred option very likely to be compliant.
Other Criteria	Practical Service Delivery	Least change required and best understood. Utilises current vehicle types and design. Use of wheeled bins means waste is stored safely and required minimal manual handling on collection.	Some change required. Utilises current vehicle types and design. Use of wheeled bins means waste is stored safely and required minimal manual handling on collection. Moderate increased number of bins. More complex collection schedule.	Introduces multiple boxes creating storage, collection and manual handling difficulties. Collection times will be increased requiring more staff and vehciles to service. High demand for and cost if replacement boxes Multi compartment approach likely to result in some compartments filling up quicker than others.
	Flexibility of Service	Once procured it will be difficult to make changes to the type and number of vehicles without incurring significant additional cost. New materials may be added for recycling but this may be restricted by treatment/sorting methodology.	Once procured it will be difficult to make changes to the type and number of vehicles without incurring significant additional cost. New materials may be added for recycling but this may be restricted by treatment/sorting methodology.	Once procured it will be difficult to make changes to the type and number of vehicles without incurring significant additional cost. The range of materials accepted for recycling may more easily be altered due to the number of containers and ability of collection crews to sort materials at kerbside. Often kerbside vehicles can be reconfigured

Table 10. Qualitative analysis of options against key criteria

In summary:

Option 1 represents an "as is" service with a food waste and garden waste collection bolted on. It is most favourable in terms that it requires the least change for both our residents, operational staff and the council. However it is most disadvantageous in terms of resource management due to the loss in quality from collecting dry recycling together in one container. This not only reduces the value of the material collected but presents a risk that markets for those materials may be difficult to source.

Option 2 is a modification of the existing service that would allow the introduction of a second recycling wheeled bin. It is favourable in that it would allow paper and cardboard to be separated from other dry recyclable to improve the quality of both streams. Users are also encouraged to separate materials for recycling by reducing the frequency of residual collection to three weeks. Retaining wheeled bins for the collection of dry recycling means existing type vehicles can be used to provide the service. It is disadvantageous in that collection frequencies for residual waste are reduced to every three weeks but recycling is collected on the other two. The government have indicated a preference that no waste stream should be collected less frequently than every two weeks. This option would also require each household to accommodate an additional wheeled bin for the storage a second dry recyclable waste stream.

Option 3 is the governments preferred approach. It would mean collection of the highest quality of recyclable material maximising the value of the recyclable material collected and minimise risk of loss of market. It is disadvantageous in that it will require a wholesale change to how the service is currently provided, moving from wheeled bins for recycling to a box or bag collection service. This not only requires a much larger fleet of vehicles and more staff but introduces manual handling concerns that do not currently exist with staff requiring to repeatedly bend down to lift boxes or bags for sorting and emptying.

Each option has different strengths and weaknesses. Option 2 performs best both in terms of the amount of material sent for recycling and lowest cost. Option 3 provides the highest quality recycling and is in alignment with the governments preferred option in the RWS 2018. Option 1 would require the least change and thus likely to be easier to implement and gain public acceptance.

On balance the Waste TFG believe that options 2 and 3 are best able to fulfil the priorities, objectives and recommendations outlined in this report. Both options will result in improved quality of materials for recycling, improving opportunities for treating them as a resource in line with the circular economy approach. The Waste-TFG also believe Herefordshire Council needs to be brave if it wishes to fulfil its aspirations to be a leader in tackling climate change.

Recommendation 13

Options 2 and 3 are progressed to public consultation with feedback and preferences used to inform the council's decision on its preferred approach. Progressing Option 1 is not recommended.

The Waste-TFG understand that no option is without merit or risk however both option 2 and 3 best fulfil the priorities, objectives and recommendations of this report. Option 2 as the best performing option and Option 3 as the governments preferred approach in the RWS 2018.

The council should consult with residents, business users and key stakeholders to obtain their views on these two approach to providing the service. The consultation should highlight future requirements and the need to change and ask for views on how best those changes can be delivered.

The Waste-TFG feel at this stage it is critical to obtain public feedback on future approach. The consultation should be clear that change is required and explain the reasons for it to bring forward views on how best to make the changes required.

To help inform the consultation selection of preferred waste collection option and subsequent service design the Waste-TFG have highlighted a number of key requirements that should feature in any future service.

Recommendation 14

In designing a new service the council should ensure it incorporates features that will enable it to meet the objectives and recommendations detailed in this report:

- 1. Design of the service enables the collection of high quality materials for recycling to ensure they are useful, valuable and in use for as long as possible to help protect natural resources in accordance with circular economy values.
- 2. The service is designed from the outset to be capable of meeting a 65% recycling and composting target for all the waste collection by the council.
- 3. Residual (general waste) capacity should be restricted in order to encourage the use of recycling and food waste collection, for example by smaller bin size or reduced collection frequency.
- 4. Reasonable and practical alternative collection options are provided to households where the nature of development makes it challenging to accommodate the standard collection service. For example providing different containers and or an increased frequency of collection.
- 5. Flexibility of service should be built in where possible, for example:
 - a. By ensuring waste treatment and disposal arrangements dovetail with those for waste collection, for instance by aligning contract periods. This will ensure that treatment and disposal arrangements do not constrain opportunities to make changes to waste collection services.
 - b. By having more flexible shorter term contractual arrangements with a range of providers to more easily flex to changes in materials collected for recycling.
- 6. A charge for garden waste collections should be made if permitted (to continue to encourage those residents able to do so, to compost at home).
- 7. The same opportunities provided for householders for recycling will be offered to commercial (trade waste) customers at a charge
- 8. Social value will be maximised through re-use initiatives, education and training.
- 9. The service will incorporate effective communications and initiatives to support provision of the service and encourage positive public behaviours to benefit the service (e.g. waste prevention, proper use of recycling services).

4.3.2. Household Recycling Centre Options

Around 30,000 tonnes a third of waste managed by the council is accepted at the 6 councils Household Recycling Centres (HRCs). The range of waste streams accepted for recycling encourages much higher recycling performance than through the kerbside service with all HRCs in Herefordshire recycling over 70% of the waste received.

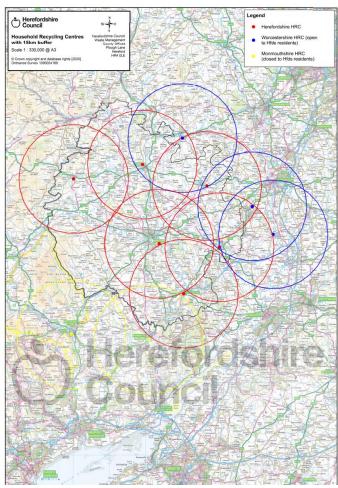






Figure 6 The Household Recycling Centre service

The service satisfies the council's duty (under s51 of the Environmental Protection Act 1990) to provide places where residents in its area may deposit their household waste.

Future policy requires few changes to the Household Recycling Centre service however the Waste-TFG recognise the importance of this service in meeting both anticipated national policy and local ambitions. The Waste-TFG have made two recommendations relating to HRC service provision that will bring about increased resource recovery but also support local business:

Recommendation 7

The council designs new services to expand reuse opportunities through both the household collection service and the Household Recycling Centres. Existing opportunities to extract reusable materials are explored and implemented.

Recommendation 10

The council shall provide the same opportunities for non-household waste as it does for household waste. The same waste collection services will be provided to businesses as they are to households and commercial recycling centres will be provided. The council will recover costs as described and permitted by relevant legislation.

Household Recycling Centres provide great opportunities for providing social value, particularly through re-use initiatives highlighted earlier in the report. We must design services so that re-use organisation are encouraged to be a part of the provision of this service. The Waste-TFG have considered that one way to achieve this would be to consider the HRC service as a separate service, potentially run in house or in partnership in a way that those involved in re-use and delivering social value are not excluded.

A further consideration of the Waste-TFG was the design and layout of these facilities. It was felt that the layout and signage of the site should be improved to encourage separation of recyclable material as much as possible and discourage disposal of useful materials to waste. The council should use the opportunity of providing new services to make these changes.

4.3.3. Waste Treatment and Disposal Options

Similarly to HRCs, this report does not have a focus on waste treatment and disposal options. This can only be considered once the council has determined what materials it is going to collected from households.

What is clearer in the RWS 2018, and from progress through parliament of the Environment Bill, is that weekly collection of food waste and separate collection of garden waste is very likely to be required. This requirement will facilitate the need for additional services, the council does not currently provide which will generate new waste streams requiring treatment.

Recommendation 15

The council commissions a piece of work to understand what changes to its disposal service will be required to best manage the materials arising from the waste collection service options detailed in the analysis above.

A better understanding of the changes required to existing waste treatment and disposal service will inform requirements to support the delivery of the waste collection options outlined in this report. As a priority the council should seek to understand what changes are required to:

- Waste Transfer Stations, to understand how best materials collected could be accepted and stored for onward transport to treatment facilities elsewhere, and what required changes to existing transfer stations would be required, and:-
- Waste Treatment Facilities, to understand current waste treatment methods and capacity, what waste treatment facilities are required, and if there are any opportunities for developing more effective and resource efficient solutions for dealing with the materials collected.
- A full analysis of potential markets for materials arising from the new service and opportunities for local processing to be commission alongside public consultation to inform decision on preferred approach.

The requirement for a weekly collection of food waste will generate up to 7,000 tonnes of household waste plus additional food waste from commercial collection the council will provide. This will require treatment capacity for at least 10,000 tonnes of food waste. Anaerobic digestion (AD) is the most favourable means of treating food waste highlighted by government in its RWS 2018. Although there are a number of AD facilities located in Herefordshire, these are dedicated for the treatment of agricultural waste and energy crops.

The Waste-TFG are mindful that many AD facilities were developed on the back of incentives, such as feed in tariffs, the benefit of which are likely to come to an end. The Waste-TFG are keen to investigate if there are any opportunities for any existing agricultural facilities could be converted to food waste treatment as well as wider consideration of the alternatives of developing our own AD facility or using existing facilities out of county.

Recommendation 16

An early study is undertaken to evaluate if any existing AD facilities could be utilised for the treatment of food waste in Herefordshire.

The Waste-TFG recognise that Anaerobic Digestion facilities are likely to be required to treat food waste collected in Herefordshire. Although there are a number of options such as developing our own facility, using existing out of county facilities, the option of converting an existing agricultural facility may be advantageous.

A study engaging with existing operators would reveal if there is any appetite and possibility for this. The Waste-TFG believe this could also provide added incentives in discouraging the use of energy crops to as feedstock.

As for residual waste a zero waste to landfill policy (Recommendation 4) should be adopted. It is anticipated that any residual waste arising from the service in future will be sent and treated by Herefordshire's Energy from Waste facility it shares with Worcestershire County Council in Hartlebury, Worcestershire.

Recommendation 17

The council should seek to agree an approach with Worcestershire County Council on how their joint Energy from Waste (EFW) facility will be managed and operated to the mutual benefit of both council's on expiry or extension of existing arrangements

Even if the council were able to meet or exceed the governments expected target of 65% recycling by 2035 there will remain a need to treat residual waste arising from Herefordshire's waste management service.

Energy from Waste (Incineration) remains the only reasonable alternative to landfill for residual waste treatment so sending waste to our own shared EFW is expected. However the Waste-TFG wish to see the plant optimised by generating heat as well as power and other options to maximise the efficiency of the facility explored and implemented where advantageous to the two councils both financially and environmentally (through reducing the impact of residual waste treatment on climate change).

Any excess tonnage capacity created from increased recycling should be sold to generate commercial revenue for the two councils.

4.3.4. Management of the Service

The council's waste management team is currently comprised of 8 staff working under a head of service with responsibility for Environment, Climate Change and Waste. The team have a predominantly operational role managing contractors, dealing with service requests and managing the council trade waste, bulky waste and clinical waste collection service.

The waste collection contract is a master a servant style contract providing a service as specified by the council to provide vehicles and staff to collect waste from domestic properties and trade waste customers. The contractor has no strategic and only limited administrative responsibilities for the service.

The disposal service is a management contract where the contractor is required to make suitable arrangements for the treatment and disposal of waste delivered to it by the council. The service is managed by Worcestershire County Council on our behalf. The contractor has no strategic responsibility and has only limited administrative responsibilities for the service.

The decision the council must make on the future of this service is conservatively valued at £150m based on current rates and a 10 year contract. We currently rely on one officer with intermittent consultant support to deliver this. The Council's Waste Disposal Team Leader, who acts as the main contract officer for waste disposal and has lead on future strategy, is due to leave the council in October 2020 which presents a significant loss of knowledge at a key time.

The scale and significance of the work ahead should not be underestimated and time is now a critical factor.

Recommendation 18

Waste Management Team is augmented with required staff and resource to plan, commission and implement new services and manage our new arrangements.

The Waste-TFG consider it is essential to replace our Waste Disposal Team Leader as soon as possible and to create 3 new posts. A Waste Strategy Officer to provide support to the current post in developing the contract(s) and researching collection and disposal options. A Waste Communications Officer to lead the process of public engagement. They will need to be supported by an Administration Officer.

These new posts are required no later than 1st April 2021 and will need to be in place until at least 31st December 2025 to allow for bedding in of the redesigned waste collection services. The cost of these new posts is insignificant in terms of contract value and the financial and reputational impacts of getting this decision wrong. They will also be significantly less than the cost of bringing in consultants to bail us out at the 11th hour if we continue to rely on a single officer to deliver this.

Further resource is likely to be required to appoint legal, financial and technical advisers as required, particularly in support during any procurement. Investing in building the capability in the team will however minimise the need for expensive consultants as well build a more capable team to manage and continue to develop the service.

5. NEXT STEPS

The task ahead is to plan, design and implement a new waste management service. A clear plan with resourcing strategy is required to map out how the authority is going to achieve this.

Typically large scale waste management commissioning projects (to provide new services and/or waste treatment infrastructure) require a minimum of three years to complete successfully. The more time and resource an authority invests the better chance the outcome will deliver favourable outcomes in terms of quality, performance and cost.

As highlighted in **Service Management**, above, time is now a critical factor. In particular based on anticipated time required to consult and determine preferred approach the council will have around a year and a half to design its service in preparation for procuring it. With **local elections** scheduled in May 2023 the council must ensure it leaves sufficient time for service providers to mobilise (e.g. it could take a year to procure a new fleet).

A list of key tasks and suggested timings is provided in Table 11.

Target End	November 2020	March 2021	May 2021	December 2021	December 2022	Start November 2023
Length	3 Months	3 Months	2 Months	6 Months	1 Years	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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Table 11 Key tasks and milestones in implementing a new service

This report is a critical element of the "considering options" phase to determine what service the council's wishes to provide in future. Following completion of this Strategic Review the recommendations within will be put to the council to inform next steps. It is anticipated that a public consultation exercise will follow to obtain service user's (residents and businesses) and key stakeholder's views on key service options.

The Waste-TFG is very keen to ensure that public engagement happens at an early stage and continues throughout the process of developing the service. It is hoped that this will foster a collective approach and increase awareness public acceptance of the changes that will be required.

The results of consultation will inform the council's decision on its preferred service options to take forward into a service design and strategy development phase. Here detailed work is required to ensure the service can be delivered to meet the recommended priorities of treating waste and a resource, prioritising public acceptance and maximising re-use opportunities.

The significance and scale of the challenge ahead is huge. The findings and recommendations in this report clearly identify that the challenge cannot be ignored or delayed further. To do so will place an essential and critical council service at risk. To ensure the council stands a chance of having a new service in place on expiry of existing arrangements adequate resources must be allocated to the Waste Management Team. Initially this should support carrying out a public consultation exercise and commence the planning and design of new services.

6. SUMMARY OF FINDINGS AND RECOMMENDATIONS

This report conveys the findings and recommendations of the Waste task and Finish Group, established by the General Overview and Scrutiny Committee (GOSC) to undertake a Strategic Review of the council's Waste Management Service.

It is hoped that the findings and recommendations within can be agreed by GOSC and be presented to the executive to provide direction and inform the council's progress in responding to the challenges presented by the approaching expiry of existing arrangements and new government policy.

What is clear to the Waste-TFG is the scale of the task ahead. The Waste Management Service is a significant and essential statutory service which Herefordshire Council must provide for all its residents and offer to its businesses. It is a vital element in our everyday lives and for our economy to thrive.

The government also consider resource and waste management a priority, recently confirming its commitment to implementing equivalent measures set out in the EU circular Economy Package. This will mean a once in a generation transformation of our waste management service which we must be equipped to deal with if we want to avoid significant negative implications for the council as well as make the best of the opportunities this brings.

The council is ambitious, it wishes to bring about changes that help protect and enhance our environment, make best use of our resources to keep Herefordshire a great place to live. We now have a once in a generation opportunity to take our waste management service to a new level and meet this challenge.

"We must be brave!"

Next steps:

- Report to be presented to General Overview and Scrutiny Committee on Monday 28 September 2020
- Agreed findings and recommendations to be presented to Cabinet on 29 October 2020
 to recommend approval and initial implementation strategy (to include initial public
 consultation on key service options)
- 3. Public consultation carried out and report on findings and recommended approach to providing new service to be presented to Cabinet in **April 2021**.

The Waste-TFG has provided a cross-party view on our future Waste Management Service options developing a balanced and pragmatic set of recommendations that will allow us to meet future requirements and our own aspirations as a council. We believe the establishment of a permanent cross party member working group would continue to benefit and support the council in meeting the challenge ahead. It can do this by:

- Aiding the development and carrying out of public consultation
- Keeping all political groups informed and included in the process
- Providing political and policy support and guidance to officers (linking with other council priorities and actions that officers may be unaware of).
- Bringing a different perspective
- Providing oversight, being a critical friend
- Identifying gaps and flagging required corrective actions

Recommendation 19

The council should maintain the Waste-TFG as a cross party member group to provide oversight and support to officers until implementation of new services in early 2024.

A cross party member working group will help include political groups throughout the process of planning, commissioning and implementing new services. It can help provide support to officers in offering balanced views and guidance. This group should help to re-enforce the governance processes of the council to ensure that decisions are made in the best interest of the council and its residents.

APPENDIX 1 RISKS

There are significant and potentially severe financial, practical and reputational risks associated with getting this wrong. Worst case scenario is total failure of the service and termination of high value contracts. High profile cases in Greater Manchester (Waste Disposal), Allerdale (Waste Collection) and Derby (Waste Treatment) in recent years highlight the risk. These situations tend to be acrimonious resulting in lengthy litigation and costs to both the council and service provider. Adequate resourcing to plan, design and commission services as well as informed decision making will minimise this risk.

Table 12 provides a list of key risks that currently exist. Risks should be regularly reviewed throughout the planning, commissioning and implementation phase to identify new risks and put in place appropriate measures to control them.

Key Risks	Likelihood	Severity	Implications	Mitigation
Not enough time to complete required work	Moderate	High	Not sufficient time to fully consider all key options and implications of different service choices. This will inevitably result in rushed and not fully thought through commissioning process.	Do not delay in resourcing and ensure effective decision making processes are in place. Consider a single Commissioning Manger with delegated responsibility (as advised by DEFRA in early 2018)
No strategy for commissioning new service	Moderate	High	Without a resourced strategy for putting new service in place there is no certainty that the council will be able to deliver its obligations as both Waste Collection Authority and Waste Disposal Authority in time for expiry of existing arrangements	The council does not delay to adequately resource the planning, development and commissioning of new services. Staff are recruited and resources allocated to undertake the work (Recommendation 18)
Service is not compliant with legal requirements	Low	High	Council will be in breach of statutory obligations Potential government intervention Damage to councils reputation Potential high cost to make compliant (negotiating with incumbent contractor or new service)	Ensure flexibility through the design and commissioning process to reflect that policy is still in development and legislative requirements are yet to be finalised. Engagement with government on developing policy and likely requirements Effective governance in place to take informed and timely decisions and corrective action. Option 1 is not pursued as an option.
Carbon emissions not minimised	Moderate	High	The service is a significant contributor to the county's total carbon emissions. It is likely that requirements are going to directly result in increased carbon emissions due to additional vehicles and additional waste produced from garden waste collections. No measure of current emissions or expected emissions	Indirect carbon savings from improved resource management will be achieved from preventing waste and maximising reuse and recycling. Consideration of how best to provide collections to minimise use of vehicles, introduce low carbon technologies and recover energy from residual waste are required to minimise the services impact on climate change. The carbon (climate change) The Energy and Active Travel Team provide support to measuring current emissions and assess impact of changes.
Poor Value for Money	Moderate	High	Lack of effective commissioning strategy and poor/slow decision making leads to higher service costs than expected. Taxpayers required to fund avoidable costs meaning less funds for other council services	The council does not delay to adequately resource the planning, development and commissioning of new services. Effective governance in place to take informed and timely decisions and corrective action.

Poor Quality and Performance of the services	Moderate	High	Lack of effective commissioning strategy and poor decision making leads to poor service design, quality and performance of services, resulting public dissatisfaction. Potential dispute (if private contractor) or stress on council staff providing the service. Need to re-commission failed services is not uncommon resulting in high unplanned costs	The council does not delay to adequately resource the planning, development and commissioning of new services. Effective governance in place to take informed and timely decisions and corrective action. Strong council management team able to understand service options and take actions to bring about best outcomes for council.
Volatility of recycling markets, availability and prices	High	Moderate	Reduced income and value for money Loss of market require changes to materials accepted through recycling schemes Customer dissatisfaction and confusion Reputational damage Possible contractual disputes (e.g. if changes mean provider(s) cannot comply with conditions)	Recycling services designed to accept core materials as priority Quality of materials is prioritised to maximise market opportunities and value Flexibility to allow changes to accepted recyclable materials without incurring unreasonable costs. Decisions on any new materials to be accepted are based on a sustainable market being available and not on public/political demand.
Availability of HGV (all vehicles above 3.5t) drivers for larger fleet	Moderate	Moderate	A shortage of HGV drivers nationally could result in difficulties recruiting and retaining enough qualified staff to provide the service	Consideration of a mix of multi compartments where practical and smaller 3.5t vehicles may help reduce the requirement for HGV drivers. Support of local training programmes, internal training opportunities to encourage a greater number of qualified staff.
Health and Safety Implications of Service	Moderate	Moderate	Physical demands of service leads to poor health of waste collection and disposal operatives. Changes to services will place additional physical demands on crews particularly increased risk of repetitive strain injury from bending down to collect food waste containers and recycling boxes (where used). With a kerbside sort crews may also be required to handle materials, sorting them into different compartments on the vehicle. This will expose staff to injury from sharp materials.	Where practical we should consider use of wheeled bins for collecting both waste and recycling to minimise manual handling risks. Include manual handling training and physiotherapy support for operational staff to reduce sickness and long term ill-effects.

Table 12 Analysis of key risks and possible mitigation



APPENDIX 2 SUMMARY TABLE OF RECOMMENDATIONS

No.	Recommendation	Reason for recommendation
1	The council adopts the three priorities of TREATING WASTE AS A RESOURCE, PRIORITISING PUBLIC ACCEPTANCE and MAXIMISING REUSE as corporate priorities for waste management.	Adopting these principles as part of our county plan will provide leadership and direction for future decisions. The principles highlight the need for a more efficient circular economy, using our natural resources wisely as well as council resources, whilst reflecting the need to ensure our service are accessible and user friendly. Measurement of our success in meeting these priorities will be through monitoring and reporting our recycling rate, diversion from landfill, participation rate (for recycling) and amount of waste diverted for re-use.
2	The council allocates resource to prevent waste from households, restricting residual capacity and investing in waste prevention campaigns and home & community composting initiatives.	Preventing waste will help save both residents and the council save money. Residents through food waste prevention initiatives that help people to buy only what they need and the council as it will not need to pay for the cost of collecting and treating the waste avoided. In recent years the council has been successful at reducing waste, particularly general residual household waste. This has resulted in a saving of over £500,000 per annum since 2011. In terms of resource a dedicated member of staff with a small budget to manage waste prevention initiatives and waste communications in support of the service is recommended. The council should set a target to reduce the amount of non-recyclable waste from 530 kg per house per annum (19/20) to 400 kg per house per annum by 2030
125 3	The council prioritises the quality of recyclable material to increase its value and marketability. Secondly the council continually reviews and invests in increasing the quantity of material sent for recycling.	We must ensure that the recyclable materials we collect can be treated as a resource. We should design services that will encourage better quality materials to be collected we are more likely to find outlets for them to use as a resource to turn into new products. After quality we need to consider the best approach to maximise the quantity of materials collected for recycling. We can do this be ensuring our services are accessible and easy to use but also through investigating new opportunities and technologies that make the collection and recycling of materials possible. Our service needs to remain flexible enough to be able to accommodate these opportunities. The council should adopt, as a minimum, targets to allow us to achieve the Resource and Waste Strategy 2018 objective of 65% recycling and composting by 2035: To recycle or compost 60% of household waste by 2025 To recycle or compost 60% of both household and commercial waste by 2030 To recycle or compost 65% of both household and commercial waste by 2035
4	The council adopts a zero waste to landfill policy, sending only waste that cannot be recycled or recovered. This will minimise loss of resource and minimise harmful emissions, such as carbon and leachate.	The Resource and Waste Strategy 2018 sets an ambition to eliminate food waste to landfill by 2030. It also includes a longer term target of limiting municipal waste to landfill to a maximum of 10%. In 2019/20 we sent 20% of our waste to landfill. The Waste-TFG consider that with our shared Energy from Waste Facility we should be doing better to avoid landfill. In order to consider waste as a resource only waste for which there is no other alternative should be sent to landfill The council should adopt a target of no more than 1% of household waste to be sent to landfill from 2025.

5	The council ensures services are accessible and easy to use for all. Providing practical alternative solutions where beneficial so that all residents and business customers can reasonably access them and be encouraged to manage waste safely and in accordance with our service.	The Waste-TFG consider public acceptance a key factor in the design of any services we provide. We must ensure that the public are included in the process of delivering any changes to our service through effective engagement and consultation. This does not mean that only the collection method residents prefer will be adopted, but that their preferences will be taken into account, balanced with financial and environmental impacts. Through learning from our own experiences and those of other Local Authorities we can also consider what approaches may work best for Herefordshire residents and business customers. Although we may need to consider different approaches in different areas of the county (such as town centres & communal developments) we want the service to be as consistent as possible from the user's perspective. Participation rate will be measured and monitored for different housing types and demographics to inform where use of the service could be improved and the success of those improvements measured.
6	The council allocates resource to provide effective communication initiatives with residents and businesses to promote proper use of the service and to help maximise waste reduction, reuse and recycling.	After ensuring we have an accessible and user friendly service the Waste-TFG consider that effective communication is essential to help our residents and business customers use it in the right way. Effective communication will help reduce problems relating to the provision of the service and encourage better quality and quantity of recycling, reducing cost and increasing revenue.
7 126	The council designs new services to expand reuse opportunities through both the household collection service and the Household Recycling Centres. Existing opportunities to extract reusable materials are explores and implemented.	The Waste-WFG believe that there are many social and commercial opportunities to be explored with reuse. A modest resource could help extract valuable materials so that they can be repaired, repurposed, upcycled and reused. Any costs will be recovered from savings in waste disposal cost, generating income from the materials and added social value. In the short term the council develops a re-use facility to enable suitable items and materials to be diverted from waste (see case studies below). Such initiatives will very likely support the council's objectives and indicators being considered as part of its corporate social value framework. The council should adopt a target to increase the current levels of reuse of 20 tonnes per annum to 500 tonnes per annum by 2025
8	The council will research and seek to develop and continually improve services to minimise carbon emissions and other environmental impacts of the waste management service.	The best data available suggests that avoiding the production of goods and materials from raw materials is the best way to avoid carbon emissions. The Waste-TFG believe the best way we can support global and our own ambitions to reduce the impacts of carbon emission is to reduce waste and discourage the consumption of goods and materials and thus avoid the damaging need for production. We should also explore and seek to provide our waste management services in the most efficient ways possible that reduce our carbon emissions. This can include making sure our waste collection rounds are optimised to minimise fuel use, using alternative fuels for our waste fleets and investing in renewable power sources at waste treatment facilities. We will work collaboratively with those engaged in work to meet our target of NET zero emissions by 2030 to identify, measure and consider way to reduce the impact of waste management activities. This includes the Energy and Active travel Team, Climate and Ecological Emergency steering group, and Climate Change Task and Finish Group. The council should measure existing carbon emissions from both operational and embedded sources (e.g. from sale and transport of recyclables) of the service and adopt an achievable target to reduce them.

9	Ensure the service contributes meets or exceeds the objectives set out in the council's developing Corporate Social Value Framework.	The Waste-TFG have identified many opportunities for how the waste management service can contribute to providing social value through a range of initiatives to a wide range of people and communities. Recommendation 7 highlights the many opportunities provided through re-use initiatives, but there exists further opportunities across the service. To support both the social objectives and benefit the ongoing delivery of the service an apprenticeship or trainee scheme could help encourage people to choose a career in waste. Amongst other things this could help tackle a national shortage of HGV drivers. The council should provide an apprenticeship and/or training scheme within its waste management service to provide young people an opportunity and career route into the waste management service. Key service providers will be required to provide trainee/apprenticeship schemes to provide opportunities for people to learn skills to fill key job roles such as HGV drivers.
10	The council should provide the same opportunities for non-household waste as it does for household waste. The same materials will be collected for recycling and commercial recycling centres will be provided. The council will recover costs as described and permitted by relevant legislation.	The Waste-TFG believe the council should provide services that are accessible, user friendly and flexible to meet the varied needs of businesses and other non-household entities in Herefordshire. Providing cost effective solutions will help improve compliance, reducing waste crime and the cost of dealing with it. The council should adopt a target to provide at least one commercial recycling centre by 2025.
111	The council will ensure it provides value for money to the taxpayer by undertaking a detailed business case on preferred service options as part of any commissioning process encompassing the best approach to achieve cost effective services that provide value for money to the taxpayer	With a decision of a value in the region of £150m the Waste-TFG believe that a well thought through and considered approach is more likely to result in not only better quality, but also better value for money. We must ensure that our services reflect both best practice and best value through understanding and assessing our option, undertaking a business case and through comparison with services provided by other Local Authorities. The council should periodically benchmark their waste management service to compare costs and performance with other councils providing similar services as well as those we aspire to provide. This will indicate if service costs are reasonable or not.
12	The council will ensure flexibility during the design and provision of the service so that changes can be more easily made to accommodate requirements.	The Waste-TFG recognise that we are yet to receive specific details on the future policy. This presents a risk that the council could design a service which is not compliant with our statutory requirements. To mitigate this risk the council must be able to modify its approach during the design phase to ensure compliance with policy and legislative requirements. In designing our service we must also make sure we do not restrict flexibility. This can be achieved by ensuring a holistic approach to service design where waste treatment and disposal services flex to the needs of the waste collection service. This could include avoiding long contracts that restrict the council to any particular approach for an extended period of time. The Waste-TFG are also keen to explore introducing changes gradually over time to give residents and business customers time to adjust to new services. This may be also be beneficial to align service provision with promised government funding to support the delivery of the service.

13	Options 2 and 3 are progressed to public consultation with feedback and preferences used to inform the council's decision on its preferred approach. Progressing Option 1 is not recommended.	The Waste-TFG understand that no option is without merit or risk however both option 2 and 3 best fulfil the priorities, objectives and recommendations of this report. Option 2 as the best performing option and Option 3 as the governments preferred approach in the RWS 2018. The council should consult with residents, business users and key stakeholders to obtain their views on these two approach to providing the service. The consultation should highlight future requirements and the need to
128	In designing a new service the council should ensure it incorporates features that will enable it to meet the objectives and recommended detailed in this report	 change and ask for views on how best those changes can be delivered. Design of the service enables the collection of high quality materials for recycling to ensure they are useful, valuable and in use for as long as possible to help protect natural resources in accordance with circular economy values. The service is designed from the outset to be capable of meeting a 65% recycling and composting target for all the waste collection by the council. Residual (general waste) capacity should be restricted in order to encourage the use of recycling and food waste collection, for example by smaller bin size or reduced collection frequency. Reasonable and practical alternative collection options are provided to households where the nature of development makes it challenging to accommodate the standard collection service. For example providing different containers and or an increased frequency of collection. Flexibility of service should be built in where possible, for example: By ensuring waste treatment and disposal arrangements dovetail with those for waste collection, for instance by aligning contract periods. This will ensure that treatment and disposal arrangements do not constrain opportunities to make changes to waste collection services. By having more flexible shorter term contractual arrangements with a range of providers to more easily flex to changes in materials collected for recycling. A charge for garden waste collections should be made if permitted (to continue to encourage those residents able to do so, to compost at home). The same opportunities provided for householders for recycling will be offered to commercial (trade waste) customers at a charge Social value will be maximised through re-use initiatives, education and training. The service will incorporate effective communications and initiatives t

15	The council commissions work to understand what changes to its disposal service will be required to best manage the materials arising from the waste collection service options.	The council commissions a piece of work to understand what changes to its disposal service will be required to best manage the materials arising from the waste collection service options detailed in the analysis above. A better understanding of the changes required to existing waste treatment and disposal service will inform requirements to support the delivery of the waste collection options outlined in this report. As a priority the council should seek to understand what changes are required to: • Waste Transfer Stations, to understand how best materials collected could be accepted and stored for onward transport to treatment facilities elsewhere, and what required changes to existing transfer stations would be required, and: • Waste Treatment Facilities, to understand current waste treatment methods and capacity, what waste treatment facilities are required, and if there are any opportunities for developing more effective and resource efficient solutions for dealing with the materials collected. • A full analysis of potential markets for materials arising from the new service and opportunities for local processing to be commission alongside public consultation to inform decision on preferred approach.
16	An early study is undertaken to evaluate if any existing AD facilities could be utilised for the treatment of food waste in Herefordshire.	The Waste-TFG recognise that Anaerobic Digestion facilities are likely to be required to treat food waste collected in Herefordshire. Although there are a number of options such as developing our own facility, using existing out of county facilities, the option of converting an existing agricultural facility may be advantageous. A study engaging with existing operators would reveal if there is any appetite and possibility for this. The Waste –TFG believe this could also provide added incentives in discouraging the use of energy crops to as feedstock.
17	The council should seek to agree an approach with Worcestershire County Council on how their joint Energy from Waste (EFW) facility will be managed and operated to the mutual benefit of both council's on expiry or extension of existing arrangements	Even if the council were able to meet or exceed the governments expected target of 65% recycling by 2035 there will remain a need to treat residual waste arising from Herefordshire's waste management service. Energy from Waste (Incineration) remains the only reasonable alternative to landfill for residual waste treatment so sending waste to our own shared EFW is expected. However the Waste-TFG wish to see the plant optimised by generating heat as well as power and other options to maximise the efficiency of the facility explored and implemented where advantageous to the two councils both financially and environmentally (through reducing the impact of residual waste treatment on climate change). Any excess tonnage capacity created from increased recycling should be sold to generate commercial revenue for the two councils.
18	Waste Management Team is augmented with required staff and resource to plan, commission and implement new services and manage our new arrangements.	The Waste-TFG consider it is essential to replace our Waste Disposal Team Leader as soon as possible and to create 3 new posts. A Waste Strategy Officer to provide support to the current post in developing the contract(s) and researching collection and disposal options. A Waste Communications Officer to lead the process of public engagement. They will need to be supported by an Administration Officer. These new posts are required no later than 1st April 2021 and will need to be in place until at least 31st December 2025 to allow for bedding in of the redesigned waste collection services. The cost of these new posts is insignificant in terms of contract value and the financial and reputational impacts of getting this decision wrong. They will also be significantly less than the cost of bringing in consultants to bail us out at the 11th hour if we continue to rely on a single officer to deliver this. Further resource is likely to be required to appoint legal, financial and technical advisers as required, particularly in support during any procurement. Investing in building the capability in the team will however minimise the need for expensive consultants as well build a more capable team to manage and continue to develop the service.

The council should maintain the Waste-TFG as a cross party member group to provide oversight and support to officers until implementation of new services in early 2024.

A cross party member working group will help include political groups throughout the process of planning, commissioning and implementing new services. It can help provide support to officers in offering balanced views and guidance. This group should help to re-enforce the governance processes of the council to ensure that decisions are made in the best interest of the council and its residents.



APPENDIX 3 WASTE COLLECTION OPTIONS ASSESSMENT (2019)

PROVIDED AS SEPARATE DOCUMENT





Acknowledgements:

Frith Resource Management would like to thank the essential contributions from waste management officers Kenton Vigus and Nicola Percival at Herefordshire Council throughout these modelling phases.

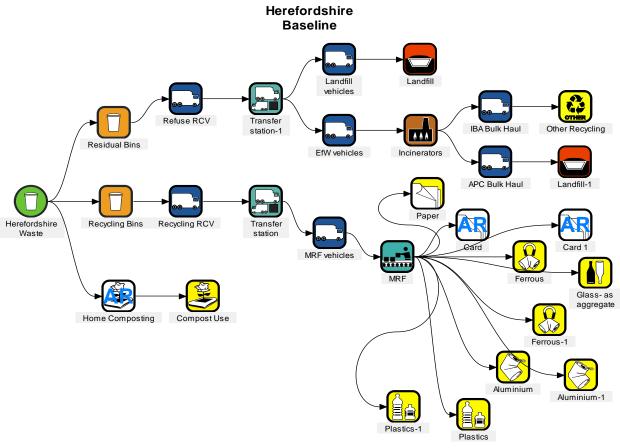
Disclaimer:

Frith Resource Management Ltd (FRM) is an independent waste and resource management consultancy providing advice in accordance with the project brief. FRM has taken all reasonable care and diligence in the preparation of this report to ensure that all facts and analysis presented are as accurate as possible within the scope of the project. However no guarantee is provided in respect of the information presented, and FRM is not responsible for decisions or actions taken on the basis of the content of this report.

Executive Summary

Frith Resource Management (FRM) Limited were engaged by Herefordshire Council to undertake a short project to review the carbon impacts of a range of collection options modelled previously by FRM in the project 'Waste and recycling collection service options modelling'. FRM applied the Waste & Resources Assessment Tool for the Environment (WRATE), version 4.0.1.0. This is a Life Cycle Assessment model developed by the Environment Agency specifically for the purpose of modelling municipal waste management systems.

A schematic of the current collection system, as modelled is shown below.

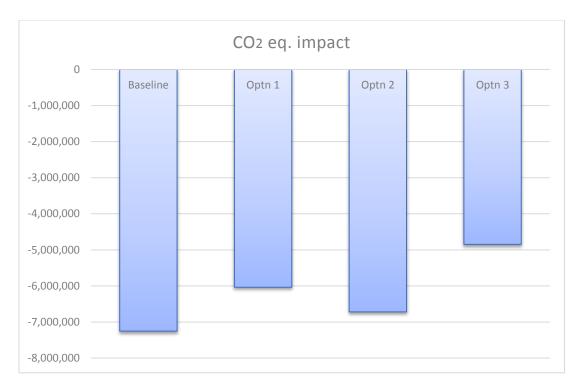


Date 31/07/2019 Software Version 4.0.1.0 Database Version 4.0.1.0

The results of the impact on carbon emissions of the service are highlighted in the figure below . The results show negative figures because recycling and energy recovery has offset more damaging, carbon intensive processes, such as primary resource extraction and burning of fossil fuels. This therefore represents a carbon 'saving' as a result of the resource management activity in Herefordshire.

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¹ For Herefordshire Council, Frith Resource Management, July 2019



The results of this study are displayed in kg of Carbon Dioxide equivalents, and show that the baseline (current service) has the lowest carbon impact, and is the most beneficial in carbon terms. The reasons for this are primarily as follows:-

- It has the lowest transport impact all other options (options 1-3) have substantially more vehicle movements as the result of the introduction of a separate fortnightly free garden waste collection and a weekly food waste collection. There may however be some impacts unaccounted for in the model, for example if many households currently make individual car journeys to the HWRC to deposit garden waste, however it is unclear as to the magnitude of this, and is outside the scope of the model.
- The carbon benefit of composting the garden waste is already captured the fact that there are relatively low amounts of garden waste within the residual stream at present suggests that, of the available garden waste to be drawn into a free collection, this is probably already being composted either at home or at the HWRC in most cases, and therefore there is limited additional carbon benefit gained in options 1, 2 and 3.
- The residual waste is predominantly managed via the Energy from Waste plant this means
 that the carbon impact of, for example food waste, is much lower than would be the case from
 landfill, and so there is less of a relative carbon benefit from digesting it in an anaerobic
 digestion facility.

Setting aside the Baseline service, which is unlikely to be deliverable under future resource management policies, the best of the alternative three options analysed is Option 2, which performs well compared to options 1 and 3, due to lower transport emissions and higher recycling, both as a result of the 3 weekly residual waste / recyclables collection.

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1 Introduction

Frith Resource Management (FRM) Limited were engaged by Herefordshire Council to undertake a short project to review the carbon impacts of a range of collection options modelled previously by FRM in the project 'Waste and recycling collection service options modelling'².

These collection options were as follows, the elements in **bold** are variations from the current service.:-

Scenario	Collection Stream	Frequency	Capacity (I)	
	Residual waste	Fortnightly	180l wheeled bin	
Baseline	Dry recycling (Commingled)	Fortnightly	240l wheeled bin	
As current	Food waste	No separate food collection		
	Garden waste	No formal garden collection service ³		
Option 1	Residual waste	Fortnightly	180l wheeled bin	
Current AWC	Dry recycling (Commingled)	Fortnightly	240l wheeled bin	
+ food	Food waste	Weekly	Kitchen caddy and 23l bin	
+ garden	Garden waste (free)	Fortnightly	240l wheeled bin	
Ontion 3	Residual waste	Three weekly (week 1)	180l wheeled bin	
Option 2 Alternate Three	Dry recycling	Three weekly (week 2) Cans, plastic, glass	180l wheeled bin	
Weekly (ATWC) + food	(Twin stream, paper and card out)	Three weekly (week 3) Paper and card	240l wheeled bin	
+ garden	Food waste	Weekly	Kitchen caddy and 23l bin	
r garacii	Garden waste (free)	Fortnightly	240l wheeled bin	
	Residual waste	Fortnightly	180l wheeled bin	
Option 3	Dry recycling	Weekly	3x 50l boxes	
	Food waste	Weekly	Kitchen caddy and 23l bin	
Kerbside sort + food + garden	Garden waste (free)	Fortnightly	240l wheeled bin	

² For Herefordshire Council, Frith Resource Management, July 2019

³ Householders can purchase sacks and present garden waste to be collected with residual waste, however this is not considered a formal service as the garden waste does not go for recycling.

2 Methodology

FRM applied the Waste & Resources Assessment Tool for the Environment (WRATE), version 4.0.1.0. This is a Life Cycle Assessment model developed by the Environment Agency specifically for the purpose of modelling municipal waste management systems.

Paul Frith is trained at Advanced level in the use of this tool and undertook the modelling.

Key assumptions applied in the modelling and agreed prior to the modelling phase included the following.

2.1 Project Scope

The Model was to comprise the collection, recycling, treatment and disposal phases of the municipal waste management collection system, focussed on the areas and options addressed in the initial 'Waste and recycling collection service options modelling' report.

2.2 Project Year & Waste Composition

The project was modelled using the latest waste arisings and composition data (2019) and by applying the 2019 UK Energy Mix in WRATE. The waste composition was applied as shown in Table 1 below.

Table 1: Waste composition applied in WRATE

Waste Fraction	%	Quantity [tonnes]
Paper and card		
Newspapers	7.6	5021.09
Magazines	7.5	4955.03
Card packaging	2.9	1915.94
Other card	1.6	1057.07
Unspecified plastic film	3.1	2048.08
Drinks bottles	1.8	1189.21
Other packaging	3.4	2246.28
Unspecified textiles	1.7	1123.14
Unspecified combustibles	9.2	6078.16
Unspecified non-combustibles	6	3964.02
Green bottles	2	1321.34
Clear bottles	2	1321.34
Brown bottles	2	1321.34
Jars	0.8	528.536
Garden waste	25	16516.8
Food waste	20.7	13675.9
Steel food and drink cans	1.7	1123.14

Waste Fraction	%	Quantity [tonnes]
Aluminium drinks cans	0.4	264.268
Foil	0.6	396.402

This composition is a combination of the waste composition analysis data provided by Herefordshire Council (2019) and the addition of the anticipated amount of garden waste brought into the collection system via the free collections included in Options 1-3. Total waste arisings were modelled as 66,067tonnes per annum, again including the additional garden waste.

2.3 Project Assumptions

It is assumed for distances to the following facilities, a 'standard' 20km has been utilised:-

- Materials Recycling Facility (MRF)
- Landfill (of residual waste when the EfW plant is offline)

It is assumed that the Energy from Waste (EfW) plant operates 90% of the time, the remaining 10% of the time residual waste, in all scenarios, is sent to Landfill.

All transport of recyclables and waste after a transfer station or treatment facility takes place using bulk haul 'intermodal' vehicles in WRATE.

All collection activity utilises the vehicle types and mileages from the KAT (Kerbside Analysis Tool) modelling exercise undertaken in the preceding project⁴. The exception are the food waste vehicles for which there is not an equivalent vehicle to a specialist food waste collection vehicle, as a consequence a 7.5t caged recycling vehicle was used as an alternate. The mileages are included in Appendix A.

All landfill employed are standard 'clay liner, clay cap' type within WRATE.

The Air Pollution Control (APC) residues are sent to Avonmouth for treatment, however there is no processes equivalent to this in WRATE, and therefore these are sent to landfill in this model.

Contamination within recyclables is assumed to be left in the residual stream to account for the impacts of disposal of this material. The consequences of transporting it are captured in the vehicle mileage modelled in KAT.

2.4 Baseline Assumptions

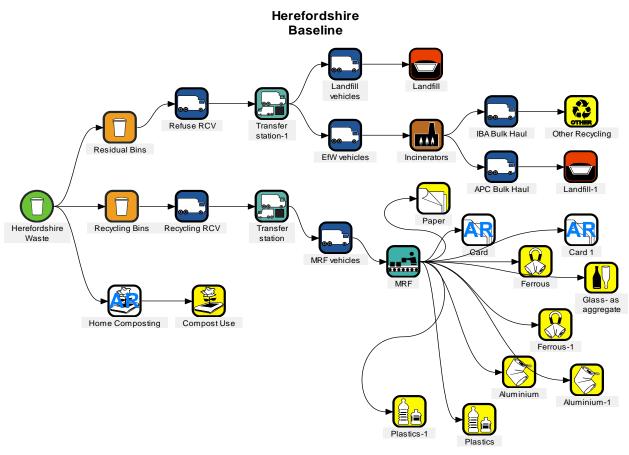
It is assumed that for all garden waste currently not collected in the baseline collection system, that this material is home composted. This is a significant assumption, as in practice some may be sent to a Household Waste Recycling Centre, other material home composted and some may be left as grass cuttings or burnt etc.

⁴ For Herefordshire Council, Frith Resource Management, July 2019

For glass sent to the MRF, it is assumed that all glass from the facility is sent as aggregate (none is suitable for remelt applications).

The schematic for the Baseline model is shown as Figure 1.

Figure 1: Baseline (current) Herefordshire model



Date 31/07/2019 Software Version 4.0.1.0 Database Version 4.0.1.0

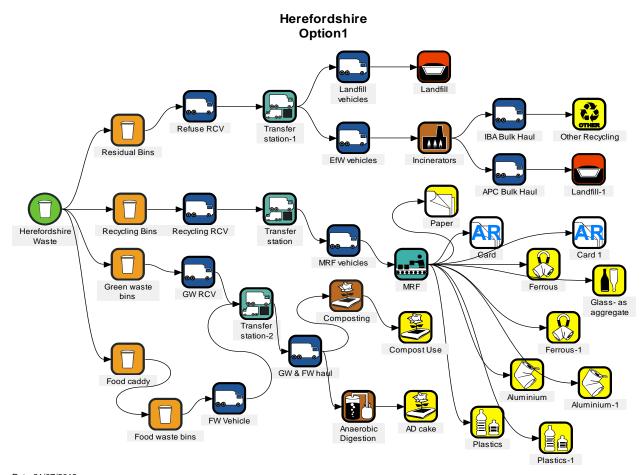
2.5 Option 1 Assumptions

It is assumed that the garden waste estimated under the previous Collection Options Appraisal project is captured via the free garden collection scheme. This waste is sent 5km to an Open Windrow Composting facility and the resulting compost applied to land.

The food waste yield is derived from the Waste & Resources Action Programme (WRAP) 'ready reckoner' and is based on a statistical link between socio-demographics and food waste arisings. We have assumed the low yield within the range for this option. All food waste is sent 5km to a wet anaerobic digestion process (the Biogen process in WRATE) and the resultant digestate is applied to land.

The schematic for Option 1 is shown in Figure 2 below.

Figure 2: Option 1 Herefordshire Model



Date 31/07/2019 Software Version 4.0.1.0 Database Version 4.0.1.0

2.6 Option 2 Assumptions

It is assumed that the garden waste estimated under the previous Collection Options Appraisal project is captured via the free garden collection scheme. This waste is sent 5km to an Open Windrow Composting facility and the resulting compost applied to land.

The food waste yield is derived from the WRAP 'ready reckoner' for food waste collection, and based on a statistical link between socio-demographics and food waste arisings. We have assumed the medium yield within the range for this option. All food waste is sent 5km to a wet anaerobic digestion process (the Biogen process in WRATE) and the resultant digestate is applied to land.

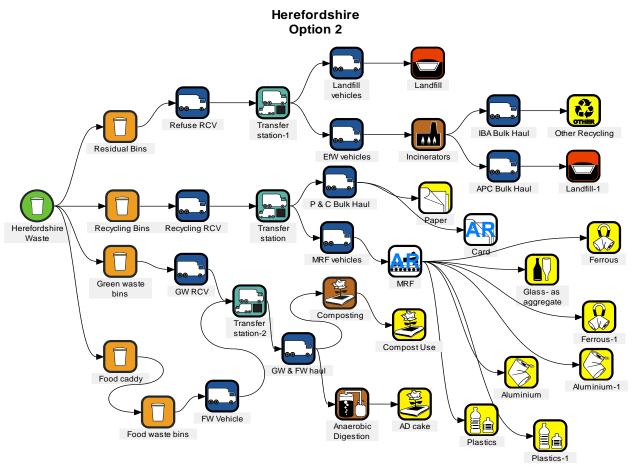
An uplift⁵ has been applied to the dry recycling as a result of the three weekly residual waste collection. The dry recyclables are collected via a two stream collection (paper and card separate), and it is assumed that all recyclables have a 20km transfer distance.

5

⁵ +5% materials capture +2% participation

The schematic for Option 2 is shown in Figure 3 below.

Figure 3: Option 2 Herefordshire Model



Date 31/07/2019 Software Version 4.0.1.0 Database Version 4.0.1.0

2.7 Option 3 Assumptions

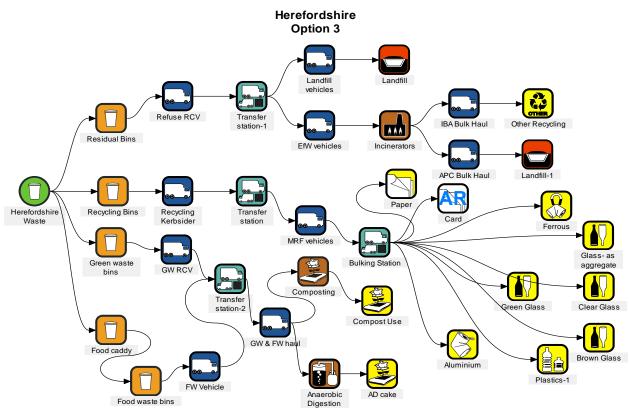
It is assumed that the garden waste estimated under the previous Collection Options Appraisal project is captured via the free garden collection scheme. This waste is sent 5km to an Open Windrow Composting facility and the resulting compost applied to land.

The food waste yield is derived from the WRAP 'ready reckoner' for food waste collection, and based on a statistical link between socio-demographics and food waste arisings. We have assumed the low yield within the range for this option. All food waste is sent 5km to a wet anaerobic digestion process (the Biogen process in WRATE) and the resultant digestate is applied to land.

Dry recycling yield is the same as option 1, however it is collected in compartmentalised vehicles and bulked at a facility 20km away from the transfer station. The glass within the collection is predominantly sent for remelt in colour specific processes, 11.75% of the glass (representing the non colour specific jars in the waste composition profile, table 1) is sent for aggregate.

The schematic for Option 3 is shown in Figure 4 below. .

Figure 4: Option 3 Herefordshire Model



Date 31/07/2019 Software Version 4.0.1.0 Database Version 4.0.1.0

3 Results

The findings of the WRATE modelling exercise are outlined in the following tables. They represent Life Cycle Assessment results, and so consider the impact of vehicles and infrastructure as a proportion of their use and their life, so for example the impact of the Energy from Waste plant (including construction burdens and operational impacts) will be assessed over a 25 year life and annualised to reflect a years' impact. As a waste management model, one of the key outcomes is the avoided impact of effective waste management, for example emissions displaced from extracting / processing of virgin materials versus secondary materials recovery for recycling. Similarly, energy recovery from waste can offset some of the emissions from fossil fuel based alternatives.

Figure 5 shows the carbon impact of the baseline and 3 alternative options as this is the focus of the project.

All emissions relating to global warming impacts (e.g. methane, carbon dioxide, nitrous oxide) are converted to kg of CO₂ equivalent, over a 100-year timeframe. This is standard practice for models considering carbon impacts of waste management processes.

It should be noted that, the lower the number, the lower the impact (or in the case of negative numbers like below (Figure 5), a -1000, is better than a -800). Negative numbers arise where recycling and energy recovery, as noted above, has offset more damaging, carbon intensive processes, such as primary resource extraction and burning of fossil fuels. This therefore represents a carbon 'saving' as a result of the resource management activity in Herefordshire.

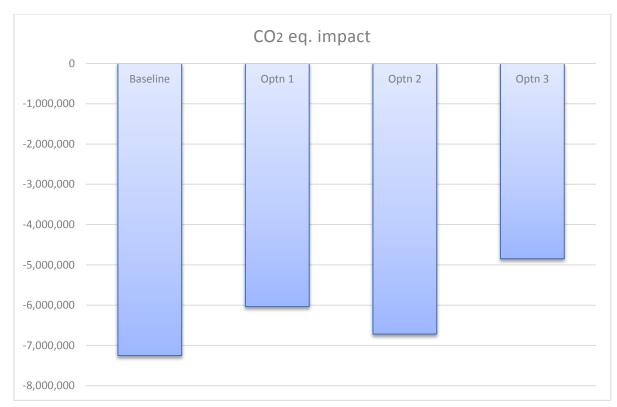


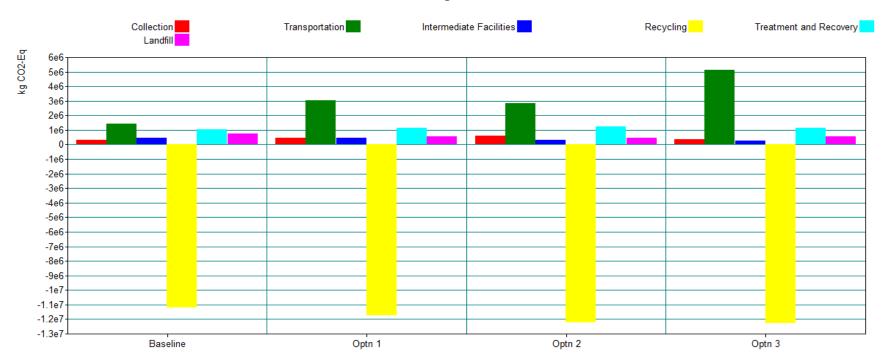
Figure 5: Global Warming Potential, expressed as kg of CO₂ equivalent

The detail behind these totals are illustrated in Figure 6. These results are classified as follows:-

- **Collection** this accounts for the environmental burdens of the collection containers (only), so the burdens in making the containers for the various collection systems
- **Transportation** this accounts for emissions from the vehicles in terms of construction burdens as well as fuel related emissions. This covers both collection from households and bulk haulage.
- Intermediate Facilities these are the environmental burdens of transfer stations, materials recycling facilities. They include the construction and operating burdens.
- Recycling this is the environmental benefit of recycling, displacing primary resource extraction
 / refining.
- Treatment & Recovery These are the environmental burdens of composting plants, AD facilities and Energy from Waste facilities. They include the construction and operating burdens, and also any benefits associated with energy recovery.
- Landfill This comprises the environmental burdens of landfill (with some benefits associated with energy recovery from landfill gas).

Figure 6: Breakdown of carbon impacts by process, for each option

Herefordshire climate change: GWP 100a



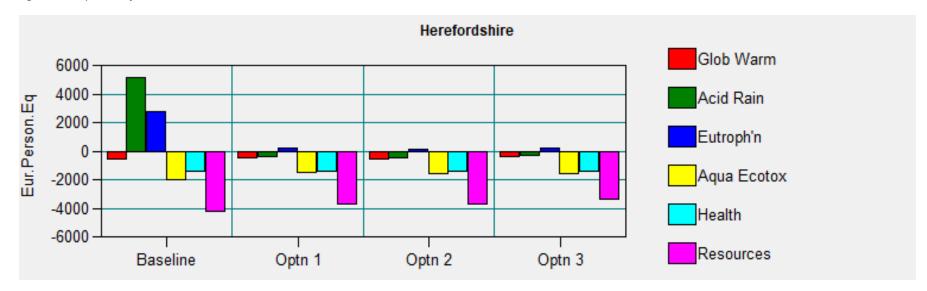
In addition to the modelling of carbon impacts, the WRATE model also derives other environmental impacts as shown in Table 2

Table 2: Quantified Environmental impacts

Impact Assessments	Unit	Baseline	Optn 1	Optn 2	Optn 3
climate change: GWP 100a	kg CO2-Eq	-7,250,189	-6,035,499	-6,717,757	-4,847,456
acidification potential: average European	kg SO2-Eq	367,181	-29,428	-33,036	-23,928
eutrophication potential: generic	kg PO4-Eq	93,633	6,041	5,439	7,443
freshwater aquatic ecotoxicity: FAETP infinite	kg 1,4-DCB-Eq	-2,679,737	-1,990,338	-2,057,909	-2,030,585
human toxicity: HTP infinite	kg 1,4-DCB-Eq	-28,370,240	-27,213,358	-27,814,134	-27,295,474
resources: depletion of abiotic resources	kg antimony-Eq	-161,557	-141,471	-144,302	-130,648

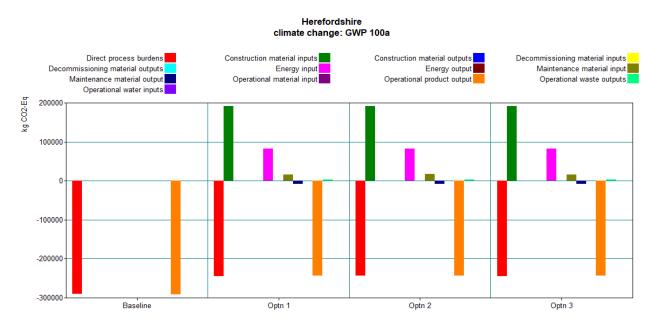
In order to compare across different environmental fields a 'normalisation' measure is applied, in this case using the measure of 'numbers of equivalent European persons' impact against each measure, the results of which are included in Figure 7.

Figure 7: Comparison of the six environmental criteria within the WRATE model



It is possible to derive more detail about the individual environmental burden emissions from the different scenarios in WRATE. An example of the green waste management is included in Figure 8 below.

Figure 8: Environmental emissions from green waste management



WRATE takes account of avoided carbon impacts, as noted previously, and whilst these may be separated out on a case by case basis, for example through de-selection of certain process stages above, some categories may have both a positive or negative impact (for example 'direct process burdens') and so care should be taken with that approach, as the net figure may be presented.

4 Conclusions

The results of this study show that the baseline (current service) has the lowest carbon impact, and is the most beneficial in carbon terms. The reasons for this are primarily as follows:-

- It has the lowest transport impact all other options have substantially more vehicle movements as the result of the introduction of a fortnightly free garden waste collection and a weekly food waste collection. There may however be some impacts unaccounted for in the model, for example if many households make individual car journeys to the HWRC to deposit garden waste, however it is unclear as to the magnitude of this, and it is outside of the scope of the model.
- The carbon benefit of composting the garden waste is already captured the fact that there are relatively low amounts of garden waste within the residual stream at present suggests that, of the available garden waste to be drawn into a free collection, this is probably already being composted either at home or at the HWRC in most cases, and therefore there is limited additional carbon benefit gained in options 1, 2 and 3.
- The residual waste is predominantly managed via the Energy from Waste plant this means that the carbon impact of, for example food waste, is much lower than would be the case from landfill, and so there is less of a relative carbon benefit from digesting it in an anaerobic digestion facility.

Setting aside the Baseline service, which is unlikely to be deliverable under future resource management policies, the best of the alternative three options analysed is Option 2, which performs well compared to options 1 and 3, due to lower transport emissions and higher recycling, both as a result of the 3 weekly residual waste / recyclables collection.

Other points

There is some sensitivity to the following assumptions:-

- The home composting of garden waste assumed in the baseline is a significant assumption as identified above
- The 10% diversion into landfill of the residual stream (representing EfW 'downtime') will have a material effect, notably on the impact of the food waste collection system
- The 27% efficiency of the EfW plant is good practice, however lower actual performance will affect the relative impact of residual waste treatment

Whilst the focus of the project is on carbon impacts, there are some major shifts in some of the other environmental impacts, notably acidification and eutrophication, which show dramatic improvements in all the other options (1, 2 & 3) relative to the baseline. This is primarily a factor of the impact of home composting, and therefore highlights the sensitivity to this parameter in the model.

Appendix A Vehicle Mileages from KAT model

<u>Baseline</u>		
	<u>Annual</u>	Total KM's per annum
Residual	244467	500860
Dry recycling	256393	300000
Option 1	,	
Residual	233484	
Dry recycling	256393	4.472.604
Food	799619	1473604
Garden	184109	
Option 2		
Residual	101775	
Dry recycling (P&C)	107520	
Dry recycling (DMR)	107520	1329415
Food	828490	
Garden	184109	
Option 3		
Residual	233484	
Dry recycling	1182063	2399274
Food	799619	2599274
Garden	184109	



Rubbish and recycling consultation

Herefordshire Council

Final report
March 2021





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Project details and acknowledgements

Title	Rubbish and recycling consultation
Client	Herefordshire Council
Project number	20119
Author/s	Sophi Ducie, Sam Jones and Jenny Chen
Research Manager	Sophi Ducie
Reviewed by	Jenny Chen

M·E·L Research would like to thank Herefordshire Council's communications team in helping to promote the survey during these challenging times as well as all the residents and businesses who provided feedback.

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KEY FINDINGS AT A GLANCE

Rubbish and recycling consultation 2020/21

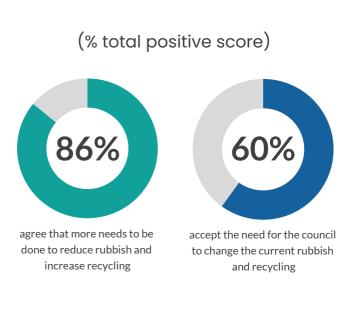


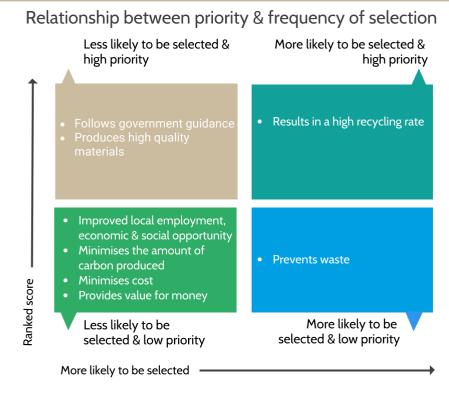
Produced by M·E·L Research on behalf of Herefordshire Council

Herefordshire Council needed to gather feedback from residents on the future of rubbish and recycling collections. The council's current rubbish and recycling contract is coming to an end in 2023. Since the current service was introduced, the government announced a new national resource and waste strategy and the council will have to ensure it meets the new requirements. In addition, in 2019 the council declared a Climate Emergency and has an ambition to make changes to bring about a more sustainable county. The council has already done a great deal of work gathering information to help inform any future decisions. The last stage was to gather feedback from both residents and businesses.

During December 2020 to February 2021, an online survey was circulated to gather this feedback. The consultation was promoted on the council website, social media pages, other media publications and emails were sent to a representative sample of residents. Trade and non-trade waste customers were sent an email to take part in the business survey. This section presents the key findings of the research. Overall, 3,498 resident and 181 businesses provided feedback.

Attitudes and perceptions

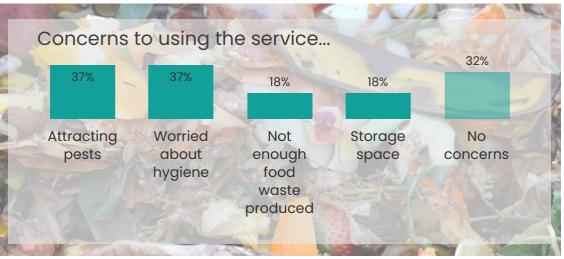




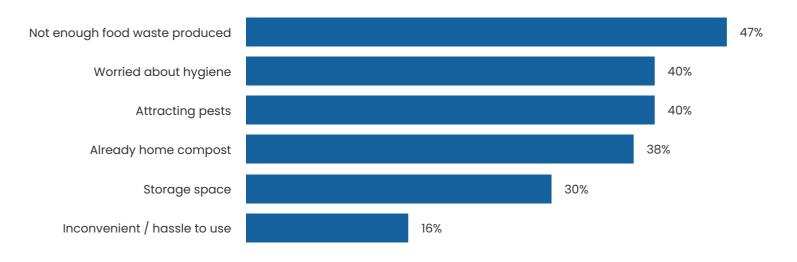


Food waste usage



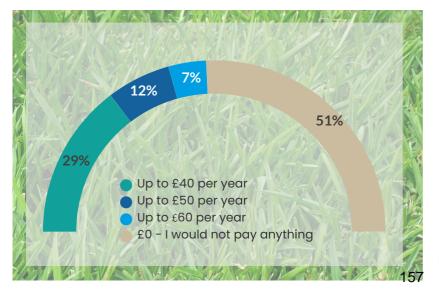


Why residents said 'maybe' or 'no' they would not use a food waste collection...



Garden waste collections

49% said they would pay for a council garden waste collection





The future of rubbish and recycling collections

Option 1



- Alternative 3 weekly collection of dry recycling (2 x wheeled bin)
- 3 weekly collection of rubbish
- Fortnightly collection of garden waste
- Weekly collection of food waste

Option 2



- Weekly collection of dry recycling (boxes)
- Fortnightly collection of rubbish
- Fortnightly collection of garden waste
- Weekly collection of food waste

Preference for options:

53%

47%

Reasons for preference:

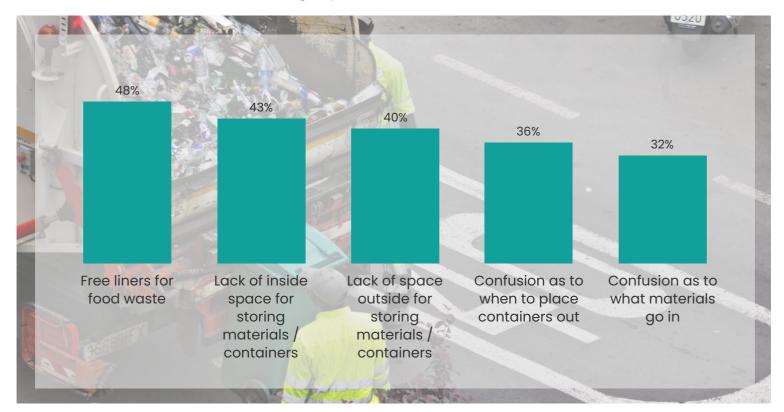


- Bins will be easier to use
- Easier, simple, convenient and straight forward e.g. no need to separate materials
- Boxes will create a mess / boxes not covered



- General rubbish / recycling needs to be collected more frequently
- More frequently collected
- Easy and simple to use e.g. collection schedule

The council needs to consider the following (top 5):

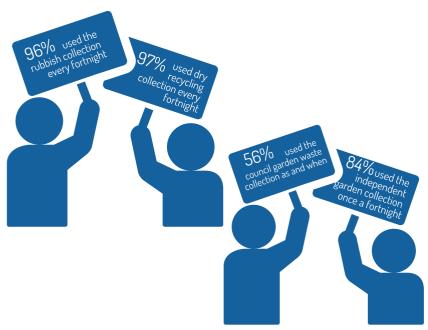


Claimed usage of current services



15% paid for councils garden waste sack collection

13% paid for an independent garden waste collection

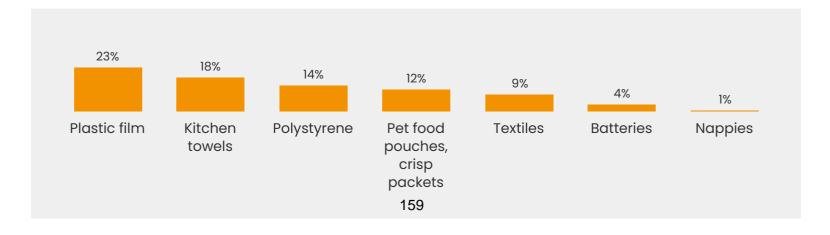


Materials recycled in the green wheeled bin / clear sacks (top 6):





FOUR said they placed at least one type of non-requested in ten material in the green wheeled bin / clear sacks

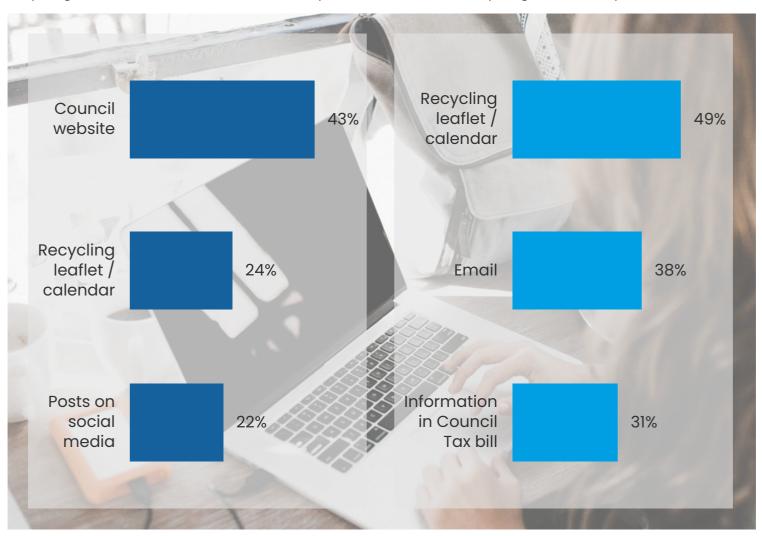




said they either 'frequently' or 'occasionally' contact the council

Where advertisements & information on rubbish & recycling services has been see or heard (top 3):

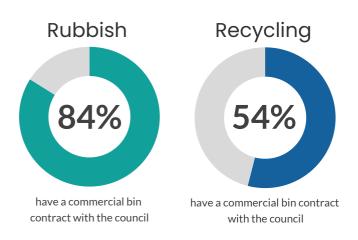
Preferred way of receiving information about rubbish & recycling services (top 3):





BUSINESS SURVEY

Current disposal methods

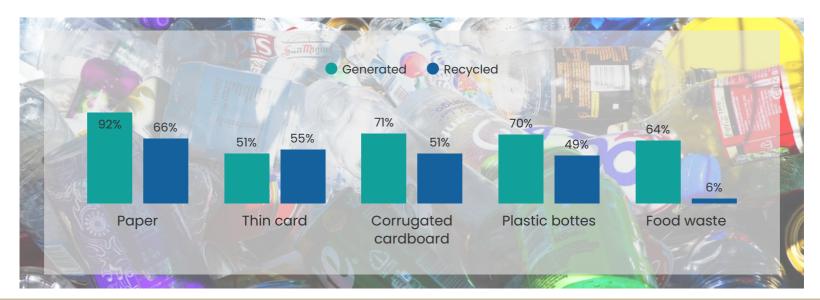




73% Stored their rubbish & recycling outside on their own land on collection day

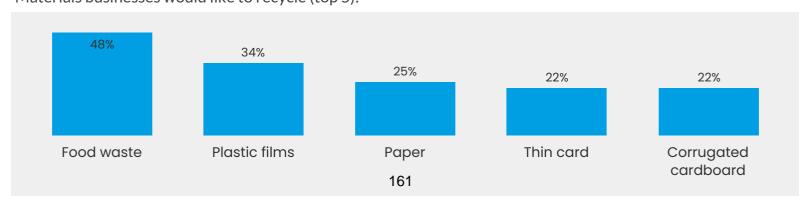
Stored their rubbish & recycling outside on public 19% land on collection day

Materials generated and materials recycling (top 6):



Opportunities to improve recycling

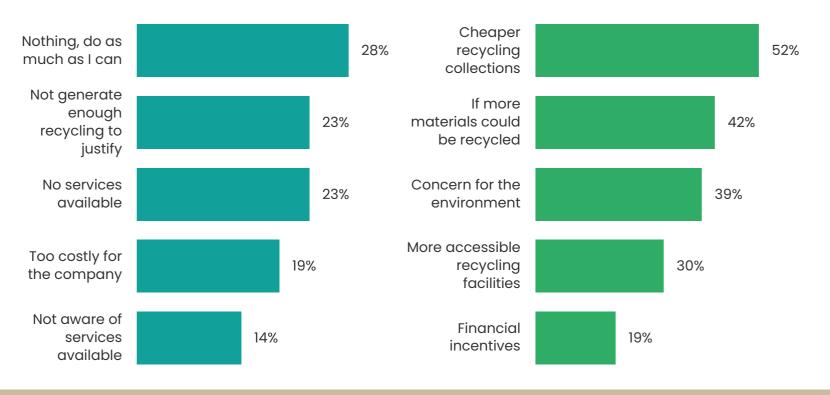
Materials businesses would like to recycle (top 5):



Barriers to recycling more

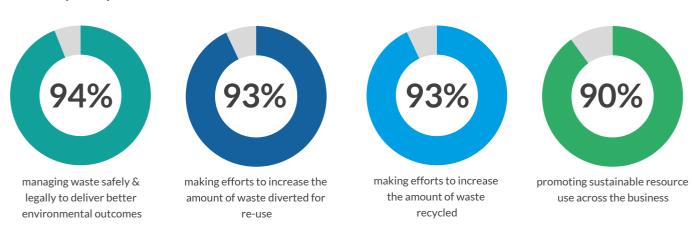
What stops businesses from recycling (Top 5):

What would encourage your business to recycle more (Top 5):



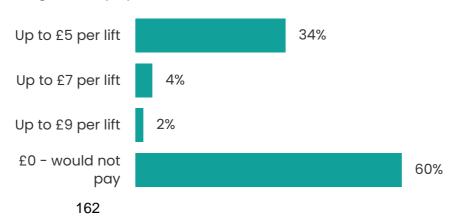
Scoping the future of service delivery

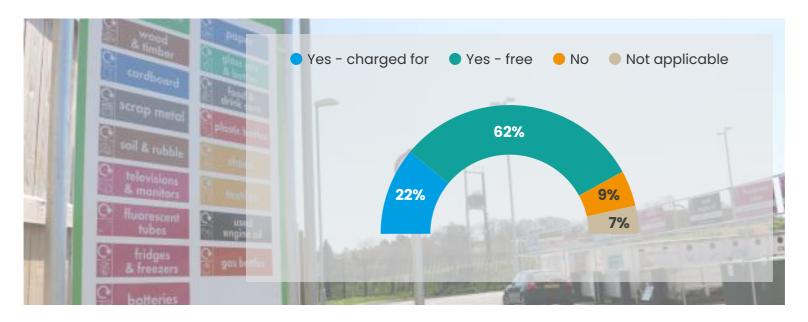
% very / fairly important





Willingness to pay for a food waste collection





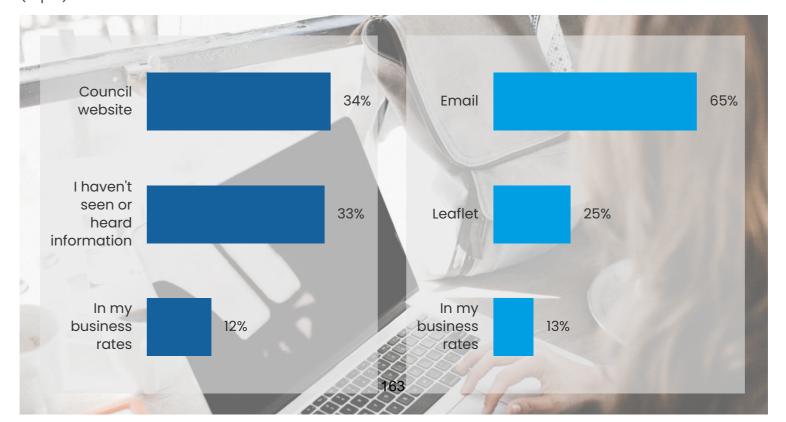
Communication and information



said they either 'frequently' or 'occasionally' contact the council

Where advertisements & information on business rubbish & recycling services has been see or heard (top 3):

Preferred way of seeking or receiving information about business rubbish & recycling services (top 3):



Introduction

Research context

Central government published a new national waste strategy in December 2018. The government's national waste strategy, "Our Waste, Our Resources: A Strategy for England" contains objectives for dealing with the nation's waste, and suggestions for how these objectives can be achieved. This means that the items that are collected in Herefordshire and the way they are collected will need to change so that they are compliant with the strategy.

The council has an ambition to make changes to bring about a more sustainable county and in 2019 they declared a Climate Emergency. By reviewing the way they collect rubbish and recycling they may be able to bring about large reductions in carbon emissions in response to the Climate Emergency.

In addition to this, the council's existing collection and disposal arrangements are coming to an end in 2023. These events have provided the council with the opportunity to better understand residents' and businesses' views on the future rubbish and recycling services and likely demands of the service. This is alongside the council's own aspirations for environmental protection, resource efficiency and carbon reduction.

Prior to the consultation, the council has already done a great deal of work gathering information to help inform any future decisions, such as:

- General Overview and Scrutiny Task and Finish Group A Task and Finish Group (TFG) with councillors from all political parties was established to work with officers to explore options, provide findings and make recommendations on how the council should approach these challenges. The final report can be viewed here.
- Comparison with services elsewhere The council has considered a range of services provided elsewhere, focussing on those local authorities that have similar rural characteristics to Herefordshire.
- Rubbish and recycling collection service options modelling This assessment used a modelling tool and an appraisal of associated costs with subsequent recycling, treatment and disposal, to provide an indicative total cost of each collection system. This will help the council better understand the financial aspects of different collection systems.



The next step of work was to get the views and opinions of Herefordshire residents and businesses to make sure they are fully considered, prior to any future changes. Following the completion of the resident and business survey, the recommendations will be reviewed, and the preferred option will be approved by Cabinet in Spring 2021.

Methodology

The consultation was carried out between November 2020 and February 2021, amidst the coronavirus pandemic therefore our methodology selected was limited to mainly self-selection approaches. The consultation primarily used an online survey approach, but to make it as inclusive as possible, residents were able to request postal and telephone surveys.

Due to the pressures placed on businesses during the consultation period e.g. businesses remaining closed etc. we had to be sensitive in the way we communicated with organisations about the consultation. Therefore, the level of promotion around the business survey was limited.

	Resident survey Business survey		
Target population	Residents in Herefordshire	Businesses operating in Herefordshire	
Survey length	Average of 10 mins	Average of 7 mins	
Survey period	7 th December 2020 to 7 th February 2021		
Sampling method	Open online link		
Data collection method	Self-completion		
Total sample	3,498 181		

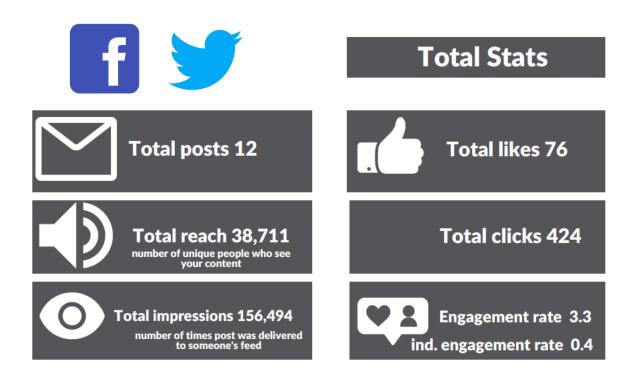
Communication and promotion of the consultation

		7 th December 2021 – consultation opens
7 th December 2020	•	Press release sent to local media and posted on council website newsroom
	•	Online survey sent to a representative sample of residents via email (n=8,000)
	•	Survey promoted on the council's Facebook and Twitter pages throughout the consultation period (please see image 1 overleaf for social media
	٠	statistics). Webpage banner on recycling pages & links to survey added to all council's Waste Management emails / auto response e.g. booking confirmation/purchases
14 th December 2020	٠	Reminders sent out to representative sample of residents via email
January 2021	٠	Paid for print in newspaper to promote survey
13 th January 2021	٠	Engaged with universities / colleges to promote survey online to students
28 th January 2021	٠	Engaged with business support organisations to promote survey online to their members

7th February 2021 at midnight - Consultation closes



Image 1: Facebook and Twitter statistics



Statistical reliability

The survey findings are based on results of a <u>sample</u> of Herefordshire residents and are therefore subject to sampling tolerances. Best practice for surveys of this nature is to obtain a confidence interval of $\pm 3.0\%$ (based on a 95% confidence level using a 50% statistic) by achieving approximately 1,100 completed surveys.

The lower the confidence interval the greater the confidence you can have in your results. Table 1 below shows the confidence intervals for differing response results (sample tolerance).

For the resident survey, 3,498 residents completed the survey, this returns a confidence interval of $\pm 1.6\%$ for a 50% statistic at the 95% confidence level. This simply means that if 50% of residents indicated they agreed with a certain aspect, the true figure (had the whole population been surveyed) could in reality lie within the range of 48.4% to 51.6% and that these results would be seen 95 times out of 100.

For the business survey, 181 businesses took part in the consultation which gives us a confidence interval of $\pm 7.2\%$ for a 50% statistic at the 95% confidence level.

Table 1: Surveys completed overall

Size of sample	Approximate sampling tolerances*			
	50%	30% or 70%	10% or 90%	
3,498 resident surveys	±1.6	±1.5	±1.0	
181 business surveys	±7.2	±6.6	±4.3	

^{*}Based on a 95% confidence level

Analysis and reporting

The online survey is a self-selection methodology which means residents were free to choose whether to participate or not. It is anticipated that returned responses would not necessarily be fully representative of the target population.

Weighting

As part of the analysis process, the combined data from online, telephone and postal surveys was weighted by age group, gender and Acorn¹. This ensures that it more accurately matches the known profile of Herefordshire. The procedure involves adjusting the profile of the sample data to bring it into line with the population profile of Herefordshire. For example, in the survey the final sample comprised of 38% men and 62% women. Census data tells us that the proportion should be 49% men and 51% women. To bring the sample in line with the population profile we applied weights to the gender profile. The same process was repeated for the remaining subgroup profiles.

The resident survey results presented in this report have been weighted but for comparison purposes, where appropriate, the unweighted results have also been presented in charts.

Statistical tests

Differences in views of sub-groups of the population were compared using a statistical test (z test²) and statistically significant results (at the 95% level) are indicated in the text. Statistical significance means that a result is unlikely due to chance (i.e. it is a real difference in the population) and that if you were to replicate the study, you would be 95% certain the same results would be achieved again. As the combined sample for this research was weighted to be representative by age group, gender and Acorn, analysis for other sub-groups will be <u>indicative only</u>. This excludes ethnicity, if there were

² A statistical test to determine whether two population means are different when the variances are known and the sample size is large.



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¹ Acorn is a classification system that segments the UK population by analysing demographic data, social factors, population and consumer behaviour. Acorn is broken down into three tiers; 6 categories, 18 groups and 62 types.

children in the home and Rural Urban Classification as these were already representative before weighting.

Presentation of data

Owing to the rounding of numbers, percentages displayed visually on graphs and charts within this report may not always add up to 100% and may differ slightly when compared with the text. The figures provided in the text should always be used. Where figures do not appear in a graph or chart, these are 3% or less. The 'base' or 'n=' figure referred to in each chart and table is the total number of residents responding to the question with a valid response.

Sample sizes indicated with a '*' should be interpreted with caution due to the small sample size achieved.

Icon key:

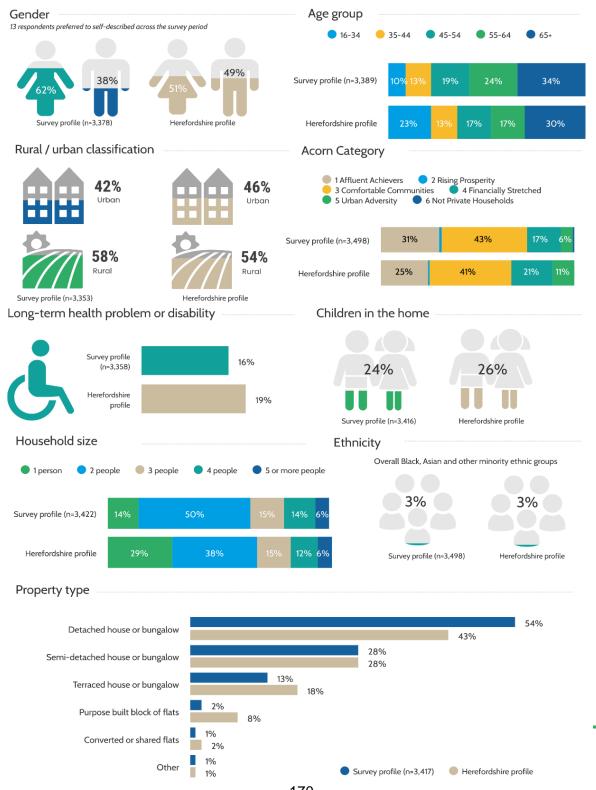




Residents survey

Whom we spoke to

Below is the unweighted socio-demographic results of respondents who took part in the survey and compared against the known profile of Herefordshire. The results presented in this report have been weighted back to the area profile to better reflect the profile of Herefordshire.



Findings

Attitudes and perceptions

Section summary:

Residents fed back that the **future of rubbish and recycling services** in Herefordshire should **focus** on ensuring a **high recycling rate**. Almost **nine in ten** residents agreed that **more needs to be done** to reduce rubbish and increase recycling, although the **acceptance to change** to the current rubbish and recycling collection **came in lower**, with around six in ten accepting this. Women, the younger age groups, those living in less affluent areas and those with children in the home were more likely to accept the need for change.

Residents were asked to think about the future of rubbish and recycling services in Herefordshire and what aspects they thought the council should prioritise. Residents were asked to order their top 3 aspects in order from one to three (1st, 2nd and 3rd).

Figure 1 overleaf has been divided into four quadrants, with each quadrant representing the mean scores for each aspect and the percentage for each aspect. Each quadrant has been labelled as having high or low priority (the lower the score the higher the priority) and the percentage for how often that aspect was selected (regardless of what the aspects priority was e.g. 1st, 2nd or 3rd).

- "Results in a high recycling rate' falls into the 'More likely to be selected & high priority' quadrant.
 The council should therefore look to focus on these aspects. Other aspects the council could consider are 'prevents waste' and 'provides value for money'.
- This finding broadly aligns to recommendations of the council's Task and Finish group which reported³ in 2019 that the service should prioritise the prevention of waste (top priority). High recycling rates and providing value for money came in fifth and sixth place respectively.

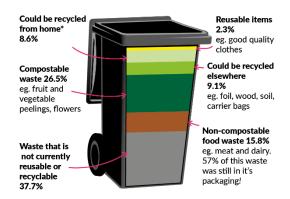


³

3.00 Less likely to be selected & More likely to be selected & low priority low priority 2.80 2.60 Improves local employment, economic and social opportunities 2.40 Provides value for money Minimises the amount of carbon 2.20 produced Ranking average Minimises cost Prevents waste High public acceptance 2.00 Produces high quality recycling materials 1.80 Results in a high recycling rate 1.60 Follows Government guidance 1.40 1.20 Less likely to be selected & More likely to be selected & high priority high priority 1.00 0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100% Percentage score

Figure 1: Quadrant chart showing the average ranking (priority) for each aspect and the percentage of how often each aspect was selected

In 2019, the council carried out an analysis on the types of materials that were being placed into the black bin. They found that on average the black bin contained nearly 9% of materials that could be recycled at home and a further 42% consisted of food waste.

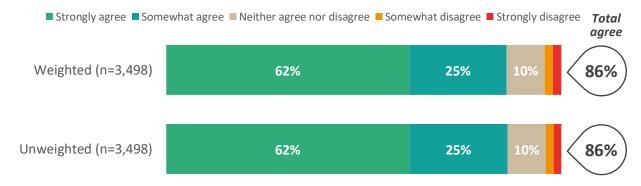


Residents were shown this information in the

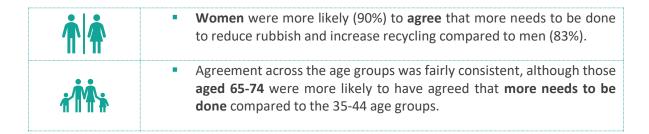
survey and then asked to what extent they agreed or disagreed that more needed to be done to reduce rubbish and increase recycling in Herefordshire.

• Overall, **86%** of residents either 'strongly' (62%) or 'somewhat' (25%) agreed with this and just 4% disagreed. While one in ten (10%) didn't have any feelings either way (Figure 2).

Figure 2: To what extent to you agree or disagree that more needs to be done to reduce rubbish and increase recycling in Herefordshire?



Sub-group analysis shows there were significant variations by age group and gender (Figure 3):





Overall score Female (n=1,734) 90% Male (n=1,631) 83% 16-34 (n=796) 89% 35-44 (n=441) 85% 45-54 (n=560) 86% 55-64 (n=579) 84% 65-74 (n=713) 88% 75+ (n=294) 85% 1 Affluent Achievers (n=867) 87% 2 Rising Prosperity (n=52)* 87% 3 Comfortable Communities (n=1,449) 87% 4 Financially Stretched (n=736) 88% 5 Urban Adversity (n=392) 81% 6 Not Private Households (n=3)* 87% White (n=3,396) 87% BAME (n=102) Children in the home (n=897) 87% No children in home (n=2,515) 87%

Figure 3: Total agreement by gender, age group, Acorn Category, Rural Urban Classification, ethnicity and children in the home

Indicative sub-group analysis

Rural (n=1,950)

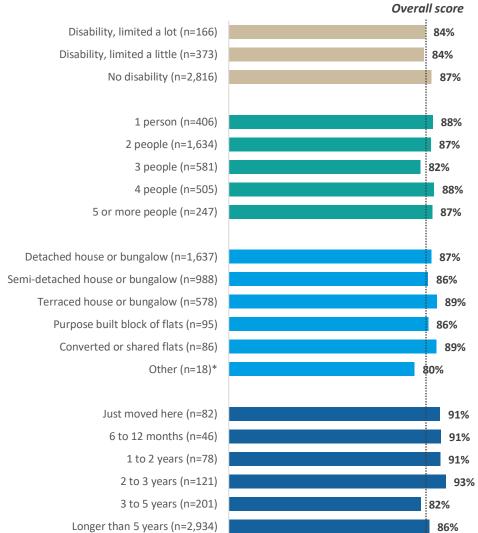
Urban (n=1,403)

Residents agreeing that more needs to be done to reduce rubbish and increase recycling was fairly consistent across those with or without a disability, number of people in the household and property type (Figure 4). Residents who had been in the area for three years or more had lower levels of agreement with this. For example, 82% of residents who had been living in the area for between three to five years said they agreed with this, compared to 91% of resident who had lived in the area for one to two years.

88%

85%

Figure 4: Total agreement by disability, household size, property type and length of time in the area

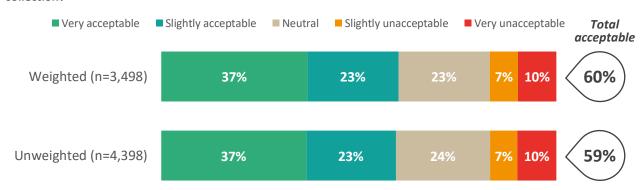




Residents were then asked to what extent they accepted the need for the council to change the current rubbish and recycling collection.

• Overall, 60% either said that this was 'very' (37%) or 'slightly' (23%) acceptable and 17% said that they did not accept the need for change. Almost a quarter (23%) had no feelings either way (Figure 5).

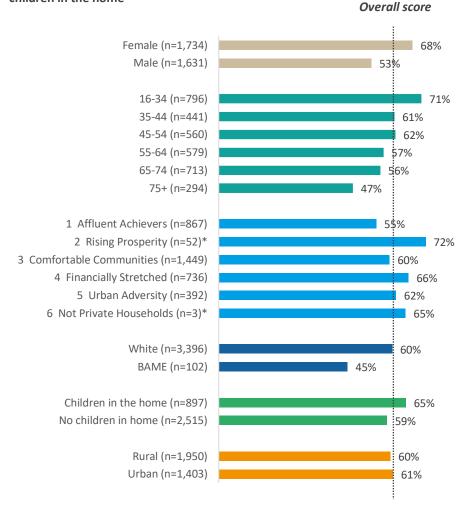
Figure 5: To what extent do you accept the need for the council to change the current rubbish and recycling collection?



Sub-group analysis shows there were significant variations by gender, age group, those with children in the home and Acorn category (Figure 6):

† †	 Women were more likely to accept the need to change the rubbish and recycling services at 68%, compared to men at 53%.
i Mi	• As age increased, the level of acceptance to change the services decreased. The youngest age group (16-34) were more likely to accept the need for a change, with 71% stating they accepted this. This is compared to the older age groups, for example, 47% of those aged 75 or older accepted this.
	Residents living in less affluent areas were more likely to accept the need to change the service. For example, 66% of residents living in households classified as Acorn 4 'Financially Stretched' accepted the need to change, compared to 55% of residents living in households classified as Acorn 1 'Affluent Achievers'.
	Those without children in the home had a lower level of acceptance (59%) compared to those with children in the home (65%). Although significantly more residents with no children in the home had no feeling either way (24%) compared to those with children (19%).

Figure 6: Total acceptance by gender, age group, Acorn Category, Rural Urban Classification, ethnicity and children in the home

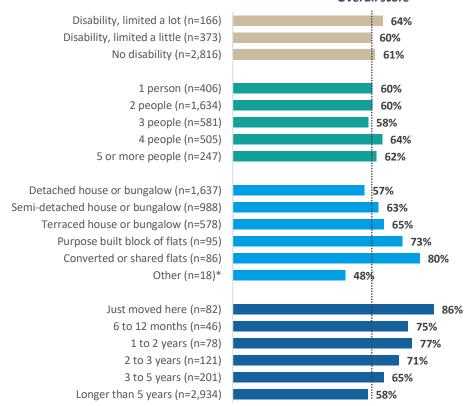


Indicative sub-group analysis

The level of acceptance with the need to change the rubbish and recycling collections varied by property type. Residents living in detached (57%), semi-detached (63%) and terraced (65%) properties were less likely to accept this, compared to those living in flats – who are more likely to have a shared /communal collection service (purpose built at 73% and converted/shared flat at 80%).

The longer a resident had lived in the area, the less likely they accepted the need for a change to the service. For example, 77% of those that had lived in the area for one to two years said they accepted this, compared to 58% of residents who had lived in the area for five years or longer (Figure 7).

Figure 7: Total acceptance by disability, household size, property type and length of time in the area Overall score





Food waste collections

Section summary:

Potential uptake in a weekly food waste collection was positive, with almost eight in ten residents stating they would use the service if provided. Women, the younger age groups, those living in more deprived areas, urban areas and residents with children in the home were more likely to want to use the service. Residents who did not want to use the service or were undecided stated that they did not produce enough food waste, they already home compost or that they were concerned about hygiene and pests. The older age groups were more likely to feel they do not produce enough food waste, while the younger age groups were more concerned about hygiene and that the service would be inconvenient or a hassle. Residents living in more affluent areas were more likely to say they would not use the service as they home compost their food waste, this was similar for those living in more rural areas. Finally, those with children in the home that did not want to use the service were more likely to be concerned about hygiene related issues.

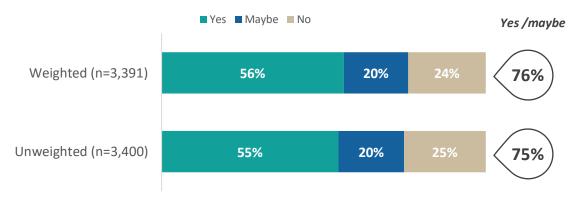
A third of residents who were happy to use the service said they did not have any concerns in using a weekly food waste collection. While around two quarters said that they were concerned around attracting pests and / or that they were worried about hygiene.

At the time of the consultation there was a lack of certainty in the government's resource and waste strategy, but it did outline that councils will have to provide a weekly food waste collection service for every household. To gauge future use of this service, residents were asked if they would use it if the council introduced a separate weekly food waste collection.

Almost eight in ten (76%) residents said either 'yes' (56%) or 'maybe' (20%). Around a quarter (24%) said they would not use it (Figure 8).



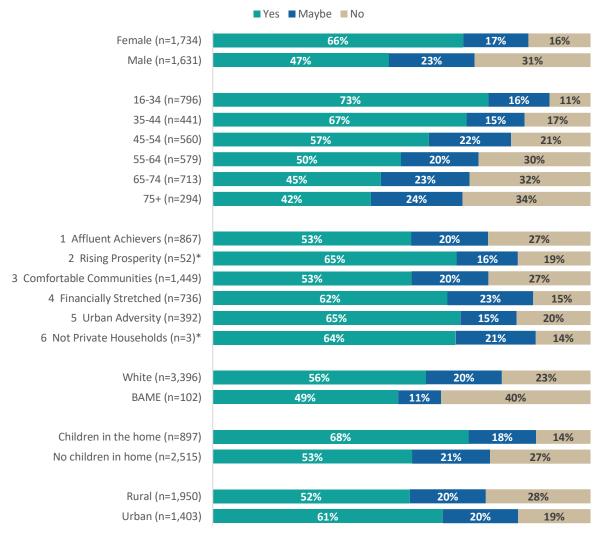
Figure 8: If the council introduced a separate weekly collection for food waste, would you use it?



Sub-group analysis shows there were significant variations by gender, age group, Acorn category Rural Urban Classification and those with children in the home (Figure 9):

† †	 Women were more inclined to use a food waste collection compared to men. For example, 66% of women said they would use it, compared to men (46%).
iÑ	There were clear variations by age group, as age increased, so did the reluctance to use a food waste collection. For example, 73% of those aged 16-34 said they would use it, compared to 42% of those aged 75 or older.
	Residents living in homes that were classified as more deprived, were more willing to use or maybe use a food waste collection compared to those in more affluent homes. For example, 53% of those living in homes classified as Acorn 1 'Affluent Achievers' said they would use the service, compared to 65% of those living homes classified as Acorn 5 'Urban Adversity'.
	Residents living in rural areas were less likely to use a food waste collection, with 23% stating 'no' they wouldn't use it. While residents living in urban areas were more likely to say they would use it (61%).
i	Residents who had children in the home were more likely to have said they would use a food waste collection at 68%. While those without children in the home were less likely to use the service if provided with 27% stating no.

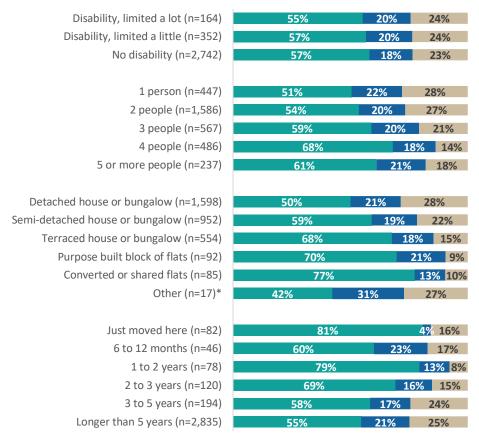
Figure 9: Use of food waste collection by gender, age group, Acorn category, ethnicity, children in the home and RUC



Indicative sub-group analysis

As household size increased, so did the desire to use a food waste collection. For example, 73% of homes with two people said they would use or maybe use the collection, compared to 86% of those with four people. When compared by property type, those in purpose-built flats or shared flats were more likely to say that they would use or maybe use the collection compared to other property types. For example, 91% of those living in purpose-built flats stated this, compared to 72% of those living in detached homes (Figure 10).

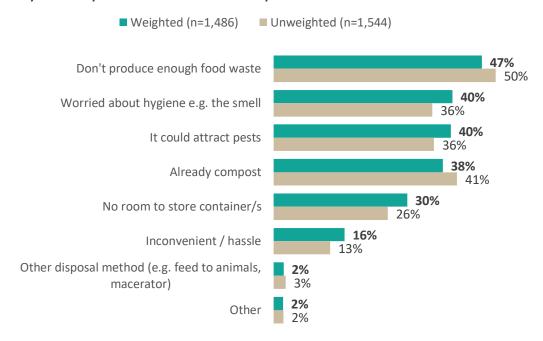
Figure 10: Use of food waste collection by disability, household size, property type and length of time in the area



Residents who said they would maybe or would not use a weekly food waste collection if provided, were asked why or what concerns they had (Figure 11).

Almost half (47%) said that they did not produce enough food waste to warrant
participation, followed by hygiene concerns such as it would attract pest and worried about
hygiene (both 40%). 38% stated they home composted their food waste already. (Figure
11).

Figure 11: Why wouldn't you use it or what concerns do you have?



Sub-group analysis shows there were significant variations by age group, Acorn category, ethnicity, Rural Urban Classification and if there were children in the home (Table 12):

iÎ	 Older residents were more likely to have said that they don't produce enough food waste to warrant using a service. For example, 61% of those aged 75 or older said this, compared to 25% of those aged 16-34. Concerns about hygiene were more likely to be claimed by the younger age groups. For example, 73% of those aged 16-34 stated this, compared to 26% of those aged 65-74. The service being inconvenient, or a hassle was more likely to have been mentioned by the younger age groups. For example, 31% of those aged 16-34 stated this, compared to 10% of those aged 65-74.
	Residents living in home that were more affluent were more likely to say that they home compost their food waste. For example, 45% of those living in homes classified as Acorn 1'Affluent Achievers' said they home compost, compared to 15% of those living in homes classified at Acorn 5 'Urban Adversity'.
	 Residents living in rural areas were more likely to say that they home compost at 48%, compared to urban areas (26%). Residents living in urban areas were more likely to have concerns about hygiene (49%), attracting pests (46%) and that they wouldn't have room to store containers (41%).





BAME residents were more likely to have said that the service would be inconvenient or a hassle (32%) compared to non-BAME residents (15%).



Residents with children in the home were more likely to have a range of concerns compared to those without children in the home. For example, concerns about hygiene (51%) and pests (50%) topped the list. This was followed by concerns with storing containers (45%) and the inconvenience or hassle of the service (22%).

Indicative sub-group analysis

The smaller the household size, the more likely they were to say that they would not use the collection because they do not produce enough food waste. For example, 72% of one person households said this compared to 30% of homes with five or more people. Hygiene and attracting pests were more of a concern for those in larger household sizes. For example, 53% of homes with five or more people said this was a concern, compared to 34% of two person households. Residents living in purpose-built flats were more concerned with where they would store containers with 63% stating this compared to other household types, for example, just 20% of those living in detached homes said this (Table 13).



Table 12: Why wouldn't you use it or what concerns do you have by gender, age group, Acorn category, ethnicity, children in the home and RUC

	Don't produce enough food waste	No room to store container/s	Worried about hygiene e.g. the smell	It could attract pests	Inconvenient / hassle	Already compost	Other disposal method (feed to animals, macerator)	Other
Female (n=567)	45%	31%	40%	41%	14%	38%	3%	2%
Male (n=847)	47%	29%	41%	39%	17%	38%	2%	2%
16-34 (n=207)	25%	57%	73%	68%	31%	25%	0%	1%
35-44 (n=142)	39%	41%	54%	53%	20%	31%	1%	4%
45-54 (n=234)	42%	35%	42%	41%	19%	31%	3%	2%
55-64 (n=284)	49%	22%	32%	32%	12%	43%	4%	3%
65-74 (n=380)	57%	16%	26%	28%	10%	45%	3%	1%
75+ (n=166)	61%	20%	32%	29%	8%	44%	3%	1%
1 Affluent Achievers (n=378)	47%	24%	37%	37%	14%	45%	2%	2%
2 Rising Prosperity (n=17)*	69%	57%	54%	45%	41%	13%	0%	0%
3 Comfortable Communities (n=636)	50%	23%	34%	35%	12%	44%	3%	2%
4 Financially Stretched (n=258)	45%	40%	47%	42%	16%	29%	1%	3%
5 Urban Adversity (n=127)	36%	57%	59%	61%	35%	15%	1%	4%
White (n=1,435)	669%	426%	573%	570%	222%	550%	31%	27%
BAME (n=51)*	58%	43%	53%	48%	32%	34%	5%	9%
Children in the home (n=277)	33%	45%	51%	50%	22%	36%	2%	2%
No children in home (n=1,155)	51%	26%	37%	37%	15%	38%	3%	2%
Rural (n=817)	49%	21%	33%	35%	13%	48%	3%	2%
Urban (n=601)	45%	41%	49%	46%	20%	26%	2%	2%



Table 13: Why wouldn't you use it or what concerns do you have by disability, household size, property type and length of time in the area

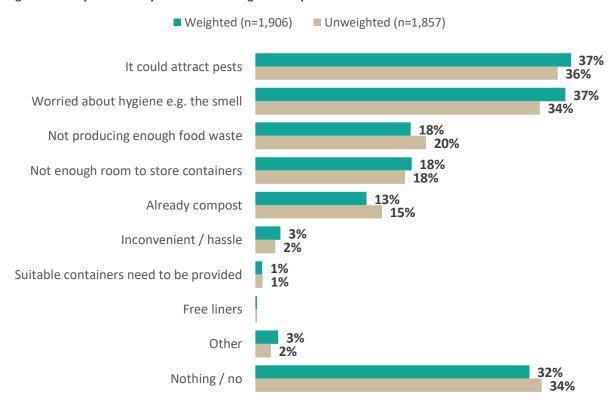
	Don't produce enough food waste	No room to store container/s	Worried about hygiene e.g. the smell	It could attract pests	Inconvenient / hassle	Already compost	Other disposal method (feed to animals, macerator)	Other
Disability, limited a lot (n=73)	60%	38%	50%	56%	20%	18%	3%	1%
Disability, limited a little (n=153)	48%	36%	46%	43%	18%	28%	3%	2%
No disability (n=1,177)	46%	28%	37%	37%	15%	41%	2%	2%
1 person (n=221)	72%	28%	34%	36%	18%	33%	3%	3%
2 people (n=738)	47%	23%	34%	33%	12%	43%	2%	2%
3 people (n=233)	40%	40%	54%	49%	24%	28%	2%	1%
4 people (n=155)	32%	43%	53%	54%	14%	34%	3%	4%
5 or more people (n=93)	30%	43%	53%	57%	28%	43%	3%	1%
Detached house or bungalow (n=799)	48%	20%	35%	36%	13%	47%	3%	2%
Semi-detached house or bungalow (n=390)	47%	39%	46%	45%	15%	31%	1%	3%
Terraced house or bungalow (n=179)	48%	39%	40%	33%	20%	30%	2%	1%
Purpose built block of flats (n=28)	42%	63%	59%	62%	18%	11%	2%	4%
Converted or shared flats (n=19)	46%	36%	42%	41%	15%	19%	0%	11%
Other (n=10)*	60%	46%	76%	68%	20%	17%	0%	16%
Just moved here (n=82)	16%	42%	44%	48%	35%	56%	0%	0%
6 to 12 months (n=46)	22%	24%	17%	25%	5%	64%	0%	0%
1 to 2 years (n=78)	27%	18%	28%	27%	16%	43%	3%	0%
2 to 3 years (n=121)	49%	30%	49%	51%	18%	49%	0%	0%
3 to 5 years (n=201)	47%	29%	41%	46%	21%	41%	3%	0%
Longer than 5 years (n=2,934)	48%	29%	40%	39%	16%	38%	2%	2%



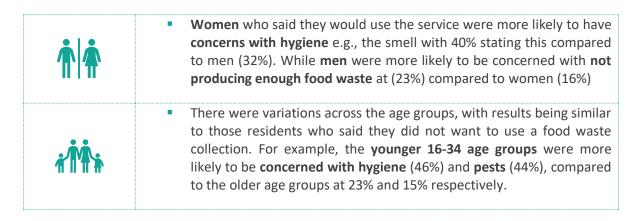
Residents who said 'yes' they would use a weekly food waste collection if provided were also asked if they had any concerns with this (Figure 12).

- The main concerns highlighted by residents were around the collection attracting pests (37%) and hygiene concerns such as the smell (37%)
- Positively around a third (32%) of residents did not have any concerns in using the service.

Figure 12: Do you have any concerns in using a weekly food waste collection?



Sub-group analysis shows there were significant variations by gender, age group, RUC and children in the home (Table 14):







 Residents living in rural areas who said they would use a food waste collection were more likely to have no concerns with this type of service at 36%. Compared to those in urban areas with 29% stating they have no concerns.



 Again, concern with hygiene was an issue for those homes with children (42%), compared to those without children (34%).



Table 14: Do you have concerns in using a food waste collection by gender, age group, Acorn category, ethnicity, children in the home and RUC

Table 14: Do you nave concerns in using	Not producing enough food waste	Not enough room to store containers	Worried about hygiene	It could attract pests	Inconvenient / hassle	Already compost	Nothing / no	Suitable containers need to be provided	Free liners	Other
Female (n=1,114)	16%	20%	40%	39%	3%	12%	32%	1%	0%	3%
Male (n=739)	23%	17%	32%	34%	3%	15%	33%	1%	0%	3%
16-34 (n=558)	10%	23%	46%	44%	5%	9%	28%	0%	0%	6%
35-44 (n=291)	10%	21%	39%	39%	2%	8%	37%	2%	0%	2%
45-54 (n=313)	16%	18%	37%	37%	2%	9%	36%	1%	0%	1%
55-64 (n=281)	25%	18%	33%	38%	1%	20%	33%	0%	0%	1%
65-74 (n=305)	32%	11%	23%	25%	2%	20%	33%	1%	0%	1%
75+ (n=120)	33%	15%	28%	31%	5%	20%	31%	0%	0%	4%
1 Affluent Achievers (n=419)	24%	13%	34%	35%	2%	19%	32%	2%	0%	1%
2 Rising Prosperity (n=30)*	14%	16%	39%	34%	3%	0%	47%	0%	0%	0%
3 Comfortable Communities (n=705)	19%	19%	35%	35%	4%	14%	34%	1%	0%	3%
4 Financially Stretched (n=424)	15%	21%	42%	40%	3%	8%	32%	0%	0%	2%
5 Urban Adversity (n=240)	17%	23%	39%	46%	3%	8%	30%	2%	0%	4%
White (n=1,857)	18%	18%	37%	37%	3%	13%	33%	1%	0%	3%
BAME (n=49)*	16%	20%	38%	33%	4%	9%	29%	2%	2%	0%
Children in the home (n=583)	8%	21%	42%	40%	2%	8%	38%	1%	0%	1%
No children in home (n=1,293)	23%	18%	34%	36%	3%	15%	30%	1%	0%	3%
Rural (n=888)	20%	14%	32%	33%	2%	17%	36%	1%	0%	1%
Urban (n=937)	18%	23%	42%	42%	4%	9%	29%	1%	0%	3%



Garden waste collections

Section summary:

Just over half of residents said that if they had to pay for a garden waste collection they would not sign up to the service. Of those that were willing, just under a third said that they were prepared to pay up to £40 per year. The older age groups were more inclined to pay for the service compared to the under 44 age group. Those living in more affluent areas were more likely to sign up to a paid for service.

The council currently offers residents the option to buy garden waste sacks which are collected once a fortnight (the garden waste collected is not composted). The council is considering introducing a garden waste collection service. This may be a paid for service which would go towards covering the costs of running it. The council would provide a wheeled bin or collect biodegradable garden waste to be sent for composting every fortnight (Figure 13).

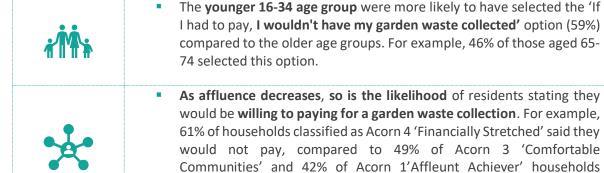
- Just over half (51%) of residents said that if they had to pay for a garden waste collection, they would not have it collected.
- 49% said they would pay, with the most popular amount being up to £40 per year (29%).
 Just 7% opted for the most expensive option of up to £60 per year.

Figure 13: If there was a fee for collecting garden waste how much would you be prepared to pay for this service?



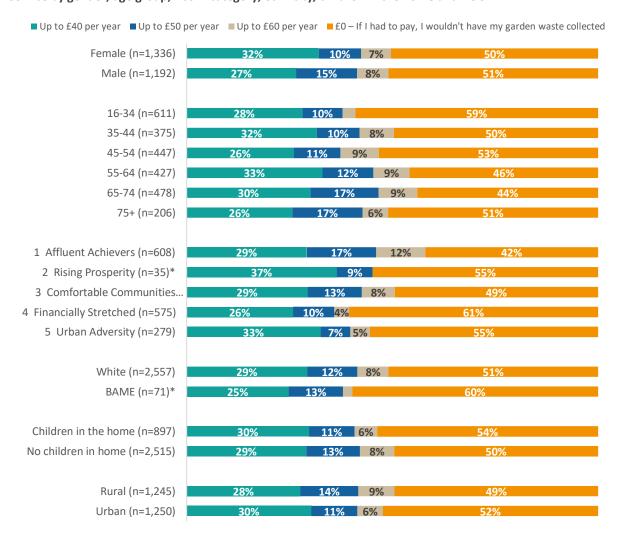


Sub-group analysis shows there were significant variations by age group and Acorn category (Figure 14):



stating this.

Figure 14: If there was a fee for collecting garden waste how much would you be prepared to pay for this service by gender, age group, Acorn category, ethnicity, children in the home and RUC





Indicative sub-group analysis

Residents living in detached and semi-detached homes were more willing to pay for a garden waste collection. For example, 53% of those living in detached homes said they would be willing to a pay a certain amount, compared to 44% of those living in terraced properties (Figure 15).

Figure 15: If there was a fee for collecting garden waste how much would you be prepared to pay for this service by disability, household size, property type and length of time in the area

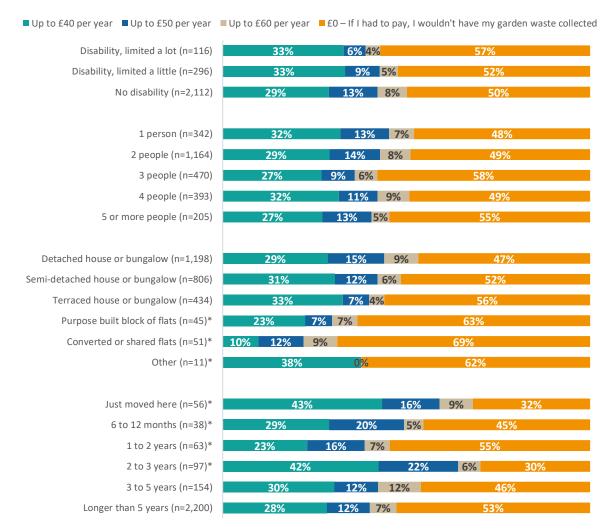
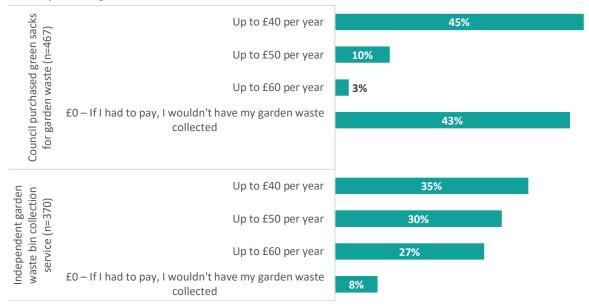


Figure 16 compares how much residents would be willing to pay based on if they currently pay for a garden waste service (either through the council or an independent collection).

Residents who already pay for an independent garden waste collection are far more willing to pay for the service if provided by the council. For example, just 8% of those who pay for an independent service said they would not pay anything, compared to those who pay for the garden waste sack collection (provided by the council) with 43% stating this.

Figure 16: How much residents would be willing to pay based on those who already pay for either the council or independent garden waste collection service.



Preference for the future of rubbish and recycling collections

Section summary:

The preference for the two service options were split - 53% for option 1 and 47% for option 2. Women, older age groups, and those in less affluent areas were more likely to prefer option 1. When asked why residents selected each option, resident who selected option 1 said that this was because bins are easier to use, the service would be simple and straightforward to use and that the boxes in option 2 would create a mess and that they are not covered. Residents who preferred option 2 said that this was because the general waste needs to be collected more frequently than once every three weeks (as per option 1), that all the containers will be collected more frequently and that it is simpler and straightforward to use (collection calendar is easier to follow etc.).

Residents were then asked if there was anything they felt that the council needed to consider for residents. Top of the list was the **provision of free liners for the food waste collection**. This could help alleviate some of the concerns residents may have with hygiene e.g. the smell etc. **Storage of containers** was also a concern for residents – both inside and outside the home. Residents also felt that they would get **confused as to when containers get placed out for collection**, more so for option 1. So clear instructions would need to be provided. Those who selected option 2 said that the council needs to consider **how they would stop materials being blown** or **falling out the boxes** and how residents could **keep the materials dry**.

The council has been considering different options for providing rubbish and recycling collection services in the future. It has therefore needed to think about what needs to be achieved and has been gathering a range of evidence, information and speaking to other councils to find out more about their experience to help with this. The council knows it will need to make certain changes to ensure compliance with the government's policy which includes the following:

- To provide a weekly food waste collection service for every household.
- To collect garden waste separately.
- The government's preferred approach is that councils collect different recyclables separately to increase their quality e.g. in different containers.
- The government's preferred approach is that no waste stream is collected less than every fortnight.



Through work already carried out, the council identified the two best performing options and wanted residents to provide their preference for this. Below summarises the options:

	Option 1	
Container	Material	Collection period
240 litre	Recycling - Metal tins/cans, plastic pots, tubs, trays and bottles, glass bottles and jars	Once every 3 weeks
240 litre	Recycling – all paper and cardboard	Once every 3 weeks
240 litre	Garden waste*	Once every 2 weeks
23 litre	Food waste	Weekly
180 litre	General waste	Once every 3 weeks

Option 1

- Dry recycling would be collected in a 240 litre green wheeled bin once every 3 weeks. This would be for items such as metal tins/cans, plastic pots, tubs, bottles and glass bottles and jars.
- Paper and card materials would be collected in a separate 240 litre blue wheeled bin, once every 3 weeks.

The wheeled bins for dry recycling would be collected on alternating weeks.

- Residents would be provided with a weekly food waste collection, collected in a 23 litre lockable bin.
- General waste would be collected in a 180 litre black wheeled bin once every three weeks.

Option 2

- Residents would be provided with three 55 litre boxes.
 One for metals and plastics, another for paper and card and a third for glass bottles and jars. These would be collected every week.
- Residents would be provided with a weekly food waste collection, collected in a 23 litre lockable bin.
- General waste would be collected in a 180 litre black wheeled bin once every two weeks

	Option 2	
Container	Material	Collection period
Container	Separated dry recycling:	Collection period
C	Red box - Metal tins/cans, plastic pots, tubs, trays and bottles	Weekly
C	Blue box - all paper and cardboard	
C	Green box - glass bottles and jars	
55 litre/box		
C	Garden waste*	Once every 2 weeks
240 litre		
23 litre	Food waste	Weekly
180 litre	General waste	Once every 2 weeks

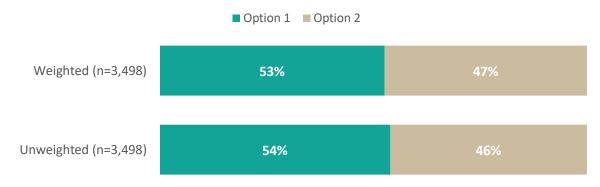
For both the options, residents would also be offered a garden waste collection in a brown 240 litre wheeled bin collected every two weeks. This may be a chargeable service.

.....



Figure 17 shows that the results were split 53% for option 1 and 47% for option 2.

Figure 17: Which of the following two options would you prefer?

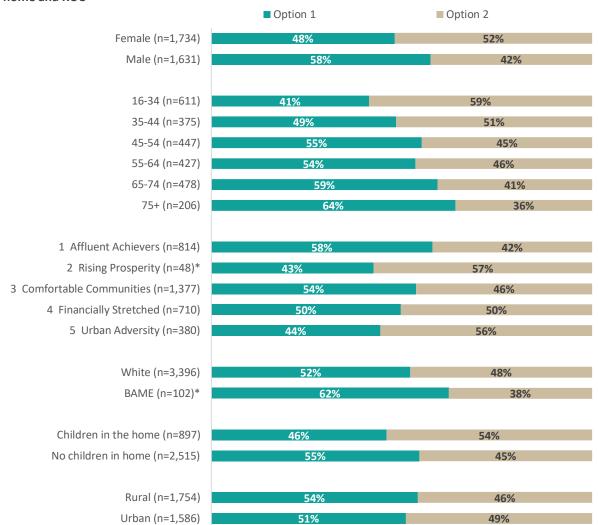


Sub-group analysis shows there were significant variations by gender, age group and Acorn category (Figure 18):

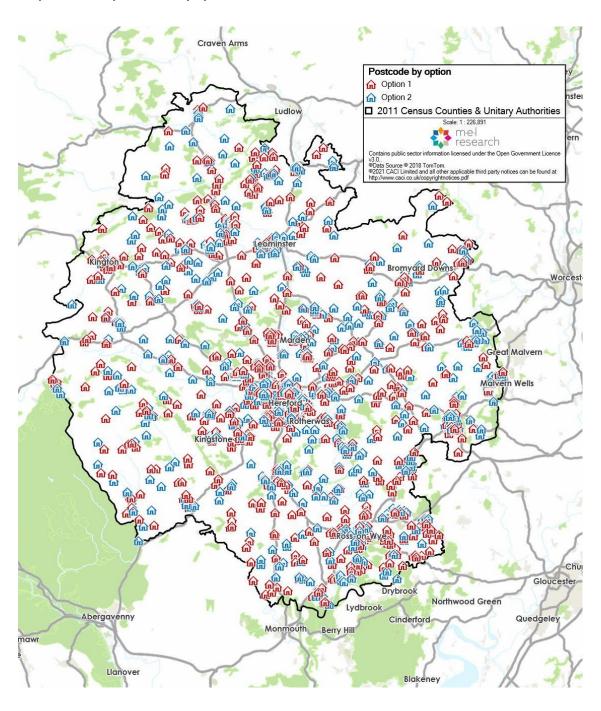
† †	 Women were more likely to have selected option 2 at 52%, compared to men (42%). While men were more likely to have selected option 1 at 58%, compared to women (48%).
i Mi	 As age increased, so did the preference for option 1. For example, 41% of residents aged 16-34 preferred option 1, compared to 64% of those aged 75 or older.
	• The less affluent household had a greater preference for option 1 when compared to the more affluent areas. For example, 44% of homes classified as Acorn 5 'Urban Adversity selected option 1, while this rose to 58% for homes classified as Acorn 1 'Affluent Achievers'.

There were no variations between the two service options presented to residents when compared by Rural Urban Classification. To further illustrate how this is spread across the market towns, Map 1 presents the dominant options selected by postcode.

Figure 18: Which option would you prefer by gender, age group, Acorn category, ethnicity, children in the home and RUC



Map 1: Plotted postcodes by option selected



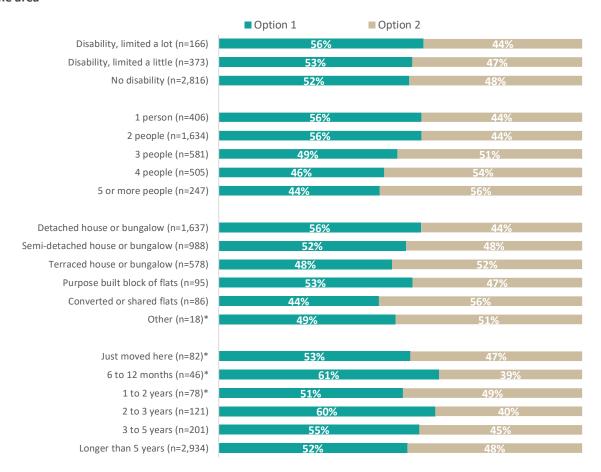
Indicative sub-group analysis

The larger the number of people in the home, the more likely residents were to prefer option 2. When exploring why this is, larger households were more likely to want their general rubbish to be collected more frequently, than that of option 1 (which is every 3 weeks) as well as the dry recycling being collected more frequently. Residents living in terraced properties, were more likely to have selected



option 2. Again, exploring this in more detail, space to store the bins, the increased frequency of the collection and there being too many containers (option 1 having larger containers) were commonly mentioned as a reason for selecting this option (Figure 18).

Figure 18: Which option would you prefer by disability, household size, property type and length of time in the area



Residents were then asked why they chose their preferred option. Overall, 3,384 residents provided further information and results have been coded into common themes. Table 14 presents the themes by option selected. For option 1 the key themes were that:

 Bins will be easier to use (30%) and it is easier, simple, convenient and straight forward (14%)

"More convenient, have space for larger containers, wheeled container easier for elderly to manage."

"Easier to put recycling in one container."

"Easier to manage, don't like the small boxes."



"With the wheelie bins, whilst larger, they're self-contained which for families like ours who store their waste outside will be better."

"Fewer collections might mean lower carbon emissions. More convenient to have wheelie bins than boxes."

"Much easier to have larger bins with a lid than the smaller ones that have to be carried down the drive to be picked up. I would recycle less with Option 2. There is nothing that can go 'off' in the 3 weeks."

"Wheelie bins just work so much better and easier to manage and store."

Boxes will create a mess / boxes not covered (13%)

"The boxes are all too frustrating to store and present, plus the risk of items being blown out of the boxes when at boundary edge."

"Keeping OPEN boxes outside will be impractical, rubbish will be blown around, get wet etc. In our case, our garden was designed around two wheelie bins, NOT several open boxes. I had the open box idea when living in Somerset - it is less than ideal!"

"Containing recycling in wheeled bins will be better for me as I have limited undercover space to store recycling. As such the paper and cardboard would be likely to get wet and therefore would be of poor quality. I also think that having recycling in boxes creates more litter as materials blow out of the boxes."

For option 2, the key themes were:

General rubbish / recycling needs to be collected more frequently (28%)

"Wouldn't want general waste collected every 3 weeks. Happy to box separate waste up."

"Because general waste needs to be collected as often as possible."

"It makes sense to pre-sort the recycling. In addition, I would say General Waste collection is preferable every 2 weeks, not every 3 weeks."

"Having a 3 weekly collection would be a nightmare for me and a lot of others because my bins are full to the brim a week and a half in and sometimes have bags that don't fit in so have to wait for the bins to be emptied to put them in the wheelie bin. 3 weekly collections would mean rubbish lying about for a longer period of time."

Option 2 provides a more frequent collection (21%)

"Weekly collection, sorting of waste materials."

"Separating out leads to better recycling - less contamination. Plus collection is weekly."



"Weekly option for most recyclables seems sensible with the container size shown, along with the division of recyclable types."

"Keeps items to be recycled weekly rather than waiting weeks and then the bins getting full."

It is easier, simple, convenient and straight forward (14%)

"The collection is more often, I would forget which collection is when [for option 1]."

"The schedule for collection is simpler to follow/remember and will result in more reliable collections, avoiding build-up of material that the householder has forgotten to put out. Option 1 is more likely to lead to waste material spilling out of containers and fly tipping."

"More convenient to have recycling collected more often than every 3 weeks, as a household we produce a lot of recycling and minimal waste to landfill so would need the recycling collected more often."

"Regular collection of separated recycling items will be easier to follow."

Table 14: Can you tell us why you chose this option?

	Overall (n=3,384)	Option 1 (n=1,819)	Option 2 (m=1,565)
Bins will be easier to use	18%	30%	5%
General rubbish / recycling needs to be collected more frequently	15%	4%	28%
Easier to use / simple / convenient / straight forward collection	14%	14%	14%
More frequently collected	11%	1%	21%
Boxes will create mess / boxes not covered	8%	13%	2%
Don't have the storage space for wheeled bins / want more wheeled bins	8%	4%	13%
Don't have the storage space for all the boxes	7%	12%	2%
Too many containers (option 2) / less containers (option 1)	6%	11%	1%
Don't like either option but will have to choose this one	6%	7%	5%
Would improve the quality of materials/better to separate the materials	6%	1%	12%
Boxes are easy to use/ save space	6%	2%	10%
Boxes would not be big enough	5%	8%	2%
Would struggle with boxes e.g. elderly, disability, long walk etc.	5%	8%	1%
Produce too much recycling / waste	3%	3%	4%
Don't produce lots of waste/recycling	3%	4%	2%
Keep/ prefer the current system	2%	2%	1%
Better for the environment	1%	2%	0%
Happy with either option	1%	1%	1%
Other	6%	7%	5%



Due to the variation in preference for the options by age group, the coded themes have been compared by age group to provide further insight (Table 15). Older residents were more likely to have said that they chose option 1 as bins will be easy to use and the service was simple e.g. not having to separate materials at source. While the younger age groups were more in favour of more frequent collections.



Table 15: Can you tell us why you chose this option by age group?

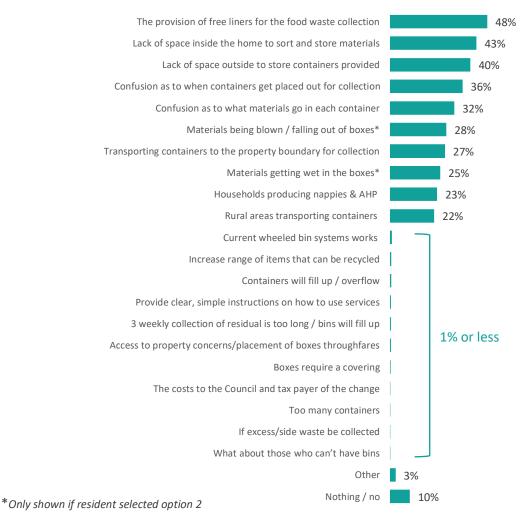
Table 15. Can you tell us why you chose this option by age group:	16-24	25-34	35-44	45-54	55-64	65-74	75+
	(n=49)	(n=294)	(n=448)	(n=632)	(n=816)	(n=823)	(n=326)
Bins will be easier to use	18%	17%	23%	19%	18%	16%	15%
General rubbish / recycling needs to be collected more frequently	12%	20%	18%	16%	15%	12%	8%
Easier to use / simple / convenient / straight forward collection	14%	12%	11%	11%	12%	16%	22%
More frequently collected	16%	15%	14%	13%	9%	7%	5%
Boxes will create mess / boxes not covered	8%	5%	6%	9%	8%	9%	6%
Don't have the storage space for wheeled bins / want more wheeled bins	10%	10%	7%	7%	8%	8%	5%
Don't have the storage space for all the boxes	8%	5%	8%	8%	7%	8%	7%
Too many containers (option 2) / less containers (option 1)	6%	4%	4%	6%	8%	7%	6%
Don't like either option but will have to choose this one	0%	5%	5%	6%	6%	6%	7%
Would improve the quality of materials/better to separate the materials	10%	5%	6%	6%	6%	6%	6%
Boxes are easy to use/ save space	12%	6%	4%	4%	6%	6%	8%
Boxes would not be big enough	2%	5%	5%	5%	6%	4%	3%
Would struggle with boxes e.g. elderly, disability, long walk etc.	0%	3%	4%	4%	5%	6%	5%
Produce too much recycling / waste	6%	4%	6%	4%	3%	2%	0%
Don't produce lots of waste/recycling	2%	1%	1%	0%	3%	4%	7%
Keep/ prefer the current system	2%	1%	1%	1%	2%	2%	4%
Better for the environment	0%	1%	1%	2%	1%	1%	1%
Happy with either option	0%	1%	1%	1%	1%	1%	1%
Other	6%	4%	5%	6%	6%	5%	5%



Residents were then asked if there was anything that the council needs to take into consideration for the option for residents personally (Figure 19).

- Just under half (48%) said that the council needs to consider the provision of free liners for the food waste collection. This could help alleviate some of the concerns residents may have with hygiene e.g., the smell etc.
- Storage of containers was also a concern for residents, with 43% stating that the council
 needs to take into consideration the lack of space in the home to sort and store materials
 and the space outside to store the containers.
- Confusion as to when containers get placed out for collection was also highlighted as something the council needs to consider, with 36% stating this.
- Residents who had selected option 2, said the council needs to consider the materials being blown or falling out the boxes (28%) and that the materials will get wet in the boxes (25%).

Figure 19: Is there anything that you feel the council needs to take into consideration for the options for you personally?





Claimed usage of current services

Section summary:

Claimed usage of the rubbish and dry recycling collection services was high, with all but 1% stating that they use the services with most placing their containers out once a fortnight. Just over one in ten said they paid for a council garden waste collection, with almost six in ten stating they placed their garden sacks out as and when required, followed by almost three in ten stating once a fortnight. Slightly less residents (13%) were paying for an independent garden waste collection and most placed their bin out once a fortnight.

The most common material (>88%) that residents claimed to recycle were plastic bottles, thin card, paper, food tins and drink cans, glass bottles and jars and plastic pots. Aerosol cans (50%) and Tetra packs (70%) were less likely to have been selected.

Four in ten residents selected a non-requested material. Most commonly mentioned were plastics films (23%) and Kitchen towel/tissues (18%). It should be noted that if residents selected non-requested materials, they were notified of this in the survey and where relevant, provided with alternative disposal methods.

Herefordshire Council currently operates fortnightly rubbish and mixed dry recycling service collected in wheeled bin. For households that are not suited for a wheeled bin, sacks are provided. The council also offers a paid for fortnightly garden waste service collected in sacks. Currently the garden waste is not sent for composting. To understand claimed usage of the current service, residents were asked a series of questions. Firstly, residents were asked which household rubbish and recycling collections they use (Figure 20).

- The majority of residents claimed to use both the black bin/sack and mixed dry recycling bin/sack collection, both at 99%.
- Just 15% claimed to use the garden waste (paid for service) collection and a further 13% said they pay for an independent garden waste collection service.



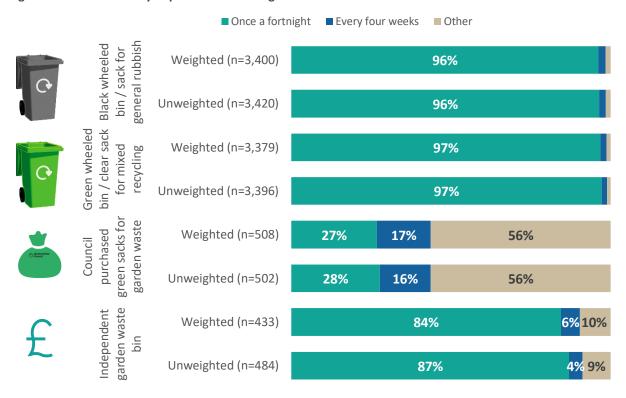
Figure 20: Which of the following household rubbish and recycling collections do you currently use?



Residents were then asked how often they place the containers out for collection (Figure 21).

- For both the black bin/sack and mixed dry recycling bin/sack collection, residents said they placed their containers out once a fortnight at 96% and 97% respectively.
- Just 1% (51 count) of residents said they did not use the mixed dry recycling collection. When asked why, the most common barriers to using the service, were that they did not produce enough to recycle, have just moved in and that they have no space to store the recycling bins.
- Almost one in six (56%) residents who said they used a paid for garden waste collection, said another option not listed. When asked what this was, most commonly mentioned was that they placed the sacks out as and when needed and 27% said once a fortnight.
- Those who used an independent garden waste collection, were more likely to place their containers out once a fortnight at 84%.

Figure 21: How often do you place the following out for collection?



Residents who claimed to use the mixed dry recycling collection (99%) were then asked what materials they recycle (Figure 22).

- The most commonly mentioned materials that residents claimed to recycle were plastic bottles (96%), thin card (95%), paper (95%), food tins and drink cans (95%), glass bottles and jars (94%) and plastic pots (89%).
- Overall, 40% of residents selected at least one non-requested materials that they put into the current service. Most commonly mentioned were plastics films (23%) and Kitchen towel/tissues (18%). It should be noted that if residents selected items that were not accepted, they were notified of this in the survey and where relevant, provided with alternative disposal methods.

■ Weighted (n=3,447) ■ Unweighted (n=3,449) 96% Plastic bottles e.g. milk, juice, shampoo bottles 97% 95% Thin card e.g. cereal boxes, toilet roll tubes 96% 95% Paper e.g. newspapers, junk mail, catalogues 96% 95% Food tins & drink tins 96% 94% Glass bottles and jars 94% 89% Plastic pots and tubs e.g. yogurt pots, margarine tubs 91% **78**% Corrugated / thick cardboard 79% **78**% Plastic trays e.g. ready meal trays, vegetable punnets 80% 74% Metal jar lids 74% 70% Tetra pack cartons e.g. juice, UHT milk cartons 70% 50% Aerosol cans 53% 23% Plastic film e.g. shopping bags, cling film, bubble wrap 21% Materials not 18% accepted in the Kitchen towel / tissues 17% current collection 14% Polystyrene 12% 12% Pet food pouches, crisp packets 11% 9% Textiles e.g. clothes, shoes 8% 4% **Batteries** 4% 1% **Nappies** 2%

Figure 22: What materials do you recycle in your green wheeled bin / clear sacks for mixed recycling?

To understand the type of people who are more likely to have said they dispose of non-requested materials in the dry recycling results have been broken down by demographics. Overall, the types of people who were most likely to have said they disposed of non-requested materials in the dry recycling were 16-34 and 65-74 year olds and households classified as Acorn 3 'Comfortable Communities'. The younger age group and Acorn 3 households were more likely to have said they place plastic films and kitchen towels in the recycling collection.

Other



Table 16: Non-requested items placed in the mixed dry recycling collection by gender, age group, Acorn category, ethnicity, children in the home and RUC

Table 16: Non-requested items placed in the r	Plastic film e.g. shopping bags, cling film, bubble wrap	towel / Polystyrene pouches, crisp packets		Textiles e.g. clothes, shoes	Batteries	Nappies	
Female (n=1,716)	20%	17%	10%	12%	6%	3%	1%
Male (n=1,600)	26%	20%	16%	12%	10%	6%	0%
16-34 (n=791)	27%	23%	17%	14%	9%	4%	2%
35-44 (n=439)	21%	16%	10%	14%	9%	3%	1%
45-54 (n=544)	24%	19%	11%	16%	8%	5%	1%
55-64 (n=571)	21%	16%	11%	9%	8%	5%	0%
65-74 (n=705)	21%	16%	14%	9%	8%	5%	0%
75+ (n=283)	22%	20%	17%	8%	10%	4%	0%
1 Affluent Achievers (n=810)	19%	16%	11%	8%	8%	4%	0%
2 Rising Prosperity (n=48)*	14%	15%	19%	5%	5%	2%	0%
3 Comfortable Communities (n=1,360)	22%	17%	14%	11%	8%	4%	0%
4 Financially Stretched (n=689)	27%	20%	15%	16%	11%	5%	2%
5 Urban Adversity (n=370)	24%	26%	11%	17%	7%	5%	1%
White (n=3,350)	23%	18%	13%	12%	9%	4%	1%
BAME (n=97)*	27%	19%	19%	14%	10%	8%	0%
Children in the home (n=887)	25%	18%	14%	13%	11%	4%	2%
No children in home (n=2,475)	22%	18%	13%	11%	8%	5%	0%
Rural (n=1,731)	20%	17%	12%	11%	7%	4%	0%
Urban (n=1,558)	26%	19%	14%	13%	10%	5%	1%



Communication and information

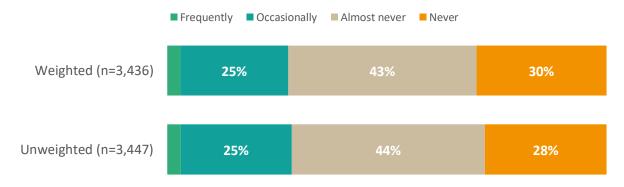
Section summary:

Just under three in ten residents that responded to the survey said they either frequently or occasionally contacted the council. Men were more likely have either frequently or occasionally contacted the council, compared to women. While the younger age groups were less likely to engage with the council, compared to the 55-74 age group. Just over two fifths of residents said they had seen or heard information about the rubbish and recycling service on the council website, followed by on a leaflet or calendar and then social media. Just under a fifth said they had not seen or heard any information. Residents preference for receiving information about rubbish and recycling was from a council leaflet or calendar, followed by email communication and information in the Council Tax Bill. Women and the younger (35-44) age group were more likely to prefer information via social media. While men and those over 55 years old were more likely to prefer information in their Council Tax bill compared to women and the younger age groups.

The last section of the resident survey focuses on communication and information provision, as well as preferences for communication with the council. Residents were firstly asked how often they had contact with the council, for example, to find information, pay for service or report an issue for example (Figure 23).

Just under three in ten (28%) said they either 'frequently' (3%) or occasionally' (25%) contacted the council. While just over two fifths (43%) said they almost never did this and 30% said they never did this.

Figure 23: How often do you have contact with Herefordshire Council e.g. find information or find out about services, pay for services, report an issue?





Sub-group analysis shows there were significant variations by gender and age group (Figure 24):

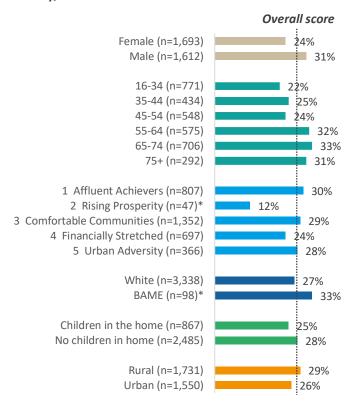


• Men were more likely to have said they frequently or occasionally contact the council at 31%, compared to women at 24%.



The 55-64 (32%) and 65-74 (33%) age groups were more likely to have said they frequently or occasionally contact the council compared to the younger age groups. For example, 22% of those aged 16-34 stated they contact the council frequently or occasionally.

Figure 24: Combined frequent and occasional contact with the council by gender, age group, Acorn category, ethnicity, children in the home and RUC

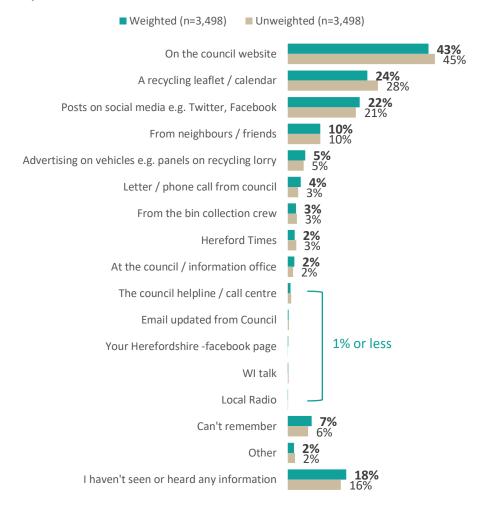


Residents were then asked where they have seen or heard any advertisements or information specifically about rubbish and recycling in Herefordshire (Figure 25).

- Overall, 43% said they had seen or heard information on the council website, this was followed by 24% stating on a recycle leaflet or calendar. A further 22% said they had seen information on social media.
- Just under a fifth (18%) said they had not seen or heard any information about rubbish and recycling.



Figure 25: Where have you seen or heard advertisements or information about rubbish and recycling services provided by Herefordshire Council?



Sub-group analysis shows there were significant variations by gender and age group (Table 17):

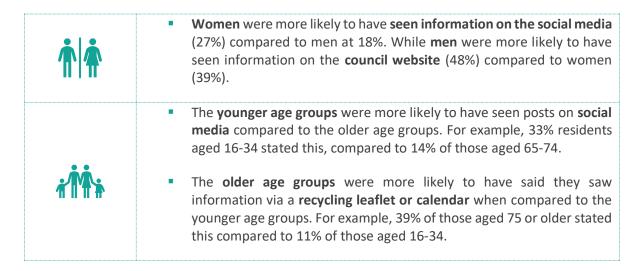


Table 17: Where have you seen or heard advertisements or information about rubbish and recycling services by gender and age group

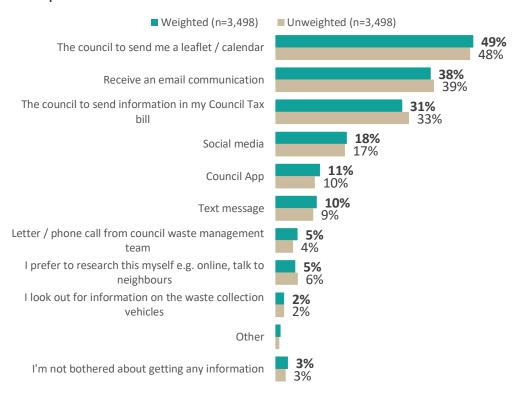
Table 17: Where have you seen or heard advertisements or information	Female	Male	16-34	35-44	45-54	55-64	65-74	75+
	(n=1,734)	(n=1,631)	(n=796)	(n=441)	(n=560)	(n=579)	(n=713)	(n=294)
On the council website	39%	48%	33%	37%	38%	48%	54%	52%
Posts on social media e.g. Twitter, Facebook	27%	18%	33%	32%	25%	18%	14%	6%
A recycling leaflet / calendar	23%	26%	11%	19%	23%	30%	34%	39%
From neighbours / friends	10%	10%	11%	9%	6%	10%	13%	11%
Advertising on vehicles e.g. panels on recycling lorry	5%	6%	7%	5%	5%	5%	5%	4%
Letter / phone call from council waste management team	4%	5%	6%	6%	3%	3%	4%	3%
From the bin collection crew	2%	2%	1%	2%	2%	3%	4%	4%
Hereford Times	2%	3%	0%	0%	1%	2%	5%	7%
At the council / information office	1%	3%	3%	2%	2%	2%	2%	1%
The council helpline / call centre	1%	1%	0%	1%	1%	1%	1%	1%
WI talk	0%	0%	0%	0%	0%	0%	0%	1%
Email updated from Council	0%	0%	0%	0%	0%	0%	1%	1%
Local Radio	0%	0%	0%	0%	0%	0%	0%	0%
Your Herefordshire -Facebook page	0%	0%	0%	1%	0%	0%	0%	0%
Can't remember	7%	8%	10%	8%	9%	6%	4%	4%
Other	1%	3%	0%	1%	1%	2%	3%	6%
I haven't seen or heard any information	19%	16%	23%	20%	20%	16%	12%	12%



Lastly, residents were asked what their preferred way of receiving information about the rubbish and recycling service would be (Figure 26).

 Just over half (49%) of residents said they would prefer to receive a leaflet or calendar with information. This was followed by 38% stating email communication and 31% said to receive the information in their Council Tax bill.

Figure 26: What would be your preferred way of receiving information about the rubbish and recycling services provided?



Sub-group analysis shows there were significant variations by gender and age group (Table 18).

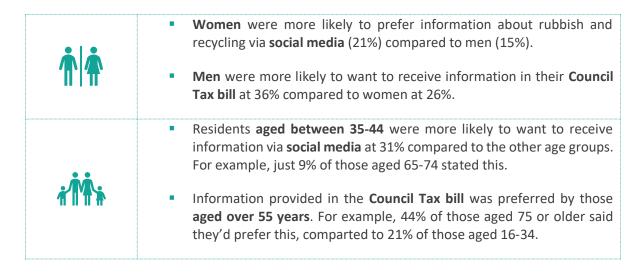




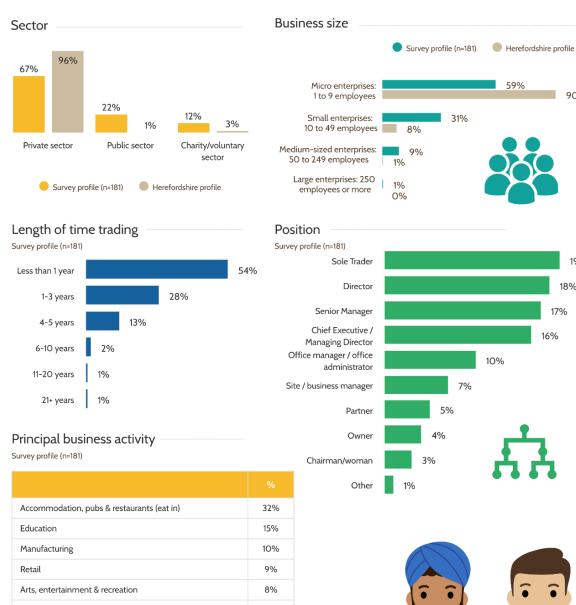
Table 18: Preferred way of receiving information about the rubbish and recycling services provided by gender, age group, children in the home and RUC

Table 16. Preferred way of receiving information about the rubbish and recycling services provided by gender, age group, children in the nome and Roc												
	Female (n=1,734)	Male (n=1,631)	16-34 (n=796)	35-44 (n=441)	45-54 (n=560)	55-64 (n=579)	65-74 (n=713)	75+ (n=294)	Children in the home (n=897)	No children in home (n=2,515)	Rural (n=1,754)	Urban (n=1,586)
The council to send me a leaflet / calendar	51%	47%	58%	47%	45%	43%	47%	54%	49%	49%	47%	51%
Receive an email communication	36%	41%	35%	38%	33%	39%	45%	45%	36%	40%	42%	35%
The council to send information in my Council Tax bill	26%	36%	21%	26%	25%	34%	42%	44%	24%	33%	34%	29%
Social media	21%	15%	21%	31%	24%	16%	9%	3%	25%	15%	14%	22%
Text message	11%	9%	15%	11%	11%	8%	7%	8%	12%	9%	9%	12%
Council App	11%	11%	16%	16%	13%	8%	5%	4%	13%	10%	10%	12%
Letter / phone call from council waste management team	6%	5%	11%	4%	3%	2%	5%	6%	6%	5%	5%	6%
I prefer to research this myself e.g. online, talk to neighbours	4%	6%	2%	5%	6%	7%	5%	6%	4%	5%	6%	4%
I look out for information on the waste collection vehicles	2%	2%	2%	2%	1%	2%	2%	5%	2%	2%	2%	3%
Look on website	1%	1%	1%	1%	1%	1%	2%	0%	1%	1%	1%	1%
Local Newspaper	0%	0%	0%	0%	0%	0%	1%	0%	0%	0%	0%	0%
Other	1%	1%	2%	1%	1%	0%	1%	1%	1%	1%	1%	1%
Don't know	1%	1%	0%	1%	2%	1%	1%	0%	1%	1%	1%	1%
I'm not bothered about getting any information	3%	3%	5%	3%	3%	2%	1%	3%	3%	3%	3%	3%



Business survey

Whom we spoke to





Other service activities



90%

19%

1%

Findings

Claimed usage

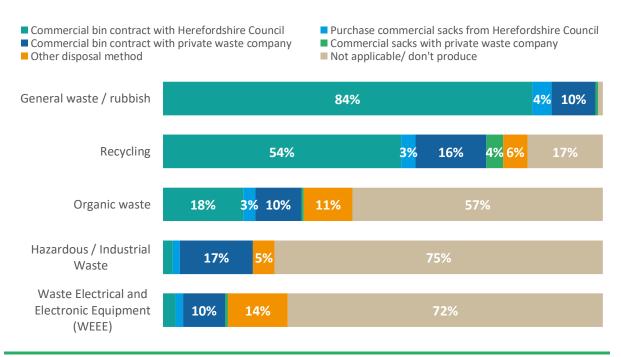
Section summary:

Most businesses who responded to the survey indicated that they had a commercial bin contract with Herefordshire Council to collect their general waste/rubbish. Private waste companies tended to be used for hazardous/industrial waste and/or waste electrical and electronic equipment (WEEE). Most businesses generated recyclable waste such as paper and plastics but not as many said to recycle them. A fifth of the businesses indicated to not recycle at all.

Businesses were asked how they currently disposed of their business rubbish and recycling. Via a commercial bin contract with Herefordshire Council was the most used method when general waste/rubbish (84%) and recycling (54%) were involved (Figure 27).

- The methods vary to a higher degree when it comes to organic waste, including via commercial bin contract with either the council or a private waste company, or using other disposal methods.
- Nearly three quarters of the businesses responding to the survey did not produce hazardous/industrial waste and/or waste electrical and electronic equipment (WEEE). For those that did, disposing these waste types via commercial bin contract with a private waste company or using other disposal methods were most mentioned.

Figure 27: How do you currently dispose of your business rubbish and recycling?





When asked where they stored their business rubbish and recycling, outside on their own land in a bin/container was the most used method (83%, Figure 28), followed by indoors in a bin/container (38%). Similarly, businesses tended to leave their rubbish and recycling outside on their own land in a bin/container on collection day (73%, Figure 29).

Figure 28: Where and how do you store your rubbish and/or recycling?

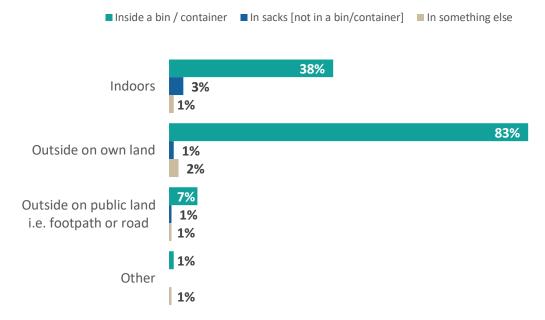
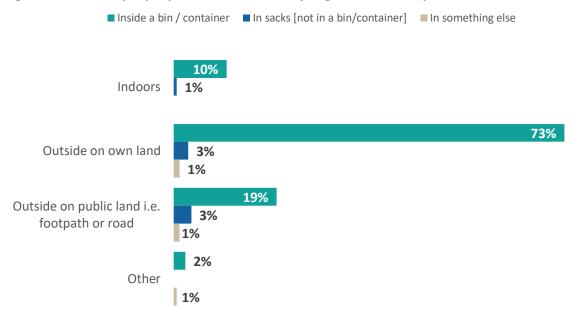


Figure 29: Where do you put your rubbish and/or recycling on collection day?





Businesses who responded to the survey indicated that they were more likely to generate waste materials such as paper (including thin card and corrugated cardboard), plastic (including bottles, tubs and pots), food waste, glass bottles/jars and metal tins/cans (Table 19). When asked what materials they recycled, more businesses recycled paper related waste than plastic. A fifth (21%) said they did not recycle at all.

Table 19: What waste types does your business generate / recycle?

	Materials generated (n=181)	Materials recycled (n=180)
Paper	92%	66%
Thin card	77%	55%
Corrugated cardboard	71%	51%
Plastic bottles	70%	49%
Food waste	64%	6%
Glass bottles / jars	64%	44%
Metals tins / cans	62%	41%
Plastic tubs / pots	58%	37%
Plastic films	53%	18%
Other plastics	40%	21%
Plastic trays	38%	28%
Other glass items	24%	14%
Other metal items	22%	14%
Wood	18%	8%
Batteries	18%	9%
Garden waste	17%	7%
Waste Electrical and Electronic Equipment (WEEE)	17%	9%
Textiles	15%	4%
Cooking oils	14%	7%
Hazardous waste	9%	2%
Building materials	7%	1%
Other	3%	1%
None	1%	21%

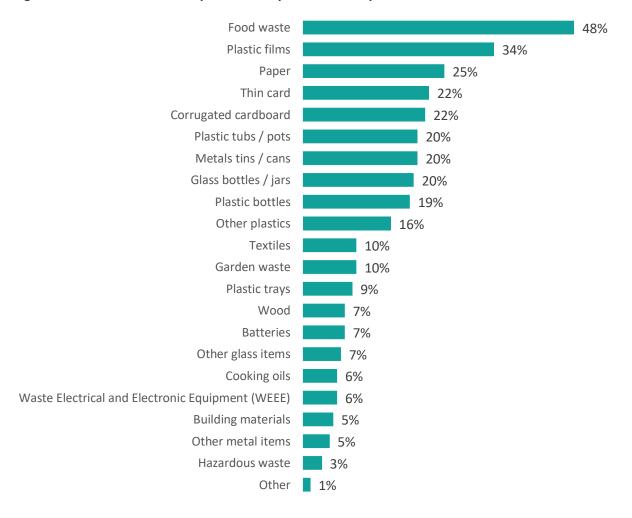
Opportunities to improve recycling

Section summary:

Nearly half of the businesses who took part in the survey **would like to recycle food waste**. In general businesses would like the cost of recycling to be reduced and that more materials can be recycled / more recycling services are available, so as to encourage them to recycle more.

When asked what materials they would like to recycle but currently do not or cannot, food waste was most mentioned (48%, Figure 30) followed by plastic films (34%) and then paper/card/cardboard (22-25%).

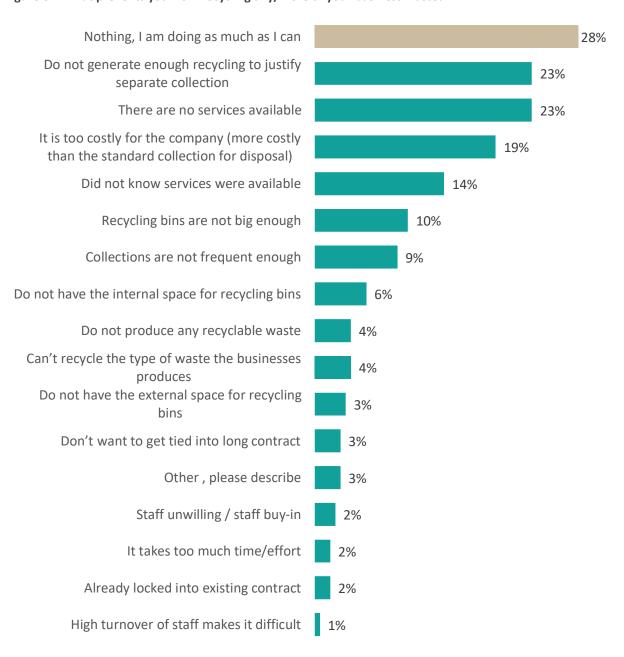
Figure 30: What materials would you like to recycle but currently do not or cannot?





Over a quarter (28%, Figure 31) of the businesses felt that they were already recycling as much of their business waste as they could. Some indicated that they did not generate enough recycling to justify a separate collection (23%) or there were no services available (23%). It is worth noting that 19% said it was too costly for their company to recycle. A very small proportion of businesses suggested a lack of willingness to recycle, i.e. staff unwilling / staff buy-in (2%) and it takes too much time/effort (2%).

Figure 31: What prevents you from recycling any/more of your business waste?





When asked what would encourage their business to recycle more, the cost of recycling came on top with 52% wanting cheaper collections, followed by if more materials could be recycled (42%) and their concerns for the environment (39%, Figure 32).

Cheaper recycling collections 52% If more materials could be recycled 42% Concern for the environment 39% More accessible recycling facilities 30% Other financial incentives 19% Information on what happens to the recycling Other 9% Ability to share services with other businesses 7% Re-use opportunities 7% Pressure from customers 6% Government legislation 4% Higher charges for general waste collections 2%

Figure 32: What would encourage your business to recycle more than you do now?

The key challenges or issues mentioned by businesses when dealing with rubbish and recycling were:

- Cost of recycling
- Not enough bins or bins not big enough

Scoping the future of service delivery

Section summary:

The majority of businesses felt it was important to manage waste safely and legally to deliver better environmental outcomes, and efforts should be made to increase recycling, re-use and promote sustainable resource use. When considering the provision of a food waste collection service and Commercial Recycling Centre, most businesses would prefer them to be provided for free.

When asked the level of importance in the statements listed in Figure 33, the vast majority of the businesses felt they were either 'very' or 'fairly' important, particularly in managing waste safely and legally with 75% stating it being 'very' important.

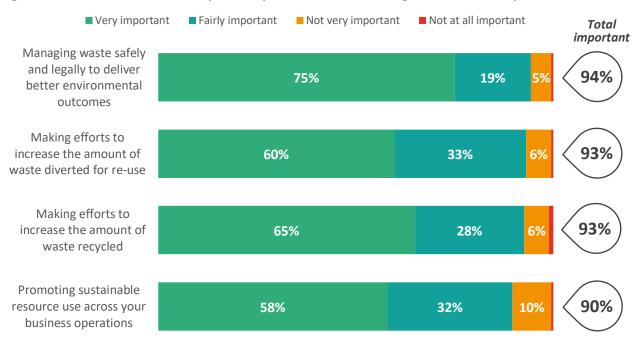


Figure 33: Please state the level of importance you feel that the following statements are to your business

70% of the businesses indicated that they would be very/fairly likely to use a food waste collection service if one was available and affordable (Figure 34).



Figure 34: How likely or unlikely, would you and/or other members of your business be in using a food waste collection service if one was available and affordable?



Those who said they would be unlikely to use the service was mainly because they produced little food waste.

When asked if they would be prepared to pay for a food waste collection, two thirds felt the service should be free of charge, otherwise they would not have their food waste collected (Figure 35). This is partly affected by 30% of them being unlikely to use the service (Figure 34 above). For those who would be willing to pay, the vast majority opted for the tariff of up to £5 per lift of a 240 litre bin, excluding VAT.

Half of the businesses would like their food waste collected once a week; 16% felt it should be on demand/as and when required (Figure 36).

Figure 35: Please tell us how much you would be prepared to pay for a food waste collection?

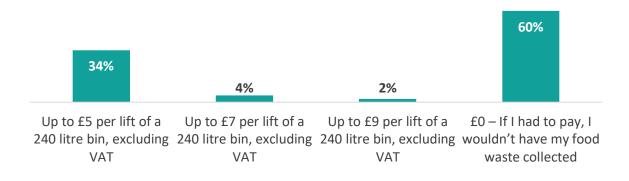
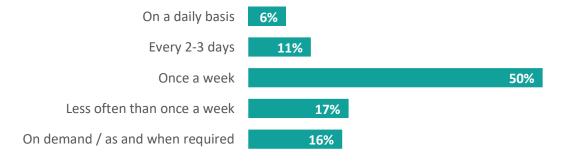


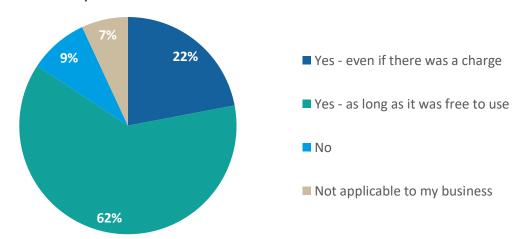
Figure 36: How often would you need the food waste collected?





When asked if their business would use a Commercial Recycling Centre the council is considering introducing, most businesses (84%) said 'yes' but 62% would prefer it to be a free service (Figure 37).

Figure 37: The council is considering introducing at least one Commercial Recycling Centre by 2025. Would you and other members of your business use this service?



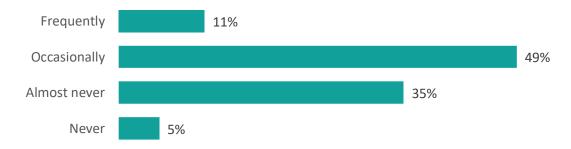
Communication and information

Section summary:

Two fifths of businesses that took part in the survey hardly had any contact with Herefordshire Council. The **council's website** was the **most used channel** for businesses to find out information about business recycling and waste services; however, most businesses preferred to receive the information **via emails**.

When it comes to engaging with Herefordshire Council, 60% (Figure 38) of the businesses reported to have contact with the Council either frequently (11%) or occasionally (49%). The rest never or almost never had contact with the council.

Figure 38: How often do you have contact with Herefordshire Council e.g. source information, pay for services, report an issue?



The most common cited source of information about business recycling and waste services provided by the council was the council's website (34%, Figure 39), followed by information received with their business rate (12%). A third of them felt that they had not seen or heard any information about this.

Most businesses preferred to receive information about business recycling and waste services via email (Figure 40) with 65% stating this. A quarter of them would like the council to send them a leaflet/pamphlet. Only 4% indicated that they were not bothered about receiving any information.



Figure 39: Where have you seen or heard advertisements or information about business recycling and waste services provided by Herefordshire Council?

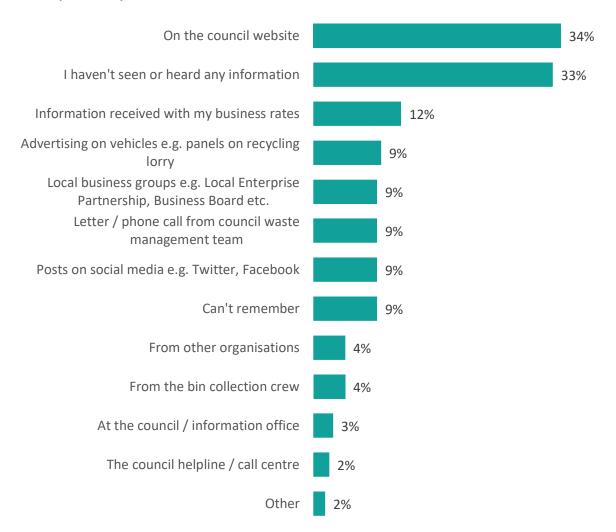
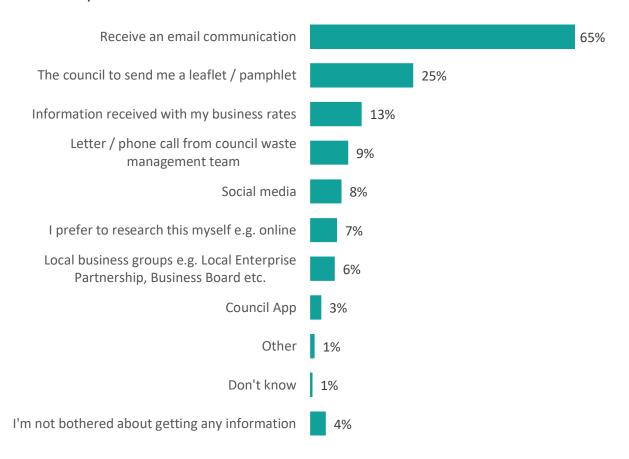




Figure 40: What would be your preferred way of seeking or receiving information about the recycling and waste services provided to businesses?







Appendix A: Resident and business questionnaires

Appendix B: Additional feedback received

Appendix A: Questionnaires

Have your say about the future of rubbish and recycling in Herefordshire...

About the research

Herefordshire Council would like to gather feedback from residents on the future of rubbish and recycling collections. The council's current rubbish and recycling contract is coming to an end in 2023. Since the current service was introduced, the government announced a new national resource and waste strategy and the council will have to make changes to ensure it meets new requirements.

There is a lack of certainty in the government's resource and waste strategy 2018, but the vision outlines that the council will have to do the following to ensure compliance:

- 1. To provide a weekly food waste collection service for every household.
- 2. To collect garden waste separately.
- 3. The government's preferred approach is that councils collect different recyclables separately to increase their quality e.g. in different containers.
- 4. The government's preferred approach is that no waste stream is collected less than every fortnight.

In addition, in 2019 the council declared a Climate Emergency and has an ambition to make changes to bring about a more sustainable county.

The survey will take 10 minutes to complete.

Who is managing the survey?

M.E.L Research, an independent market research company, have been commissioned by Herefordshire Council to carry out this survey on their behalf. They operate to the Code of Conduct of the Market Research Society https://www.mrs.org.uk/standards/code-of-conduct.



All information you provide to us will only be used for research purposes and you will not be personally identifiable in any analysis or reports. We will hold all information securely and strictly in line with the Data Protection Act 2018 and the General Data Protection Regulation (GDPR). You can find out more information about our surveys and what we do with the information we collect in our Privacy Notice, which can be accessed via our website at https://melresearch.co.uk/page/privacypolicy.

Q1	We are only looking to speak to residents who live in Herefordshire. Do you live in Herefordshire e.g. do you pay your Council Tax to Herefordshire Council?
	Yes No [END & N23] If you are unsure, you can see which council you fall under by entering your postcode here: https://www.gov.uk/find-local-council
Q2	Are you responsible in some way for dealing with your household rubbish and recycling?
	O Yes
	O No [ALERT N22 OR END]
Q3	Please select the type of rubbish and recycling service you currently receive?
	Rubbish and recycling is collected from the boundary of my property (including those on an assisted collection)
	Rubbish and recycling is collected in a shared communal bin/container
	Rubbish and recycling is collected from a shared collection point at the end of the lane/road

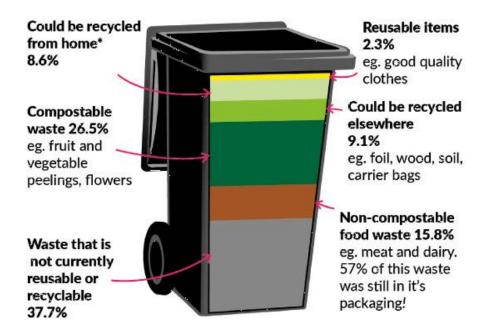
Future rubbish and recycling collections

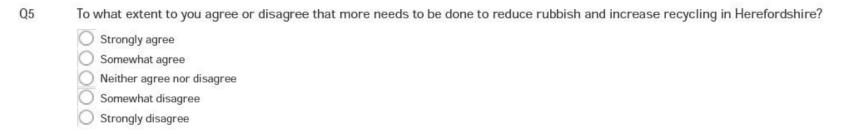


Q4	Thinking about the future of rubbish and recycling services please select the top 3 aspects, in order, which you think the council should prioritise.
	Follows Government guidance
	Produces high quality recycling materials
	Results in a high recycling rate
	Minimises the amount of carbon produced
	Minimises cost
	Prevents waste
	Improves local employment, economic and social opportunities
	High public acceptance of the rubbish & recycling service
	Provides value for money

In 2019, the council carried out an analysis on the types of materials that were being placed into the black bin. They found that on average the black bin contained nearly 9% of materials that can currently be recycled at home and a further 42% consisted of food waste.







We would now like to gather your feedback on the future of rubbish and recycling collections.



Q6	To what extent do you accept the need for the council to change the current rubbish and recycling collection?
	Very acceptable Slightly acceptable Neutral Slightly unacceptable Very unacceptable
Q7	If the council introduced a separate weekly collection for food waste, would you use it?
	Yes [GO TO Q9]
	Maybe [GO TO Q8]
	O No [GO TO Q8]
	O Don't know
Q8	Why wouldn't you use it or what concerns do you have? [GO TO Q10]
	☐ Don't produce enough food waste
	No room to store container/s
	Worried about hygiene e.g. the smell
	lt could attract pests
	☐ Inconvenient / hassle
	☐ Already compost ☐ Other please describe
	Other, please describe



Q9	Do you have any concerns in using a weekly food waste collection? [ASK IF OPTION 1 IN Q7]
	Not producing enough food waste
	Not enough room to store containers
	Worried about hygiene e.g. the smell
	☐ It could attract pests
	Inconvenient / hassle
	Already compost
	Nothing / no
	Other, please describe

The council is considering introducing a garden waste collection service. This may be a paid for service which would go towards covering the costs of running it. The council would provide a wheeled bin and collect biodegradable garden waste to be sent for composting every fortnight.

Q10	If there was a fee for collecting garden waste how much would you be prepared to pay for this service?
	O Up to £40 per year
	O Up to £50 per year
	O Up to £60 per year
	€0 – If I had to pay, I wouldn't have my garden waste collected
	Not applicable or I don't have a garden don't produce garden waste use another disposal method

The council has been considering different options for providing rubbish collection services in the future. It has needed to think about what needs to be achieved and has been gathering evidence, information and speaking to other councils to find out more about their experience to help with this. The council would now like to gather views from residents on two options.



Please remember that the council will need to make changes to ensure compliance with the government's policy which includes the following:

- 1. To provide a weekly food waste collection service for every household.
- 2. To collect garden waste separately.
- 3. The government's preferred approach is that councils collect different recyclables separately to increase their quality e.g. in different containers.
- 4. The government's preferred approach is that no waste stream is collected less than every fortnight.

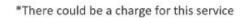
Below identifies the best performing options. Please click here to see an example of a collection schedule for each option. [Pop out here for example collection calenders]



Option 1

Option 2

Container	Material	Collection period	Container	Material Separated dry recycling:	Collection period
240 litre	Recycling - Metal tins/cans, plastic pots, tubs, trays and bottles, glass bottles and jars	Once every 3 weeks	C	Red box - Metal tins/cans, plastic pots, tubs, trays and bottles Blue box - all paper	Weekly
240 litre	Recycling – all paper and cardboard	Once every 3 weeks	55 litre/box	and cardboard Green box - glass bottles and jars	
240 litre	Garden waste*	Once every 2 weeks	240 litre	Garden waste*	Once every 2 weeks
23 litre	Food waste	Weekly	23 litre	Food waste	Weekly
180 litre	General waste	Once every 3 weeks	180 litre	General waste	Once every 2 weeks





V	Which of the following two options would you prefer?
(Option 1
(Option 2
	can you tell us why you chose {Q11} ? [The text will pre populate from Q11 here] - this box will be on the same page so resident can croll up to view again.
ŀ	s there anything that you feel the council needs to take into consideration for {Q11} for you personally?
	Residents who are unable to transport containers to the property boundary for collection
	Residents who live in more rural areas being able to easily transport containers to the end of lane/road for collection
	Materials being blown / falling out of boxes [only shown for option 2]
	Materials getting wet in the boxes [only shown for option 2]
	The provision of free liners for the food waste collection
(Households producing nappies and other absorbent hygiene products which may fill bins quickly
	Lack of space outside to store containers provided
	Lack of space inside the home to sort and store materials
	Confusion as to when containers get placed out for collection
٢	Confusion as to what materials go in each container
- 15-	Other, please describe
	Other, please describe

Current service use



	Yes		No
Black wheeled bin / sack for general rubb	ish		0
Green wheeled bin / clear sack for mixed	recycling		0
Council purchased green sacks for garder	n waste		0
Pay for an independent garden waste bin	collection		
service	0		0
service	g out for collection? [Pre populated t	based on Q14] [Question r	not asked if Q2 = 2 communa
service How often do you place the following	<u>O</u>	based on Q14] [Question r Every four weeks	not asked if Q2 = 2 communa. Other, please describe below
service How often do you place the following	g out for collection? [Pre populated but to the collection of the		
How often do you place the followin collection]	g out for collection? [Pre populated bounded of the collection of		
How often do you place the followin collection] Black wheeled bin / sack for general rubb	g out for collection? [Pre populated be once a fortnight of the collection]		

16	You previously mentioned that you don't use your green wheeled bin / clear sacks for mixed recycling. Why don't you use this service? Please tick all that apply. [If 'no' to Q14b] [Items will be randomised]
	Animals get in the sacks
	I am too busy
	l've seen the crew mix the recycling together with the rubbish in the same vehicle
	Collection crew leave a mess after collection
	No space to store recycling / bins
	Collection is unreliable
	Crew make a mess
	Have just moved in
	Not sure if materials can be recycled so throw them into the rubbish bin
	Can't be bothered to clean the materials
	Not enough recyclable materials collected
	Don't have any information on the service
	I don't know what happens to the recycling
	Prefer to use the rubbish bin
	☐ I can't be bothered / too much effort
	Don't see the point / benefit of recycling
	I don't believe it gets recycled / it all goes to landfill anyway
	No one else recycles so why should I?
	Don't produce enough to recycle
	Something else, please describe



Q17	What materials do you recycle in your green wheeled bin / clear sacks for mixed recycling? Please tick all that apply. [Items will be randomised]
	Food / drink tins
	Aerosol cans
	Metal jar lids
	Pet food pouches, crisp packets [alert]
	Batteries [alert]
	Paper e.g. newspapers, junk mail, catalogues
	Thin card e.g. cereal boxes, toilet roll tubes
	Corrugated / thick cardboard
	Plastic bottles e.g. milk, juice, shampoo bottles
	Plastic pots and tubs e.g. yogurt pots, margarine tubs
	Plastic trays e.g. ready meal trays, vegetable punnets
	Plastic film e.g. shopping bags, cling film, bubble wrap [alert]
	Tetra pack cartons e.g. juice, UHT milk cartons
	Glass bottles and jars
	Textiles e.g. clothes, shoes [alert]
	Polystyrene [alert]
	Nappies [alert]
	Kitchen towel / tissues [alert]
	Other, please describe

Communication and information



Q18	How often do you have contact with Herefordshire Council e.g. find information or find out about services, pay for services, report an issue?
	Frequently Occasionally
	O Almost never
	O Never
	O Don't know
Q19	Where have you seen or heard advertisements or information about rubbish and recycling services provided by Herefordshire Council? Please tick all that apply
	On the council website
	The council helpline / call centre
	At the council / information office
	Letter / phone call from council waste management team
	A recycling leaflet / calendar
	From neighbours / friends
	From the bin collection crew
	Advertising on vehicles e.g. panels on recycling lorry
	Posts on social media e.g. Twitter, Facebook
	Can't remember
	I haven't seen or heard any information
	Other, please specify below



Q20	What would be your preferred way of receiving information about the rubbish and recycling services provided? Please select up to three options.
	The council to send information in my Council Tax bill
	The council to send me a leaflet / calendar On the council website
	Letter / phone call from council waste management team
	Text message
	Council App
	Receive an email communication
	I look out for information on the waste collection vehicles
	I prefer to research this myself e.g. online, talk to neighbours
	Don't know
	I'm not bothered about getting any information
	Social media
	Other, please specify below

Earlier on in the survey you said you placed the following materials in your green wheeled bin / clear sacks for mixed recycling. Please don't change your answers, but just to let you know that the materials that you selected are currently not accepted in your green wheeled bin / clear sacks for mixed recycling. [materials will be listed below]

About you

To make sure we are hearing from a wide range of people we would like to ask some questions about you. These questions are optional but answering them will help us better understand what you tell us.



Q21	How long have you lived in Herefordshire?
	O Just moved here (under 6 months)
	O 6 to 12 months
	1 to 2 years
	2 to 3 years
	3 to 5 years
	O Longer than 5 years
	Prefer not to say
Q22	What gender do you identify as?
	O Female
	O Male
	Prefer to self describe, please describe
	Prefer not to say
Q23	Which age group do you fall into?
	O 16-24
	O 25-34
	35-44
	O 45-54
	O 55-64
	O 65-74
	○ 75+
	O Profer not to say



Q24	What is your ethnic origin?
	English / Welsh / Scottish / Northern Irish / British
	○ Irish
	Gypsy, Irish or Roma Traveller
	O Any other white background
	Mixed: White and Black Caribbean
	Mixed: White and Black African
	Mixed: White and Asian
	Any other mixed background
	Asian or Asian British: Indian
	Asian or Asian British: Pakistani
	Asian or Asian British: Bangladeshi
	Asian or Asian British: Chinese
	Any other Asian background
	Black or Black British: African
	Black or Black British: Caribbean
	Any other Black background
	Other: Arab
	Another ethnic group, please describe below
Q25	Are your day-to-day activities limited because of a mental or physical health problem or disability which has lasted, or is
	expected to last, at least 12 months?
	Yes, limited a lot
	Yes, limited a little
	○ No
	O Prefer not to say



Q26	How many people normally live in your home, including yourself?
	O 1 person
	O 2 people
	O 3 people
	O 4 people
	O 5 or more people
	O Prefer not to say
Q27	Do you have children in the home (15 years or younger)?
	O Yes
	O No
	O Prefer not to say
Q28	What type of property do you live in?
	O Detached house or bungalow
	O Semi-detached house or bungalow
	Terraced house or bungalow
	O Purpose built block of flats
	Onverted or shared flats
	Other, specify below
	Prefer not to say
900	
Q29	What is your full postcode? This will not be passed back to the council.
	We want to make sure that we get feedback from residents living in both rural and urban areas of the council area, so providing your full postcode will help us make



sure we do this.

Q30	[20] 라마 레이크리는 목욕하다 (19] (20] (20] (20] (20] (20] (20] (20] (20	want to gain further feedback from residents about their views on waste and recycling in Herefordshire. If se provide your name and your preferred contact details. This information will be passed back to the
	Yes, please - I confirm No, thank you.	am happy for my name and preferred contact details to be passed to the council.
	Name:	
	Contact details:	

These are all the questions. Thank you for your time. Please press the <u>submit</u> button.

[N22] We are looking to speak to residents who have some involvement in waste and recycling in the household. Is there someone else in your home that can give us feedback?

[N23] Thank you, but we are only looking to get views from residents who live in Herefordshire.



Business rubbish and recycling survey

About the research

In December 2018, the government announced a new national resources and waste strategy. To meet the targets and approaches set out in the strategy Herefordshire Council will have to make changes to how it collects and disposes of the waste produced across the county.

Herefordshire has a diverse range of businesses with a varying degree of needs in respect of the waste they produce. Providing an increased range of commercial rubbish and recycling services, including commercial recycling centres, may provide greater opportunity for businesses in Herefordshire to improve the management of their waste. It is therefore important that the views and opinions of Herefordshire businesses are fully considered, prior to any future changes.

The survey will take 10 minutes to complete.

Who is managing the survey?

M.E.L Research, an independent market research company, have been commissioned by Herefordshire Council to carry out this survey on their behalf. They operate to the Code of Conduct of the Market Research Society https://www.mrs.org.uk/standards/code-of-conduct.

All information you provide to us will only be used for research purposes and you will not be personally identifiable in any analysis or reports. We will hold all information securely and strictly in line with the Data Protection Act 2018 and the General Data Protection Regulation (GDPR). You can find out more information about our surveys and what we do with the information we collect in our Privacy Notice, which can be accessed via our website at https://melresearch.co.uk/page/privacypolicy.

Q1	We are looking to speak to businesses who operate in Herefordshire. Can you please
	confirm that all or some of your business operations are in Herefordshire?
	Yes

About your business

No [END N15]



Which best describes your business?
O Private sector
O Public sector
Charity, voluntary service or third sector
Other (please specify below)
Which of the following is your organisation's principal business activity?
Agriculture, forestry & fishing
Mining, quarrying & utilities
Manufacturing
Construction
Motor trades
Wholesale
Retail
Transport & storage (inc. postal)
Accommodation, pubs & restaurants (eat in)
Take away food outlets
Information & communication
Financial & insurance
O Property
Professional, scientific & technical
Business administration & support services
O Public administration & defence
O Education
Health
Arts, entertainment & recreation
Other service activities, please describe
How many employees does your business have?
Micro enterprises: 1 to 9 employees.
Small enterprises: 10 to 49 employees.
Medium-sized enterprises: 50 to 249 employees.
Large enterprises: 250 employees or more.

Q5	How long has your business bee	en trading	for?				
	<1 year						
	1 - 3 years						
	4 - 5 years						
	6 - 10 years						
	11 - 20 years						
	21+ years						
Q6	Which of the below best describ	es your ro	le?				
	Chairman/woman						
	Chief Executive / Managing Direct	tor					
	Opirector						
	Senior Manager						
	O Sole Trader						
	Other, pleas describe below						
Cur	rent services						
Q7	How do you currently dispose of	your busi	ness rubb	oish and i	ecycling?		
				Commerci			
		Commerci al bin	Purchase c ommercial	al bin contract	Commerci al sacks	Other	
		contract	sacks from	with	with	disposal	Not
		with Heref ordshire	Herefords hire	private waste	private waste	method, please	applicable/ don't
		Council	Council	company	company	describe	produce
	General waste / rubbish	0	0	0	0	0	0
	Recycling	0	0	0	0	0	0
	Organic waste	0	0	0	0	0	0
	Hazardous / Industrial Waste	0	0	0	0	0	0
	Waste Electrical and Electronic Equipment (WEEE)	0	0	0	0	0	0
	992		. 25	. 9			
Q8	Where and how do you store you	ır rubbish	and/or re	ecycling?	Please tid	k all tha	t apply
		Inside a bin	/ container		[not in a ntainer]	In some	thing else
	Indoors					III Some	
	Outside on own land						
	Outside on public land i.e. footpath or	_	7	-	_	ic	
			J			1	
	road Other, please describe	Ē	J 1		ا ا	l.	



Where do you put your rubbish a apply	and/or recycling on o	collection day? Pla	ease tick all that
	Inside a bin / container	In sacks [not in a bin/container]	In something else
Indoors			ח
Outside on own land			
Outside on public land i.e. footpath or	0		
road			
Other, please describe			
What waste types does your bus	siness generate? [PI	ease tick all that	apply]
Paper			
Thin card			
Corrugated cardboard			
Plastic bottles			
Plastic tubs / pots			
Plastic trays			
Plastic films			
Other plastics			
Glass bottles / jars			
Other glass items			
Metals tins / cans			
Other metal items			
Food waste			
Textiles			
Wood			
Garden waste			
our deri waste			
Cooking oils			
Cooking oils	Equipment (WEEE)		
Cooking oils Batteries	Equipment (WEEE)		

☐ Paper
Thin card
Corrugated cardboard
Plastic bottles
Plastic tubs / pots
☐ Plastic trays
Plastic films
Other plastics
Glass bottles / jars
Other glass items
Metals tins / cans
Other metal items
Food waste
Textiles
Wood
☐ Garden waste
Cooking oils
Batteries Batteries
Waste Electrical and Electronic Equipment (WEEE)
Building materials
Hazardous waste
Other: {Q10a}

Opportunities



Paper
Thin card
Corrugated cardboard
Plastic bottles
Plastic tubs / pots
Plastic trays
Plastic films
Other plastics
Glass bottles / jars
Other glass items
Metals tins / cans
Other metal items
Food waste
Textiles
Wood
Garden waste
Cooking oils
Batteries
Waste Electrical and Electronic Equipment (WEEE)
Building materials
Hazardous waste
Other: {Q10a}



Q13	What prevents you from recycling any/more of your business waste?
	Do not produce any recyclable waste
	Do not generate enough recycling to justify separate collection
	There are no services available
	Recycling bins are not big enough
	Did not know services were available
	Do not have the external space for recycling bins
	Do not have the internal space for recycling bins
	☐ It takes too much time/effort
	It is too costly for the company (more costly than the standard collection for disposal)
	Collections are not frequent enough
	Waste/recycling collections managed by head office
	Staff unwilling / staff buy-in
	Don't want to get tied into long contract
	High turnover of staff makes it difficult
	Already locked into existing contract
	Can't recycle the type of waste the businesses produces
	Nothing, I am doing as much as I can
	Other , please describe
Q14	What would encourage your business to recycle more than you do now?
	Higher charges for general waste collections
	Cheaper recycling collections
	Cheaper recycling collections Other financial incentives
	Cheaper recycling collections Other financial incentives If more materials could be recycled
	Cheaper recycling collections Other financial incentives If more materials could be recycled More accessible recycling facilities
	Cheaper recycling collections Other financial incentives If more materials could be recycled More accessible recycling facilities Government legislation
	Cheaper recycling collections Other financial incentives If more materials could be recycled More accessible recycling facilities Government legislation Because competitors are doing it
	Cheaper recycling collections Other financial incentives If more materials could be recycled More accessible recycling facilities Government legislation Because competitors are doing it Information on what happens to the recycling
	Cheaper recycling collections Other financial incentives If more materials could be recycled More accessible recycling facilities Government legislation Because competitors are doing it
	Cheaper recycling collections Other financial incentives If more materials could be recycled More accessible recycling facilities Government legislation Because competitors are doing it Information on what happens to the recycling Pressure from customers Concern for the environment
	Cheaper recycling collections Other financial incentives If more materials could be recycled More accessible recycling facilities Government legislation Because competitors are doing it Information on what happens to the recycling Pressure from customers Concern for the environment Ability to share services with other businesses
	Cheaper recycling collections Other financial incentives If more materials could be recycled More accessible recycling facilities Government legislation Because competitors are doing it Information on what happens to the recycling Pressure from customers Concern for the environment



6	Please state the level of importance you feel that the following statements are to your business						
		Very important	Fairly important	Not very important	Not at all important	Not applicable/ don't know	
	Promoting sustainable resource use across your business operations	0	0	0	0	0	
	Managing waste safely and legally to deliver better environmental outcomes	0	0	0	0	0	
	Making efforts to increase the amount of waste recycled	0	0	0	0	0	
	Making efforts to increase the amount of waste diverted for re-use	0	0	\circ	0	0	
	How likely or unlikely, would you food waste collection service if or Very likely Fairly likely Fairly unlikely Very unlikely Don't know Not applicable (No food waste product)	ne was av	ailable and			in using a	
	Why do you say this? [If Q17=fairly	or very ui	nlikely]				



Q20	How often would you need the food waste collected?
	On a daily basis
	Every 2-3 days
	Once a week
	Less often than once a week
	On demand / as and when required
	O Don't know
	DOTTRION
Q21	The council is considering introducing at least one Commercial Recycling Centre by 2025. Would you and other members of your business use this service?
	Yes - even if there was a charge
	Yes - as long as it was free to use
	O No
	Not applicable to my business
	O Not sure
Con	nmunication and information
Q22	How often do you have contact with Herefordshire Council e.g. source information, pay for services, report an issue? Frequently
	Occasionally
	Almost never
	Never
	O Don't know
Q23	Where have you seen or heard advertisements or information about business recycling and waste services provided by Herefordshire Council? Please tick all that apply
	Local business groups e.g. Local Enterprise Partnership, Business Board etc.
	On the council website
	☐ Information received with my business rates
	The council helpline / call centre
	At the council / information office
	Letter / phone call from council waste management team
	From other organisations
	From the bin collection crew
	Advertising on vehicles e.g. panels on recycling lorry
	Posts on social media e.g. Twitter, Facebook
	Can't remember
	I haven't seen or heard any information
	Other, please specify below
	and product specify below



What would be your preferred way of seeking or receiving information about the recyclin and waste services provided to businesses? <i>Please select up to three options.</i>							
Local business g	roups e.g. Local Enterprise Partnership, Business Board etc.						
The council to se	nd me a leaflet / pamphlet						
Letter / phone ca	all from council waste management team						
Information rece	ived with my business rates						
Council App							
Receive an email	communication						
I prefer to resea	rch this myself e.g. online						
Social media							
Don't know							
I'm not bothered	about getting any information						
Other, please spe	ecify below						
	ovide your businesses full postcode? If you have multiple premises, sone at which you are based. This will not be passed back to the counc						
please provide the	e one at which you are based. This will not be passed back to the council that we get feedback from business across the council, so providing your full postcode will he						
We want to make sure the us make sure we do this Finally, the counci on rubbish and reconstitutions.	e one at which you are based. This will not be passed back to the council that we get feedback from business across the council, so providing your full postcode will his. I may want to gain further feedback from businesses about their views						
We want to make sure to us make sure we do this Finally, the counci on rubbish and recand your preferred	e one at which you are based. This will not be passed back to the council that we get feedback from business across the council, so providing your full postcode will be s. I may want to gain further feedback from businesses about their views cycling in Herefordshire. If you are interested, please provide your nam						
We want to make sure to us make sure we do this Finally, the counci on rubbish and recand your preferred. Yes, please - I co	e one at which you are based. This will not be passed back to the council that we get feedback from business across the council, so providing your full postcode will his. I may want to gain further feedback from businesses about their views cycling in Herefordshire. If you are interested, please provide your named contact details. This information will be passed back to the council.						
We want to make sure tus make sure we do this Finally, the counci on rubbish and recand your preferred Yes, please - I co council.	e one at which you are based. This will not be passed back to the council that we get feedback from business across the council, so providing your full postcode will his. I may want to gain further feedback from businesses about their views cycling in Herefordshire. If you are interested, please provide your named contact details. This information will be passed back to the council.						
We want to make sure to us make sure we do this. Finally, the counci on rubbish and recand your preferred Yes, please - I co council. No, thank you.	e one at which you are based. This will not be passed back to the council, that we get feedback from business across the council, so providing your full postcode will he s. I may want to gain further feedback from businesses about their views cycling in Herefordshire. If you are interested, please provide your named contact details. This information will be passed back to the council.						
We want to make sure to us make sure we do this. Finally, the counci on rubbish and recand your preferred Yes, please - I co council. No, thank you. Business name:	e one at which you are based. This will not be passed back to the council, that we get feedback from business across the council, so providing your full postcode will be see. I may want to gain further feedback from businesses about their views cycling in Herefordshire. If you are interested, please provide your named contact details. This information will be passed back to the council.						

[N15] Thank you for your interest in this survey, but we are only wanting to speak to businesses Herefordshire.

Appendix B: Additional feedback received

Independent Parish Council feedback

This topic was on our agendas for both the December 16th 2020 and the 13th January 2021. We recognise that the current consultation is focussed on the public but feel that there is a case for views from other sources such as local councils.

The Council believes that there should be another recycling centre north of the River Wye to serve parishes such as Breinton. Currently residents must travel to either Rotherwas or Leominster. This adds unnecessary waste miles, is environmentally insensitive and increases traffic particularly over the GreyFriars Bridge in Hereford. Herefordshire's new strategy from 2024 should include a north city facility.

The principle must be to make recycling easy. More local facilities would be a step in the right direction, but the waste collection process needs to be much better supported with clear, easily understood, comprehensive and upto date information that is available through several media/sources. The lack of attention to this, probably due to a decade of staff reductions, is in partway to blame for the truly appalling local statistics. If only 41% of waste is currently being recycled – compared to best in class @60% - then there has been no improvement in the last 15 years despite the energy from waste facility. The only bright spot appears to be that amount of household waste being generated has fallen from 92,000 tonnes in 2002 to 75,000 tonnes currently.

Currently labels saying things like 'widely recycled', 'check local recycling' and 'recycle with bags at larger stores', leave potential recyclers uncertain and unsure. Answers are not easy to find nor is an explanation of the many and various signs and symbols. Local residents, especially the elderly, have reported being worried that they are putting the wrong waste in the wrong place and that it will not be collected.

In addition to significantly greater and ongoing information, whatever new system is adopted it must cater for rural areas like parts of Breinton and elderly / infirm residents who simply cannot handle multiple, potentially heavy, bins or crates particularly if this involves trips to the kerbside down long drives. The system must be simple and durable. Observations from across the border in Powys show how much litter nuisance can be caused from uncovered receptacles and how far the wind can blow them if they are light/empty.

Finally, the Parish Council confirms its support for the direction being given by Westminster namely.



- We do expect weekly food waste collection service to households.
- We do expect garden waste to be collected separately.
- We do prefer separate recyclables collections different containers etc.
- Nothing should be collected less frequently than every fortnight.
- There should be a drinks deposit scheme.

Independent letter from a resident

The rubbish and recycling with the two-bin system we have now works well and is simple for the public. This system is not broken so why change it and the cost the County more money and it's residents.

Visitors to our County congratulates the council for implementing such a simple and easy method of refuse collections. Parts of the country have three or four bins and coloured sacks and do not reach Herefordshire 75% of recycling rubbish.

My argument is Herefordshire's two bin system works exceedingly well and is not broken so why change this. If the council changes refuse contractor please, please keep the two-bin system.





Summary of recommendations to the executive and executive responses [Waste Management Strategic Review]

On 28 September 2020 the general scrutiny committee considered the report of the Waste Management Strategic Review task and finish group. The recommendations are below. The council adopts the three priorities of TREATING WASTE AS A RESOURCE, PRIORITISING PUBLIC Recommendation ACCEPTANCE and MAXIMISING REUSE as corporate priorities for waste management. Reason Adopting these principles as part of our county plan will provide leadership and direction for future decisions. The principles highlight the need for a more efficient circular economy, using our natural resources wisely as well as council resources, whilst reflecting the need to ensure our service are accessible and user friendly. Measurement of our success in meeting these priorities will be through monitoring and reporting our recycling rate, diversion from landfill, participation rate (for recycling) and amount of waste diverted for re-use. **Executive** Accepted The executive accepts the importance of the three priorities identified however recognise that there may be a conflict Response between these which will be further considered through the Waste Management Strategy (WMS) and future service design following Cabinet decision in April 2021.

Action –	Owner	By When	Target/Success Criteria	Progress
Include these proposed priorities as key considerations when designing future services	BB / NP	Jan 2022	Dedicated items included within service specification for future contracts	
Include these as proposed policy statements in next revision to WMS	BB / NP	Dec 2021	Included within published WMS	

Recommendation	The council allocates resource to prevent waste from households, restricting residual capacity and investing in waste
2	prevention campaigns and home & community composting initiatives.
	Reason
	Preventing waste will help save both residents and the council save money. Residents through food waste prevention
	initiatives that help people to buy only what they need and the council as it will not need to pay for the cost of collecting
	and treating the waste avoided.

In recent years the council has been successful at reducing waste, particularly general residual household waste. This has resulted in a saving of over £500,000 per annum since 2011.

In terms of resource a dedicated member of staff with a small budget to manage waste prevention initiatives and waste communications in support of the service is recommended.

The council should set a target to reduce the amount of non-recyclable waste from 530 kg per house per annum (19/20) to 400 kg per house per annum by 2030

Executive Response

Accepted.

The council recognises the importance of preventing waste, educating residents about the waste hierarchy and encouraging them to take action to move up it. As set out in the response to recommendation 18 this response proposes to introduce a new 3 year fixed term waste communications officer approved as part of the resourcing report for the Waste Services Review. A key aspect of this post will be to develop and undertake waste prevention campaigns to help with the introduction of new services and minimise waste.

The restriction of residual waste has already been included as a service option within the public consultation.

In addition, we are currently reviewing the waste accepted at Household Recycling Centres to prevent the free disposal of non-household waste through these sites.

Action	Owner	By When	Target/Success Criteria	Progress
Recruitment of new Waste Communications Officer	BB / NP	ASAP	Position filled	Awaiting publication of job advert
Consider restriction to residual waste through waste service review	BB / NP	Apr 2021	Include as option within public consultation	Included as option 1 in waste consultation
Further to the publication of the Environment Bill, we will include consideration of these proposed targets with the WMS.	BB / NP	Dec 2021	New targets included within WMS	Awaiting Environment Bill outcome and Cabinet decision on future service option

Recor	mmendation	The council prioritises the quality of recyclable material to increase its value and marketability. Secondly the council
3		continually reviews and invests in increasing the quantity of material sent for recycling.
		Reason

We must ensure that the recyclable materials we collect can be treated as a resource. We should design services that will encourage better quality materials to be collected we are more likely to find outlets for them to use as a resource to turn into new products.

After quality we need to consider the best approach to maximise the quantity of materials collected for recycling. We can do this be ensuring our services are accessible and easy to use but also through investigating new opportunities and technologies that make the collection and recycling of materials possible. Our service needs to remain flexible enough to be able to accommodate these opportunities.

The council should adopt, as a minimum, targets to allow us to achieve the Resource and Waste Strategy 2018 objective of 65% recycling and composting by 2035:

- To recycle or compost 60% of household waste by 2025
- To recycle or compost 60% of both household and commercial waste by 2030
- To recycle or compost 65% of both household and commercial waste by 2035

Response

Accepted – the council recognise the government's preference for increased segregation of recyclable materials and therefore options have been included within the public consultation to increase segregation of dry recycling items and separately collect food waste.

coparatory comest roca master						
Action	Owner	By When	Target/Success Criteria	Progress		
Conduct public consultation to consider two new refuse collection options – both propose increased segregation of recyclables in order to increase quality and quantity of recyclable waste.	BB / NP	Feb 2021	Options included within consultation	Completed		
Cabinet Member report on the future waste collection services	BB / NP	Apr 2021	Report produced	On forward Plan		
Further to the publication of the Environment Bill, we will include consideration of these proposed targets with the WMS.	BB / NP	Dec 2021	New targets included within WMS	Awaiting Environment Bill outcome and Cabinet decision on future service option		

Recommendation	The council adopts a zero waste to landfill policy, sending only waste that cannot be recycled or recovered. This will
4	minimise loss of resource and minimise harmful emissions, such as carbon and leachate.
	Reason
	The Resource and Waste Strategy 2018 sets an ambition to eliminate food waste to landfill by 2030. It also includes a
	longer term target of limiting municipal waste to landfill to a maximum of 10%. In 2019/20 we sent 20% of our waste to

landfill. The Waste-TFG consider that with our shared Energy from Waste Facility we should be doing better to landfill. In order to consider waste as a resource only waste for which there is no other alternative should be sel landfill The council should adopt a target of no more than 1% of household waste to be sent to landfill from 2025.					her alternative should be sent to
Executive Accepted					
Response The council is strongly committed to the waste hierarchy and minimising waste and maximising recycling				maximising recycling.	
Action		Owner	By When	Target/Success Criteria	Progress
Include as requirement in service design and include as any potential joint working arrangements with Worcestershire County Council.		BB / NP	Jan 2022	Dedicated items included within service specification for future contracts or extension	
Further to the publication of the Environment Bill, we will include consideration of these proposed targets with the WMS.		BB / NP	Dec 2021	New target included within WMS	Awaiting Environment Bill

Recommendation	The council ensures services are accessible and easy to use for all. Providing practical alternative solutions where
5	beneficial so that all residents and business customers can reasonably access them and be encouraged to manage
	waste safely and in accordance with our service.
	Reason
	The Waste-TFG consider public acceptance a key factor in the design of any services we provide. We must ensure that
	the public are included in the process of delivering any changes to our service through effective engagement and
	consultation. This does not mean that only the collection method residents prefer will be adopted, but that their
	preferences will be taken into account, balanced with financial and environmental impacts.
	Through learning from our own experiences and those of other Local Authorities we can also consider what approaches
	may work best for Herefordshire residents and business customers.
	Although we may need to consider different approaches in different areas of the county (such as town centres &
	communal developments) we want the service to be as consistent as possible from the user's perspective.

Participation rate will be measured and monitored for different housing types and demographics to inform where the service could be improved and the success of those improvements measured.					
Executive Response	Accepted Public consultation has been carr	ied out and Ed	quality Impact A	assessment will be in	cluded as part of the service review.
Action		Owner	By When	Target/Success Criteria	Progress
Conduct public consultation seeking residents views and comments on the T&F group's recommended waste collection services		BB / NP	Feb 2021	Options included within public consultation	Completed
Equality Impact Assessment to be undertaken as part of Waste Review		BB / NP	April 2021	EIA produced	EIA completed and to be kept under review

Recommendation 6	proper use of the service and to he Reason After ensuring we have an access essential to help our residents an problems relating to the provision	help maximise value in the sible and user for the sible and user for the sible in t	ride effective communication initiatives with residents and businesses to promote maximise waste reduction, reuse and recycling. and user friendly service the Waste-TFG consider that effective communication is siness customers use it in the right way. Effective communication will help reduce he service and encourage better quality and quantity of recycling, reducing cost			
Executive Response						
Action		Owner	By When	Target/Success Criteria	Progress	
Recruitment of new Waste Communications Officer		BB / NP	ASAP	Position filled	Awaiting publication of job advert	

Include these proposed priorities as key	BB / NP	Jan 2022	Dedicated items
considerations when designing future services			included within
			service
			specification for
			future contracts

The council designs new services to expand reuse opportunities through both the household collection service and Household Recycling Centres. Existing opportunities to extract reusable materials are explored and implemented Reason The Waste-WFG believe that there are many social and commercial opportunities to be explored with reuse. And resource could help extract valuable materials so that they can be repaired, repurposed, upcycled and reused. And costs will be recovered from savings in waste disposal cost, generating income from the materials and added so value. In the short term the council develops a re-use facility to enable suitable items and materials to be diverted from (see case studies below). Such initiatives will very likely support the council's objectives and indicators being considered as part of its corporate social value framework. The council should adopt a target to increase the current levels of reuse of 20 tonnes per annum to 500 tonnes per annum by 2025					o be explored with reuse. A modest osed, upcycled and reused. Any in the materials and added social materials to be diverted from waste tives and indicators being
Executive	Accepted, in part				
Response	The council recognises that direct under existing disposal contract to				existing contracts. Negotiations
Action		Owner	By When	Target/Success Criteria	Progress
Proposed introduction of new commercial bulky waste collection to enable recycling of a greater amount of municipal waste		NP	April 2021	Commercial service offered to holiday lets and landlords of domestic properties	Officer decision approved March 2021 for introduction of new service and approved prices
Conduct consultation seeking businesses views on commercial HRC's and commercial food waste collection service		BB/ NP	Feb 2021	Consultation results published	Draft consultation report produced

Include the development of a new re-use target in new WMS	BB/ NP	Dec 2021	New target included within WMS	
Waste Strategy Officer to conduct review of HRCs including possibilities for increasing reuse across sites	NP	Aug 2021	Review report produced	Increasing reuse raised at Waste Disposal Contract meeting in March 2021

Recommendation	The council will research and see	k to develop and continually improve services to minimise carbon emissions and other						
8	environmental impacts of the waste management service.							
	Reason The best data available suggests that avoiding the production of goods and materials from raw materials is the best way to avoid carbon emissions. The Waste-TFG believe the best way we can support global and our own ambitions to reduce the impacts of carbon emission is to reduce waste and discourage the consumption of goods and materials and thus avoid the damaging need for production. We should also explore and seek to provide our waste management services in the most efficient ways possible that reduce our carbon emissions. This can include making sure our waste collection rounds are optimised to minimise fuel use, using alternative fuels for our waste fleets and investing in renewable power sources at waste treatment facilities. We will work collaboratively with those engaged in work to meet our target of NET zero emissions by 2030 to identify, measure and consider way to reduce the impact of waste management activities. This includes the Energy and Active travel Team, Climate and Ecological Emergency steering group, and Climate Change Task and Finish Group. The council should measure existing carbon emissions from both operational and embedded sources (e.g. from sale and transport of recyclables) of the service and adopt an achievable target to reduce them.							
Executive	Accept, in part							
organisational carbon footprint,		s waste creation	on and associa	ted carbon emissions	n service within the scope of the s from waste disposal are the ed within the countywide carbon			
Action		Owner	By When	Target/Success Criteria	Progress			
Service specification will include requirement for the minimisation of carbon emissions in line with the		BB / NP	Jan 2022	Dedicated items included within service				

Council's Climate & Ecological Emergency			specification for	
Declaration.			future contracts	
The outcome and recommendations of the carbon	BB / NP	Apr 2021	Reference and	
assessment within the Frith report will be considered			inclusion within	
as part of the service options appraisal			Cabinet report	

Personant Provided the service contributes, meets or exceeds the objectives set out in the council's deventage of value Framework. Reason The Waste-TFG have identified many opportunities for how the waste management service social value through a range of initiatives to a wide range of people and communities. Recommendation 7 highlights the many opportunities provided through re-use initiatives, but opportunities across the service. To support both the social objectives and benefit the ongoing delivery of the service an apprended to choose a career in waste. Amongst other things this national shortage of HGV drivers. The council should provide an apprenticeship and/or training scheme within its waste management service. Key service to provide trainee/apprenticeship schemes to provide opportunities for people to least such as HGV drivers.				at service can contribute to providing es. eatives, but there exists further e an apprenticeship or trainee things this could help tackle a ste management service to provide Key service providers will be	
Response Accepted					
Action Procurement of new services will be undertaken to incorporate the Council's new Corporate Social Value Framework.		Owner	By When	Target/Success Criteria	Progress
		BB / NP	Jan 2023	Criteria included within service specification for future contracts	

	N	
	-	J

The Waste Management Team are currently exploring the potential to create a new placement opportunity using the new Kickstart scheme.	NP	July 2021	Confirmation of applicable role by Organisation Development, People & Performance	
			team.	

Recommendation 10	The council should provide the same opportunities for non-household waste as it does for household waste. The same materials will be collected for recycling and commercial recycling centres will be provided. The council will recover costs as described and permitted by relevant legislation. Reason The Waste-TFG believe the council should provide services that are accessible, user friendly and flexible to meet the varied needs of businesses and other non-household entities in Herefordshire. Providing cost effective solutions will help improve compliance, reducing waste crime and the cost of dealing with it. The council should adopt a target to provide at least one commercial recycling centre by 2025.					
Executive Response	Accepted Targets for local authorities have previously been based on household waste only however the new Resources and Waste Strategy outlines new targets for municipal waste which incorporates waste from businesses. The council recognises that its current recycling services for business is quite restrictive					
Action		Owner	By When	Target/Success Criteria	Progress	
	ess consultation to seek businesses BB / NP Mar 2021 Consultation Draft consultation report produced results published					

Recommendation 11	The council will ensure it provides value for money to the taxpayer by undertaking a detailed business case on preferred service options as part of any commissioning process encompassing the best approach to achieve cost effective services that provide value for money to the taxpayer. Reason With a decision of a value in the region of £150m the Waste-TFG believe that a well thought through and considered approach is more likely to result in not only better quality, but also better value for money. We must ensure that our services reflect both best practice and best value through understanding and assessing our option, undertaking a business case and through comparison with services provided by other Local Authorities. The council should periodically benchmark their waste management service to compare costs and performance with other councils providing similar services as well as those we aspire to provide. This will indicate if service costs are reasonable or not.					
Executive Response	Accepted The Waste Collections Options Assessment produced in 2019 was used to inform the options put forward in the consultation but with the development of policies within Environment Bill and the effect over the last 12 months of COVID there may be some fundamental changes in waste that need to be reviewed and considered as an update to this assessment.					
Action	Owner By When Target/Success Progress Criteria					
A detailed business case will be undertaken on the preferred service options following the public and business consultation. BB / NP Apr 2021 Business case report produced						

Recommendation	The council will ensure flexibility during the design and provision of the service so that changes can be more easily
12	made to accommodate requirements.
	Reason
	The Waste-TFG recognise that we are yet to receive specific details on the future policy. This presents a risk that the council could design a service which is not compliant with our statutory requirements. To mitigate this risk the council must be able to modify its approach during the design phase to ensure compliance with policy and legislative requirements. In designing our service we must also make sure we do not restrict flexibility. This can be achieved by ensuring a holistic approach to service design where waste treatment and disposal services flex to the needs of the waste

	collection service. This could include avoiding long contracts that restrict the council to any particular approach for an extended period of time. The Waste-TFG are also keen to explore introducing changes gradually over time to give residents and business customers time to adjust to new services. This may be also be beneficial to align service provision with promised government funding to support the delivery of the service. Accepted, in part With further consultation to take place on the ambitions set out in the Resources and Waste Strategy, it is recognised that flexibility is important for allowing change. The waste collection contract has no further option for extension therefore we're likely to need to make the collection service changes all together in 2023 when new service launches to achieve the best value for money and have the biggest impact on behavioural change.					
Executive Response						
Action	7 7 7	Owner	By When	Target/Success Criteria	Progress	
•	available to provide flexible services pecification and procurement	BB / NP	Jan 2022	Options report for procurement to allow flexibility produced		
Include flexibilit service design	y or multiple options as requirement in	BB / NP	Jan 2022	Criteria included within service specification for future contracts, as informed by options report.		

Recommendation	Options 2 and 3 are progressed to public consultation with feedback and preferences used to inform the council's
13	decision on its preferred approach. Progressing Option 1 is not recommended.
	Reason
	The Waste-TFG understand that no option is without merit or risk however both option 2 and 3 best fulfil the priorities,
	objectives and recommendations of this report. Option 2 as the best performing option and Option 3 as the
	governments preferred approach in the RWS 2018.

	The council should consult with residents, business users and key stakeholders to obtain their views on these two approach to providing the service. The consultation should highlight future requirements and the need to change and ask for views on how best those changes can be delivered.				
Executive Response	Accepted				
Action		Owner	By When	Target/Success Criteria	Progress
	onsultation including options 2 and 3 BB / NP Mar 2021 Consultation parate business consultation BB / NP Mar 2021 Consultation presults published				

Recommendation In designing a new service the council should ensure it incorporates features that will enable it to meet the objectives and recommended actions detailed in this report 14 1. Design of the service enables the collection of high quality materials for recycling to ensure they are useful, valuable and in use for as long as possible to help protect natural resources in accordance with circular economy values. 2. The service is designed from the outset to be capable of meeting a 65% recycling and composting target for all the waste collection by the council. 3. Residual (general waste) capacity should be restricted in order to encourage the use of recycling and food waste collection, for example by smaller bin size or reduced collection frequency. 4. Reasonable and practical alternative collection options are provided to households where the nature of development makes it challenging to accommodate the standard collection service. For example providing different containers and or an increased frequency of collection. 5. Flexibility of service should be built in where possible, for example: a. By ensuring waste treatment and disposal arrangements dovetail with those for waste collection, for instance by aligning contract periods. This will ensure that treatment and disposal arrangements do not constrain opportunities to make changes to waste collection services. b. By having more flexible shorter term contractual arrangements with a range of providers to more easily flex to changes in materials collected for recycling. 6. A charge for garden waste collections should be made if permitted (to continue to encourage those residents able to do so, to compost at home).

	 The same opportunities provided for householders for recycling will be offered to commercial (trade waste) customers at a charge Social value will be maximised through re-use initiatives, education and training. The service will incorporate effective communications and initiatives to support provision of the service and encourage positive public behaviours to benefit the service (e.g. waste prevention, proper use of recycling services). 				
Executive Response	Accepted This recommendation summarise including specific aspects within	•		endations where we I	nave recognised the importance of
Action	•	Owner	By When	Target/Success Criteria	Progress
design and serv	tion will be given within the future service d service specification. This will also be by the current public consultation exercise. BB / NP Jan 2022 Criteria included within service specification for future contracts				

Recommendation 15	materials arising from the waste collection service options.
	Reason The council commissions a piece of work to understand what changes to its disposal service will be required to best
	manage the materials arising from the waste collection service options detailed in the analysis above. A better understanding of the changes required to existing waste treatment and disposal service will inform requirements to support the delivery of the waste collection options outlined in this report. As a priority the council should seek to understand what changes are required to:
	□ Waste Transfer Stations, to understand how best materials collected could be accepted and stored for onward transport to treatment facilities elsewhere, and what required changes to existing transfer stations would be required, and:-
	□ Waste Treatment Facilities, to understand current waste treatment methods and capacity, what waste treatment facilities are required, and if there are any opportunities for developing more effective and resource efficient solutions for dealing with the materials collected.

	☐ A full analysis of potential markets for materials arising from the new service and opportunities for local processing to be commission alongside public consultation to inform decision on preferred approach.						
Executive	Accepted	Accepted					
Response	The decision regarding collection service option is necessary before this piece of work can commence as different requirements would be needed at sites depending on the method of collected materials.						
Action	Owner By When Target/Success Progress Criteria				Progress		
allocating additi	t member report to recommend onal staff and budget to undertake al reviews as part of the service review	BB / NP	Feb 2021	Member report signed off	Completed		
Commission tec	chnical investigation	BB / NP	Jun 2021	Report produced			

Recommendation 16	An early study is undertaken to evaluate if any existing AD facilities could be utilised for the treatment of food waste in Herefordshire. Reason The Waste-TFG recognise that Anaerobic Digestion facilities are likely to be required to treat food waste collected in Herefordshire. Although there are a number of options such as developing our own facility, using existing out of county facilities, the option of converting an existing agricultural facility may be advantageous. A study engaging with existing operators would reveal if there is any appetite and possibility for this. The Waste –TFG believe this could also provide added incentives in discouraging the use of energy crops to as feedstock.					
Executive Response	Accepted					
Action	<u> </u>	Owner	By When	Target/Success Criteria	Progress	
Conduct soft marke	t testing	BB / NP June 21 Report produced This work package is due to be undertake shortly in partnership with Worcestershire County Council.				

Recommendation 17

The council should seek to agree an approach with Worcestershire County Council on how their joint Energy from Waste (EFW) facility will be managed and operated to the mutual benefit of both councils on expiry or extension of existing arrangements.

Reason

Even if the council were able to meet or exceed the government's expected target of 65% recycling by 2035 there will remain a need to treat residual waste arising from Herefordshire's waste management service.

Energy from Waste (Incineration) remains the only reasonable alternative to landfill for residual waste treatment so sending waste to our own shared EFW is expected. However the Waste-TFG wish to see the plant optimised by generating heat as well as power and other options to maximise the efficiency of the facility explored and implemented where advantageous to the two councils both financially and environmentally (through reducing the impact of residual waste treatment on climate change).

Any excess tonnage capacity created from increased recycling should be sold to generate commercial revenue for the two councils.

Executive Response

Accepted

Action	Owner	By When	Target/Success Criteria	Progress
Produce cabinet member report to recommend allocating additional staff and budget to undertake specific technical reviews as part of the service review	BB / NP	Feb 2021	Member report signed off	Completed
Conduct options appraisal on the future management options for the EfW plant.	BB / NP	Apr 2021	Option appraisal report produced	

Recommendation 18

Waste Management Team is augmented with required staff and resource to plan, commission and implement new services and manage our new arrangements.

Reason

The Waste-TFG consider it is essential to replace our Waste Disposal Team Leader as soon as possible and to create 3 new posts. A Waste Strategy Officer to provide support to the current post in developing the contract(s) and researching collection and disposal options. A Waste Communications Officer to lead the process of public engagement. They will need to be supported by an Administration Officer.

These new posts are required no later than 1st April 2021 and will need to be in place until at least 31st December 2025 to allow for bedding in of the redesigned waste collection services. The cost of these new posts is insignificant in terms of contract value and the financial and reputational impacts of getting this decision wrong. They will also be significantly less than the cost of bringing in consultants to bail us out at the 11th hour if we continue to rely on a single officer to deliver this.

Further resource is likely to be required to appoint legal, financial and technical advisers as required, particularly in support during any procurement. Investing in building the capability in the team will however minimise the need for expensive consultants as well as build a more capable team to manage and continue to develop the service.

Executive Response

Accepted

It is recognised that the successful procurement of two of the county's largest contracts is significant and that there is not the necessary capacity within the existing team to manage the existing contracts whilst also researching and commissioning new ones.

Action	Owner	By When	Target/Success Criteria	Progress
Produce cabinet member report to recommend allocating additional staff and budget to undertake specific technical reviews as part of the service review	BB / NP	Feb 2021	Member report signed off	Report approved with budget to recruit 4 new, 3 year fixed term posts and with additional funding to source external technical advisers.
Restructure current Waste Management Team based on current service needs up to 2024 and giving consideration to approved new posts	BB / NP	Jul 2021	Restructure completed	

Recommendation	The council should maintain the Waste-TFG as a cross party member group to provide oversight and support to officers
19	until implementation of new services in early 2024.
	Reason

	A cross party member working group will help include political groups throughout the process of planning, commissioning and implementing new services. It can help provide support to officers in offering balanced views and guidance. This group should help to re-enforce the governance processes of the council to ensure that decisions are made in the best interest of the council and its residents.				
Executive Response		The value of a cross party group has been shown through the collaboration of the Waste T&F group and the production of a valuable report which incorporates a shared vision to move the county to a more resource efficient county of the			
Action	Owner By When Target/Success Progress Criteria				Progress
Welcome this offer of continued support and propose the development of a new ToR for the group for the duration of the contract review			New ToR agreed & all members agree to continue		

Additional recommendations made at the Committee's meeting on 28 September 2020

Recommendation 20	That, as part of the consultation process, there is clear explanation given as to why option one is not being put forward as an option;				
Executive Response	Accepted This was included within consultate	ion introductio	n		
Action		Owner	By When	Target/Success Criteria	Progress
Complete - part of of	of current consultation exercise Completed			Completed	

Recommendation 21	The Waste Team continue to work with and lead the communications on each of the schemes to ensure public understanding for the preferred options is secured.
Executive	Accepted
Response	Line management arrangement for new post will need to be agreed as the communication of a major service change
	will need to co-ordinate across all areas of the councils communication teams expertise.

Action	Owner	By When	Target/Success Criteria	Progress
Establish joint working and line management roles for new waste communications officer between the waste management team and communications team and recruit to post.	BB / NP	Apr 2021	New post recruited & management agreement in place	Verbal and email agreement between NP & AF
Outline agreed scope of work programme for new	BB / NP	May 2021	Work programme	
post			outlined	

Recommendation 22	Asking that the reuse of waste is b	rought forward	as quickly as	possible at our local	household recycling centres
Executive	Accepted	the bases a value			the nublic can place unwented items
Response	All HRCs except Bromyard currently have a reuse container located at them where the public can place unwanted items and a number of local charities come and cherry pick items from. Feedback from WCC Monitoring Officers is that many items placed into the containers are not wanted by the charities as they would be unable to sell them on. It is therefore recognised that alternative options for the increase of reuse will need to be explored.				
Action	Owner By When Target/Success Progress Criteria				
	officer to conduct review of HRCs NP Review report Increasing reuse raised at Wa			Increasing reuse raised at Waste Disposal Contract meeting in March 2021	

Recommendation 23	That the Task and Finish group rep	oort is shared wi	th Defra.		
Executive Response	Accepted				
Action	ı	Owner	By When	Target/Success Criteria	Progress

T&F group report to be sent to DEFRA	BB	Feb 2021	Report emailed to	Completed
			DEFRA	





Equality Impact Assessment (EIA) Form

Please read EIA guidelines when completing this form

1. Name of Service Area/Directorate

Name of Head of Service for area being assessed	Ben Boswell
Directorate	Economy and Place

Individual(s)	Name	Job Title
completing this	Nicola Percival	Waste Services Manager
assessment	Ben Boswell	Head of Environment Climate Emergency and Waste
		Services
Date assessment completed	29.03.21	

2. What is being assessed

Activity being assessed (eg. policy, procedure, document, service redesign, strategy etc.)	Service redesign				
What is the aim, purpose and/or intended outcomes of this activity?	Recommendation to change waste collection service, introducing weekly collection of food waste to all households, introducing new container for separate collection of paper/card once every three weeks, changing frequency of recycling collection for plastics, cans and glass to once every three weeks and reducing collection of residual waste to once every three weeks. Introducing fortnightly garden waste collections with an associated charge.				
Name of lead for activity	Nicola Percival				
Who will be affected by the	√	Service Users		Staff	
development and		Patients		Communities	
implementation of this activity?		Carers		Other	
		Visitors			
Is this:	✓ R	eview of an existing a	ctivity		
	□ N	New activity			
	☐ Planning to withdraw or reduce a service, activity or presence?				
What information and evidence	1590 households currently registered to receive assisted collection				
have you reviewed to help inform	8500 have larger capacity general rubbish bin				
this assessment? (name sources, eg		6+ in Household =	1490		
demographic information for services/staff		Child in nappies = 5	5400		
groups affected, complaints etc.		Medical waste = 16	510		

	16.4% of households do not own a car ¹
Summary of engagement or	Public consultation was carried out between 7 th December 2020 and 7 th
consultation undertaken (eg. who	February 2021. This was a self-selection consultation due to the
and how have you engaged with, or why do you believe this is not required)	restrictions of COVID preventing face to face encouragement of completion.
	It was advertised in the local press and media, on social media, through
	direct contact with a representative sample of residents via email and through the local university / colleges.
Summary of relevant findings	Results of the consultation show 53% of respondents preferred the option being assessed under this EIA.
	As age increased, so did the preference for this option. For example, 41%
	of residents aged 16-34 preferred option 1, compared to 64% of those aged 75 or older.
	The less affluent household had a greater preference for this option
	when compared to the more affluent areas. For example, 44% of homes classified as Acorn 5 'Urban Adversity selected option 1, while this rose to 58% for homes classified as Acorn 1 'Affluent Achievers'.
	The sample of people completing the consultation who identified as having
	a long term health problem or disability was 16%, compared to a
	Herefordshire profile of 19%. The preference for the collection option
	being assessed in this EIA by Disability, limited a lot (n=166) was 56% and Disability, limited a little (n=373) was 53%.

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¹ RAC Foundation 'Car ownership rates per local authority in England and Wales' https://www.racfoundation.org/assets/rac_foundation/content/downloadables/car%20ownership%20rates%20by%20local%20authority%20-%20december%202012.pdf

3. The impact of this activity

Please consider the potential impact of this activity (during development and implementation) on each of the equality groups outlined below. Please tick one or more impact box below for each Equality Group and explain your rationale. Please note it is possible for the potential impact to be both positive and negative within the same equality group and this should be recorded. Remember to consider the impact on staff, public, patients, carers etc. in these equality groups.

Equality Group	Potential positive impact	Potential neutral impact	Potential negative impact	Please explain your reasons for any potential positive, neutral or negative impact identified
Age		· ✓		Assisted collections will continue to be offered as they are now however, some elderly people who managed with just 1 container may struggle with the additional food container each week as well, especially if they currently bring the container some distance down a lane. Bin type can make it difficult for infirm people to use them.
Disability			✓	Reduction of general rubbish collection could cause storage problems for those who create additional waste due to disability. Additional capacity for separately collecting paper and card could benefit anyone who has large quantities of medical waste delivered in recycling packaging e.g. home dialysis patients. More collections days could negatively impact anyone with memory problems. Blind or partially sighted may find it difficult to distinguish between the different bins.
Gender Reassignment		√		
Marriage & Civil Partnerships		√		
Pregnancy & Maternity			√	Reduction of general rubbish collection could cause storage problems for those who create additional waste due to children in nappies.
Race (including Travelling Communities and people of other nationalities)		√		Level of English literacy may make introduction of the new service difficult to understand.
Religion & Belief		√		
Sex		✓		
Sexual Orientation		√		
Other Vulnerable and Disadvantaged Groups (eg. carers, care leavers, homeless, social/ economic deprivation, etc)			√	Those without access to a car to be able to access HRC to dispose of excess waste with reduction in general rubbish bin collection frequency. Anyone relying on a carer to put their containers out may be negatively disadvantaged with more collection containers and possibly more collection days.
Health Inequalities (any preventable, unfair & unjust differences in health status between groups, populations or individuals that arise from the unequal distribution of social, environmental & economic conditions within societies)			√	Reduction of general rubbish collection could cause storage problems for those who create additional medical waste due to health issues.

Equality Group	Potential positive impact	Potential neutral impact	Potential negative impact	Please explain your reasons for any potential positive, neutral or negative impact identified
				OCD concerning cleanliness or other mental health conditions may cause a negative impact by change in the service.

What actions will you take to	Risk identified	Actions required to reduce/ eliminate negative impact	Who will lead on the action?	Timeframe
mitigate any potential negative impacts?	Bin type	Identify properties where roll tops are currently used or smaller bins provided and look to include within service design alternatives to the standard service.	NP	Nov 2021
	Medical waste quantities	Options will be considered and outlined within service redesign	NP	Nov 2021
	Additional waste due to disability	Options will be considered and outlined within service redesign	NP	Nov 2021
	More collection days causing confusing or people have difficulty remembering	Look for possible reminder services for smart phones or emails. Calendar available online for download or request paper copy. Assisted collection so people don't have to remember when to place containers out.	NP	Oct 2023
	Blind / partially sighted	Look for options where bin can be identified through physical / tactile feature. Leaflets / guides available in alternative formats and read accessible online.	NP	Dec 2022
	Nappies	Options will be considered and outlined within service redesign	NP	Nov 2021
	Additional waste due to nappies	Options will be considered and outlined within service redesign	NP	Nov 2021
	Low level of English literacy	Ensure guides for use of service include pictoral images as much as possible. Provide guides in alternative languages.	NP	Oct 2023
	No car	Identify sites were bikes/pedestrian access allowed. Potential for all sites to allow? Design any new service with accessibility possible across all sites. Continue to provide bulky waste collection service. Offer charged for service under s46 for	NP / BB	Oct 2023 Nov 2021
		additional waste.		Nov 2023 Nov 2023
	Carers placing waste out	Assisted collection or reminder services to help alleviate any additional burden on carers.	NP	Oct 2023
	Mental health conditions	Promote increased capacity for collection of separated waste and weekly collection of food. Consider service delivery of liners for food waste.	NP	Oct 2023 Nov 2021

	Staff available to discuss and help demonstrate use of the service if required by residents.	Oct 2023

4. Monitoring and review

How will you monitor these actions?	They will be included within the review timetable as targets and throughout the implementation plan.
When will you review this EIA? (eg in a service redesign, this EIA should be revisited regularly throughout the design & implementation)	It will be included within the review timetable as a target.

5. Equality Statement

- All public bodies have a statutory duty under the Equality Act 2010 to set out arrangements to assess and consult on how their policies and functions impact on the 9 protected characteristics.
- Herefordshire Council will challenge discrimination, promote equality, respect human rights, and design and implement services, policies and measures that meet the diverse needs of our service, and population, ensuring that none are placed at a disadvantage over others.
- All staff are expected to deliver services and provide services and care in a manner which respects the individuality of service users, patients, carers etc, and as such treat them and members of the workforce respectfully, paying due regard to the 9 protected characteristics.

Signature of person completing EIA	
Date signed	

Document is Restricted



Title of report: Waste Management Review – Waste Disposal

Meeting: Cabinet

Meeting date: Thursday 25 November 2021

Report by: Cabinet member commissioning, procurement and assets;

Classification

Open

This report is open but Appendix 2 is exempt by virtue of the following paragraph(s) of the Access to Information Procedure Rules set out in the constitution pursuant to Schedule 12A of the Local Government Act 1972, as amended:

3 - Information relating to the financial or business affairs of any particular person (including the authority holding that information)

Decision type

Key

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.

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.

Notice has been served in accordance with Part 3, Section 9 (Publicity in Connection with Key Decisions) of the Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012.

Wards affected

(All Wards);

Purpose

Further to the adoption of the council's new Integrated Waste Management Strategy in July 2021 and subsequent planning for additional commissioning this report seeks to agree the council's preferred waste disposal arrangements necessary to implement the strategy.

The council's Waste Management contracts for the collection service and the disposal service are due to expire in 2023 and 2024. The council launched a waste collection consultation with the public in December 2020 following recommendations from the waste task and finish group in September 2020 and in response to expected changes in national legislation.

Recommendation(s)

That:

- a) Cabinet agrees that the current position within the Parameters set out in Appendix 1 represents an acceptable position for the council to progress Mercia Waste Management Limited's ("Mercia") proposals for extending the duration of the Waste Management Service Contract ("WMSC") for a period of five years until 11 January 2029 by entering into a variation of the existing WMSC
- b) Subject to recommendation (a), that the Section 151 Officer following consultation with the Service Director for Transport, Environment & Waste be authorised to negotiate the form of a variation to the existing WMSC with Mercia to put into effect Mercia's proposals:
 - to extend the duration of the WMSC by 5 years provided that the Variation is in compliance with the Financial, Contractual and Technical Parameters as set out in Appendix 1
 - 2) to vary the WMSC to achieve the council's preferred waste collection model as determined by Cabinet in response to the accompanying Cabinet Report 'Waste Service Review Waste Collection'
 - 3) to accelerate the reduction of municipal waste to landfill and achieve a maximum of 1% to landfill starting in 2022 at a cost of £120k per annum until the extension commences in March 2024
- c) Cabinet, having regard also to any further report from the Section 151 Officer on the details of the council's position as potential providers of appropriate funding for the project, to:
 - i. amend its Treasury Policy Strategy and associated Treasury Management Statements to reflect the extended loan arrangement in the extension period;
 - ii. to authorise the Section 151 Officer to conclude all financial due diligence requirements remaining with the parameters stated in Appendix 1;
 - iii. amend the Medium Term Financial plan (MTFP) assumptions to reflect the WMSC variation as appropriate;
- d) Cabinet authorises the expenditure of up to £75k from the council's waste reserve and delegates authority to the Service Director Highways, Environment and Waste to commission a future options paper and to develop a capital business case for future site and facilities requirements beyond the proposed extension period; and
- e) The Section 151 Officer be authorised to update the Joint Working Agreement between Worcestershire County Council (WCC) and Herefordshire Council to reflect the extended term of the WMSC and future arrangements between WCC and the Council;

Alternative options

1. Do nothing - This is not an option as the current waste disposal arrangements are due to expire in January 2024. The waste disposal service is a statutory service that the council has to provide so therefore it is not an option to do nothing.

- 2. Re-procure new waste disposal arrangements This is not recommended following an independent expert assessment of the council's future waste disposal options by SLR (Appendix 2) and a second joint assessment of the proposed contract extension with variation by our waste technical advisors Woods PLC, financial advisors KPMG and legal advisors Eversheds.
- 3. To extend the existing contract without a variation to facilitate the council's preferred waste collection service This is not recommended as this will not work operationally with the future collection service. This would also fail to meet the council's strategic objectives to increase recycling rates, reduce carbon emissions and reduce waste to landfill as set out in the council's Integrated Waste Management Strategy and the forthcoming requirements on local authorities in the Environment Bill.

Key considerations

Background

- 4. The Waste Management Services PFI Contract (WMSC) between Herefordshire Council and Worcestershire County Council and Mercia Waste Management Ltd (Mercia) was signed in December 1998 for 25 years. It is important to recognise that the WMSC was for an integrated solution to be delivered by Mercia for the disposal of all Local Authority Collected Waste (LACW), known as 'Contract Waste' arising within the two counties.
- 5. The WMSC includes requirements for;
 - a. a Mixed Waste Material Reclamation Facility (MRF),
 - b. Transfer Stations,
 - c. Pre-Sorted MRF,
 - d. Household Waste Sites (now Household Recycling Centres),
 - e. Operations and Management of Hill and Moor Landfill,
 - f. Construction and operation of an Energy from Waste Plant,
 - g. Composting facilities.
- 6. In delivering the waste management services, Mercia is required to meet certain performance targets with regard to the diversion of waste to landfill. To date the Contractor has constructed the Energy from Waste facility (EnviRecover) at Hartlebury, updated Household Waste Sites (to Household Recycling Centres), built and developed a number of waste transfer stations, developed a windrow composting site, constructed and operated a Materials Reclamation Facility at Norton ("Envirosort") and manages and operates a Landfill site in Worcestershire.
- 7. In May 2014 a variation to the WMSC was concluded to construct EnviRecover. This became fully operational as planned in March 2017. Since becoming operational EnviRecover has been performing well and is now in a steady state of operation.

Integrated Waste Management Strategy

8. Further to the General Scrutiny - Waste Management Review and subsequent executive responses, on 29 July 2021 Cabinet approved the ambitious new Integrated Waste Management Strategy for Herefordshire.

- 9. This strategy set out the following strategic targets in order to address the significant issues around climate, expected changes in legislation and the circular economy expectations which were outlined in the work of the task and finish group and the council's County Plan objectives.
 - a. Net zero carbon by 2030
 - b. Reduce residual household waste arisings to less than 330kg /household/year by 2035
 - c. Achieve national municipal reuse and recycling rate targets of 55% by 2025, 60% by 2030 and 65% by 2035.
 - d. To meet the requirements of the Environment Bill
 - e. No more than 1% of municipal waste to be sent to landfill from 2025 and zero waste to landfill by 2035
 - f. Improve reuse and recycling at all HWRC sites to achieve a reuse and recycling target of 85% by 2035.

New Waste Collection Model

- 10. In order to meet the council's targets and objectives within the new Integrated Waste Management Strategy the council will need to change its waste collection model which will also require a change to the current waste disposal arrangements.
- 11. Subject to the outcome of the accompanying Cabinet agenda item and report titled 'Waste Service Review Waste Collection' which recommends the following waste collection model, this report recognises the need to vary the future waste disposal arrangements to be able to meet the needs of this new collection service. The accompanying Cabinet report 'Waste Management Review Waste Collection' is available here:
 - a. https://councillors.herefordshire.gov.uk/mglssueHistoryHome.aspx?IId=50039497&Opt=0

Waste Disposal and Commissioning Options Appraisal

- 12. In September 2021 the Council undertook a competitive procurement process and appointed SLR Consulting to undertake an Integrated Waste Strategy Commissioning Options Appraisal. This appraisal was to consider the council's future commissioning options for both waste collection and waste disposal and the full scope included:
 - a. Waste Disposal Contract Options Appraisal
 - (i) Vary and extend the existing waste disposal contract with Mercia and partnership with Worcestershire County Council.
 - (ii) Re-procure the waste disposal contract as a single contract for Herefordshire.
 - (iii) Re-procure the waste disposal contract as lots (e.g. separate lots for residual waste, recyclables, garden waste, food waste and/or HWRC services).
- 13. The recommendation from the SLR Consultancy is that negotiating an extension and variation to the current WMSC represents the most appropriate course of action for the council at this time, especially to provide service continuity from January 2024.

- 14. The existing contract with Mercia provides a fully integrated waste disposal service which works well alongside the existing partnership with Worcestershire County Council (WCC).
- 15. The fully integrated nature of this contract places all of the risk of market forces and the subsequent management of materials for reprocessing and disposal with Mercia. Given the significant current market uncertainties due to COVID, forthcoming legislation and volatile recycling markets the extension offer significantly reduces the level of risk to both authorities.
- 16. The extension offer from Mercia proposes to vary the existing contract for an additional 5 years, to reduce the annual revenue costs to both councils and amend the existing borrowing arrangements for the capital investment.
- 17. This extension offer is to vary the existing contract for a further 5 years to January 2029.

Subsequent variation to meet the needs of Herefordshire's future collection services

- 18. In order to meet the strategic objectives of our new Integrated Waste Management Strategy and to deliver the recommended new collection model as set out in the accompanying cabinet report, the existing WMSC requires a further variation.
- 19. In parallel to the extension negotiations with WCC, the council has received, considered and undertaken a separate due diligence assessment of a subsequent contract variation proposal to meet these needs.
- 20. Mercia have indicated that the improved recycling levels and quality from the recommended new collection service will generate potential savings of circa £1m per annum from 2024.
- 21. In line with our new Integrated Waste Management Strategy, this variation also includes a new contract requirement for Mercia to provide disposal options for food, garden waste and mixed paper and cardboard which have not previously been collected segregated from other waste.

Reducing Landfill to 1%

- 22. Herefordshire currently sends around 20% of its waste to landfill and a key strategic target within the new Herefordshire Integrated Waste Management Strategy is that 'No more than 1% of municipal waste to be sent to landfill from 2025 and zero waste to landfill by 2035.'
- 23. Landfill is mainly caused by non-target material being placed by residents in recycling bins and by maintenance downtime at the energy from waste facility.
- 24. Through the contract extension and variation negotiations Mercia have offered to defer taking sufficient commercial waste to enable a reduction to just 1% of Herefordshire's waste going to landfill from 2024.
- 25. The additional cost for this would be £120k per annum and the council has the option to bring this forward and to implement this by 2022.

Due Diligence of Mercia Extension and Variation Offer

- 26. Throughout the contract extension and variation negotiations independent financial, legal and technical expertise were commissioned in addition to our own officer assessments to undertake a due diligence and clarification review of the extension and variation offers from Mercia.
- 27. This comprehensive and forensic review was jointly undertaken by KPMG (finance), Woods (technical) and Eversheds (legal) as a joint commission between the council and WCC.

28. The recommendation of this review is that the combined extension and variation offers provide value for money and would meet the objectives of Herefordshire's Integrated Waste Management Strategy.

Proposed Parameters for Contract Extension and Variation negotiation

29. Council officers have identified a number of parameters that need to be satisfied in order to demonstrate that the variation will be on terms which are acceptable to the council.

<u>Financial Parameters - Value for Money and Affordability</u>

- 30. Cabinet will need to be satisfied that the terms of the proposed variation would:
 - a. be affordable:
 - b. represent value for money; and
 - c. not burden the council or WCC with unpredictable costs in the future
- 31. The WMSC already contains a payment mechanism which applies a Baseline Fee for each tonne of waste received by Mercia, with an uplift fee per tonne for treatments other than landfilling such as recycling and energy from waste.
- 32. The Financial Parameters set out in the Appendix 1 are intended to address the points referred to in the paragraphs above

Contractual Parameters

- 33. Legally enforceable public procurement rules have been established to prevent public bodies from improperly purporting to use variations to existing contracts to avoid costly and time-consuming re-procurement. Two golden rules are that:
 - a. there must be no material change in the services and means of delivery compared with that envisaged when the original contract was let [WCC];
 - b. there must be no material change in the services and means of delivery compared with that envisaged when the original contract was let other than permitted under Regulation 72 of the Public Contract Regulations 2015 which permit a variation in service delivery subject to the following conditions being satisfied:
 - 72 (1) (c) where all of the following conditions are fulfilled:
 - (i) the need for modification has been brought about by circumstances which a diligent contracting authority could not have foreseen;
 - (ii) the modification does not alter the overall nature of the contract;
 - (iii) any increase in price does not exceed 50% of the value of the original contract or framework agreement.
 - The proposed arrangements for the council's collection service which will require a subsequent amendment to the disposal service and which will take effect from November 2023 satisfy this test

and

c. if there is any change in the risk/reward share in the original contract, it should not be for the benefit of the contractor.

d. In relation to the latter point any amendments to the WMSC will be limited to those necessary to give effect to Mercia's proposals and to any benefits the council and WCC are seeing from the opportunity created by the making of the variation. The council's position on these issues is set out in Appendix 1. Importantly the intention is that Mercia's rate of return is not improved

Technical Parameters

34. There are a number of Technical Parameters as set out in Appendix 1 which include ensuring that the technical performance of EnviRecover is maintained and the operational life of the other facilities is considered.

Future Processing and Treatment Site Needs

- 35. The new Integrated Waste Management Strategy anticipates as much waste and recycling as possible is processed within the County however Herefordshire's existing and shared Materials Recovery Facility, located in Worcestershire, is reaching the end of its life and will likely need to be replaced after the proposed extension period ends in 2029.
- 36. It is also anticipated that there will be additional future needs for additional garden waste composting facilities, additional food waste facilities and a review of the existing Herefordshire's Waste Transfer facilities and HRC's in order to promote greater reuse.
- 37. Additionally, in order to help meet the Council's Climate & Ecological Emergency commitments it is proposed that an options appraisal is undertaken to help reduce the carbon emissions from the existing EfW facility and that consideration is given to the future potential for Carbon Capture and Storage.
- 38. The lead time to develop these facilities is often several years and so it is recommended that a future site and facilities options paper is developed to inform the development of future capital business cases to meet Herefordshire's requirements beyond the proposed extension period.

Community impact

- 39. In accordance with the adopted code of corporate governance, the council is committed to promoting a positive working culture that accepts and encourages constructive challenge and recognises that a culture and structure for scrutiny are key elements for accountable decision making, policy development and review.
- 40. The proposed recommendations in conjunction with the accompanying 'Waste Management Review Waste Collection' report seek to implement the new Integrated Waste Management Strategy which will have a positive impact on contributing towards local and regional strategy priorities, targets and legislation.
- 41. The County Plan (2020-24) priorities are:
 - a. Protect and enhance our environment and keep Herefordshire a great place to live
 - b. Minimise waste and increase reuse, repair and recycling
 - c. Build understanding and support for sustainable living
 - d. Invest in low carbon projects
 - e. Identify climate change action in all aspects of council operation
 - f. Support the an economy which builds on the county's strengths and resources;

- g. Seek strong stewardship of the county's natural resource
- h. Develop environmentally sound infrastructure that attracts investment
- i. Support an economy which builds on the county's strengths and resources and spend public money in the local economy wherever possible

Environmental Impact

- 42. The proposed contract extension and variation to accommodate the new waste collection model offers the Council a unique and once in a generation opportunity to make huge service and environmental improvements to the waste management service. Throughout the waste management review maximising the environmental performance has been a fundamental consideration as the Council's seeks to deliver on its ambitious Climate & Ecological Emergency commitments.
- 43. The proposed recommendation not only offers the most popular solution from the public consultation, the best value for money and the lowest carbon option but will also transform Herefordshire into a national leader on recycling rates. Here the proposed option will deliver a 57% increase in our current recycling rates which are modelled to increase from ~40% currently to 63% when the new collection service starts in 2023/24. This increase will achieve both the new 55% by 2025 and 60% by 2030 targets early and will place the Council in an excellent position to accelerate the 65% target by 2035.
- 44. Through the proposed new contractual arrangements the Council will also deliver a 95% reduction in the amount of waste that currently goes to landfill as the proportion of residual waste going to landfill will reduce from ~20% to a maximum of 1%. The option to accelerate this reduction from 2022 has also been secured and will enable the Council to deliver on the new targets within the Integrated Waste Management Strategy 3 years early.
- 45. In addition, the Council is close to securing an agreement with Mercia to introduce new checks and requirements for the downstream processing of our materials to ensure greater visibility and accountability. Here the Council is requiring that Mercia and its subcontractors seek the Council's permission, undertake environmental impact assessments and subsequent auditing of any recycling materials moving beyond the UK and European Economic Area.

Equality duty

46. Under section 149 of the Equality Act 2010, the 'general duty' on public authorities is set out as follows:

A public authority must, in the exercise of its functions, have due regard to the need to -

- a) eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under this Act;
- b) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;
- c) foster good relations between persons who share a relevant protected characteristic and persons who do not share it.
- 47. The public sector equality duty (specific duty) requires the council to consider how we can positively contribute to the advancement of equality and good relations, and demonstrate that

- we are paying 'due regard' in our decision making in the design of policies and in the delivery of services.
- 48. Two Equalities Impact Assessments (EqIA) have been undertaken as part of the Waste Management Review, the first for the impact of the waste collection changes and the second for the Household Waste & Recycling Centres. The EqIA se are attached as Appendix 3 and Appendix 4
- 49. The council's service providers will be made aware of their contractual requirements in regards to equality legislation through the future commissioning.

Resource implications

- 50. The council currently spends £4m per annum on the current waste collection arrangement and £11m on the current waste disposal arrangements.
- 51. The extension to the WSMC has been proposed with the following financial considerations from the contractor:
 - a) Receipt of £0.6m on agreeing the extension
 - b) A discount of £1.1m pa until existing WSMC end date (mainly generated from the increased capacity at the energy from waste plant)
 - c) A discount of £1.5m pa during each of the five year extension period
 - d) A change in the Net Excess Revenue Sharing percentage attributable to the Councils increasing from the current 50% share to an improved 60%.
- 52. In addition the current loan facility will continue during the five year extension period. This will result in the council receiving additional loan interest receipts totalling approximately £10m.
- 53. The subsequent variation to meet the needs of Herefordshire's future collection services in expected to generate further potential savings of circa £1m per annum from 2024.
- 54. Due to the extension period falling outside of the private finance initiative arrangement the council will lose its current PFI credits of £0.6m pa, this would occur even if the extension was not agreed.
- 55. A comparison to the likely cost of providing the disposal services without an extension to the current contract has indicated that the proposal offers value for money, provides certainty over costs and service delivery and minimises financial risks.
- 56. For these reasons it is considered the preferred option and is therefore recommended for approval.

Indicative Waste disposal budget	2020/21	2021/22	2022/23	2023/24	2024/25
	£m	£m	£m	£m	£m
Waste disposal contract cost	11.2	11.4	11.6	11.9	12.1
If contract extension agreed;-					
- One off receipt		(0.6)			

- Discount		(1.1)	(1.1)	(1.2)	(1.5)
- Collection Services variation					(1.0)
Reduction in landfill			0.1	0.1	0.1
Loss of PFI credits				0.2	0.6
TOTAL	11.2	9.7	10.6	11.0	10.3

Legal implications

- 57. The original procurement process undertaken prior to the award of the WMSC envisaged a contract of up to 30 years. The WMSC also includes contractual mechanisms for the proposed extension. There is nothing within the current WMSC which would preclude the proposed variation to the contract to deliver the defied outcomes from the Integrated Waste Management Strategy.
- 58. Taking into account Regulation 72 of the Public Contracts Regulations the proposed extension is acceptable on the basis that the council could not have foreseen the circumstances which give rise for the need to the variation (being the proposed obligations set out in the Environment Bill, the market uncertainties due to COVID and volatile recycling markets), there is no overall change to the nature of the contract; the proposed increase in value is less than 50% of the original contract value.
- 59. Legal services have also noted that the financial, legal and technical due diligence undertaken on behalf of the council has confirmed that these is no beneficial change in the risk reward share for Mercia.

Risk management

Risk / opportunity	Mitigation
Public acceptance of new service	This recommendation seeks to extend and vary the existing service arrangements in order to deliver value for money and to meet the needs of the preferred future collection service.
Not enough time to complete required work	The proposed recommendation to extend and vary the contract is achievable within the current contract timescales.
	The contract extension also provides the Council with an additional 5 years to assess and develop capital business cases to meet the future services requirements beyond 2029.
Service is not compliant with new legislation that is expected in the next year from Central Government	The recommendation includes a contract variation to meet the service needs of the council's preferred new waste collection model. This includes the introduction of both a weekly food waste collection service and fortnightly garden waste collection service as anticipated in future legislation.
Poor Value for Money	A comprehensive and forensic review was jointly undertaken by KPMG (finance), Woods (technical) and Eversheds (legal) as a joint

	commission between Herefordshire Council and Worcestershire Council. The recommendation of this review is that the combined extension and variation offers provide value for money and would meet the objectives
	of Herefordshire's Integrated Waste Management Strategy.
Volatility of recycling markets, availability and prices	The proposed extension of the current integrated Contract will significantly reduce the risk to the Council as the recyclables price risk is entirely borne by the contractor.
	It is unlikely that the Council would be able to secure a contract with an identical position on recyclables price risk in the current market and any future contract requiring this would likely incur significant risk pricing from by future contractors.
Condition of the Material Recovery Facility	A third party asset condition survey was recently undertaken for the MRF facility. This survey identified the facility as being in good operational condition with no significant issues. In addition the contract extension proposal includes lifecycle costs to maintain the facility for the duration of the duration.
Delivering performance against the new and ambitious targets	The existing WMSC performs well with robust joint contract management controls in place in partnership with WCC.

Consultees

60. The following consultation has taken place:

Consultation	Date	Feedback
Waste Management Services Review Project Board	Monthly meetings in 2019/20 – 2020/21	Lead the development of the recommendations through the process.
Waste Contract Procurement Joint Review Board (With WCC.)	Numerous meetings in 2019/20 – 2020/21	Lead the development of the recommendations through the process.
General Scrutiny Committee	28 September 2020	Recommendations and the Executive Response are detailed in Appendix 5
Waste Services Task & 2 December Finish Group meeting prior to public consultation 2020		Support and comments which were included in the consultation documents

	1	
All member briefing prior to public consultation	2 December 2020	Support and comments which were included in the consultation documents
Public Consultation	Dec 2020 – Feb 2021	Full consultation report included as Appendix 4
All member briefing on the results of the public consultation	8 March 2021	
Management Board	26 Oct 2021	Support and comments included
Waste Management - Political Briefing with the cabinet member for Commissioning, Procurement and Assets	11 Nov 2021	
Group Leaders briefing	3 November 2021	
Political groups consultation on a key decision 2 Nov – 16 th Nov 2021		The following comments were highlighted which have been considered in the reports and will be included into the future service design and communications strategy: • The importance of the unified waste strategy to consider both waste collection and waste disposal together. • The need for a complimentary education programme that guides residents as to how they should
		dispose of any waste that cannot be reused or recycled. The need for clear publicity and an explanation of the changes being driven by central government.
		 Highlighted that many houses do not have room for extra bins /boxes.

Appendices

- Appendix 1 The Financial, Contractual and Technical Parameters
- Appendix 2 SLR Options Appraisal (Exempt)
- Appendix 3 Equalities Impact Assessment for Waste Collection Options

• Appendix 4 - Equalities Impact Assessment for HWRCs

Background papers

None Identified

Report Reviewers Used for appraising this report:

Please note this se	ection must be completed before the	he report can be published				
Governance	Sarah Buffrey, Democratic Service	es Officer				
		Date 06/11/2021				
Finance	Josie Rushgrove	Date 02/11/2021				
Legal	Alice McAlpine, Senior Solicitor	Date 03/11/2021				
Communications	Luenne Featherstone, Strategic Communications Manager					
		Date 05/11/2021				
Equality Duty	Carol Trachonitis, Head of Informa	ation Compliance and Equality				
		Date 02/11/2021				
Risk	Paul Harris, Head of Corporate Pe	erformance				
		Date 05/11/2021				

Approved by	Andrew Lovegrove, Chief Finance Officer and S151 Officer
	Date 08/11/2021

Please include a glossary of terms, abbreviations and acronyms used in this report.

- The Parameters Collectively the financial, contractual and technical parameters as defined in Appendix 1
- Mercia Mercia Waste Management Limited
- MRF Mixed Waste Material Reclamation Facility
- MTFP Medium Term Financial plan
- WMSC Waste Management Service Contract
- LACW Local Authority Collected Waste
- EfW 'Energy from Waste'
- WCC Worcestershire County Council

- The Advisors Technical advisors Woods PLC, financial advisors KPMG and legal advisors Eversheds
- Hhld Household
- HWRC Household Waste & Recycling Centres
- EqIA Equalities Impact Assessments

Waste Management Service Contract Parameters

The Parameters are split into:

- Financial Parameters
- Contractual Parameters; and
- Technical Parameters.

The Parameters

Financial Parameters		
Parameter	Status	Commentary
The contract extension represents value for money when assessed:		
a) absolutely in terms of the Contractor's Proposals;		Confirmed. The Council has, through its financial and technical advisors appraised the offer made by the Contractor in detail and have concluded that it represents value for money compared to the risks of reprocuring these services at this time
b) relatively with the market; and		Confirmed. The waste management market is experiencing a period of significant volatility. Officers are aware of a number of takeovers or mergers, one of which has so far been referred to the Competition and Markets Authority. The two businesses have been ordered to be kept separate at this time and not integrate business practices. It is considered that this alone may effectively remove two potential bidders from pursuing any interest in any tendering exercise in the near future.
c) in light of the opportunity cost and other disadvantages of alternative options.		Confirmed. There is a significant degree of uncertainty due to the anticipated impact of the Environment Bill when it becomes law. Significant unknowns for the Councils are: • the requirement to collect and process food waste separately;

		 the introduction of a Deposit Return Scheme; the introduction of Extended Producer Responsibility. All of these have the potential to have an impact on volumes of municipal waste capable of being processed at EnviRecover and volumes of recyclate and agreeing an extension mitigates this risk to the Council.
•	The Internal Rate of Return (IRR) over the life of the WMSC shall not exceed the IRR usedin the financial model in the original procurement.	Confirmed
	DEFRA (WIDP) approve the variation (as required).	Confirmation that DEFRA (WIDP) approval to the Variation is not required has been obtained. The PFI contract will come to an end in January 2024.
	The life-cycle costs beyond 2023, especially in relation to EnviroSort, are clear and affordable.	Confirmed. Lifecycle costs until proposed contract expiry date of 11 January 2029 have been agreed. These are considered to be clear and affordable.
334	Delivery of a revenue saving for the Councils.	Confirmed, a revenue saving will be delivered to the Councils with effect from calendar year 2021 until expiry in January 2029.
•	Overall Parameter Status	Financial parameters are satisfied

	Contractual Parameters		
	Parameter	Status	Commentary
	There are no alterations to the WMSC, its structure		
	or financial basis, as a result of any extension, save for those:		
	a) necessary to give effect to the extension;		Confirmed. The changes to the WMSC which are required shall include variation to the Unitary Payment and payment mechanism, provisions and variations to the bond and guarantee and direct agreement. A review of the Maintenance and Exit Plans will also be necessary.
222	b) bringing the WMSC into compliance with current and foreseeable legislation; and		Confirmed. The WMSC was thoroughly reviewed in 2014 as part of the Variation agreed to construct EnviRecover. The Environment Act received Royal Assent on 9 November 2021. It is not possible at this stage to identify any changes which may be required to the WMSC when the Environment Act is brought into force
-	c) the net effect of which is to deliver a commercial benefit to the Councils.		Confirmed.
	External legal advice has been obtained that there is no realistic prospect of a material delay to or cessation of the extension of the contract as a result of challenge on procurement grounds.		Confirmed.
	Herefordshire Council and Worcestershire County Council have entered into an agreement to extend the Joint Working Agreement insofar as it relates to the extension of the contract.		Negotiations between the Councils are progressing and the revised JWA will be executed simultaneously with other documentation

Overall Parameter Status	Contractual Parameters are satisfied	

Technical Parameters		
Parameter	Status	Commentary
The Reliability, Availability, Maintainability and Safety (RAMS) and Life Cycle Costs are such that:		
a) the costs in extending the contract are comparable to the market; and		Confirmed
b) the costs of running the facilities are not deflated during the period up to the end of the WMSC at the expense of increased running costs from that point to the end of the design life of the facilities (notably EnviRecover).		Confirmed The terms of the WMSC require the Contractor to • maintain EnviRecover in accordance with the manufacturer's recommendations; and • hand back the facilities in a previously agreed condition. These terms are not subject to change as a result of the proposed extension
2. The return condition of the facilities at the expiry of the WMSC, shall be such that they;		
a) are in accordance with the specifications pursuant to which they were procured (save for agreed changes); and		The return condition of the facilities will be in accordance with the contractual provisions which remain unchanged. Condition surveys will be commissioned at appropriate times to ensure that this will be the case.
b) are in a condition consistent with proper use up to that point in time; and		See above
c) are capable of being operated for the remainder of their design life; and		See above

Overall Parameter Status	The Technical Parameters are satisfied
5. Any major component warranties required by the Councils have been requested in Mercia's contract documents for the facilities.	Not relevant to proposed extension. The Councils' requirements for major component warranties have already been addressed and warranties provided
Any operating restrictions required by the Councils have been incorporated in the operating requirements.	Not relevant to proposed extension. There are no operating restrictions required by the Councils to consider
3. Any prescriptive specification items required by the Councils have been incorporated in the specification.	Not relevant to proposed extension. There are no prescriptive specification items to consider
d) are likely to be capable of being re-financed at commercial rates; and	The return condition of the facilities will be in accordance with the contractual provisions which remain unchanged. Condition surveys will be commissioned at appropriate times to ensure that this will be the case.

Document is Restricted





Equality Impact Assessment (EIA) Form

Please read EIA guidelines when completing this form

1. Name of Service Area/Directorate

Name of Head of Service for area being assessed	Ben Boswell
Directorate	Economy and Place

Individual(s)	Name	Job Title
completing this	Nicola Percival	Waste Services Manager
assessment	Ben Boswell	Head of Environment Climate Emergency and Waste
		Services
Date assessment	29.03.21	
completed		

2. What is being assessed

Activity being assessed (eg. policy, procedure, document, service redesign, strategy etc.)	Servi	Service redesign					
What is the aim, purpose and/or intended outcomes of this activity?	Recommendation to change waste collection service, introducing weekly collection of food waste to all households, introducing new container for separate collection of paper/card once every three weeks, changing frequency of recycling collection for plastics, cans and glass to once every three weeks and reducing collection of residual waste to once every three weeks. Introducing fortnightly garden waste collections with an associated charge.						
Name of lead for activity	Nicola Percival						
Who will be affected by the	✓	Service Users		Staff			
development and		Patients		Communities			
implementation of this activity?		Carers		Other			
		Visitors					
Is this:	✓ R	eview of an existing a	ctivity				
	1	New activity					
	☐ Planning to withdraw or reduce a service, activity or presence?						
What information and evidence	1590 households currently registered to receive assisted collection						
have you reviewed to help inform	8500	8500 have larger capacity general rubbish bin					
this assessment? (name sources, eg		6+ in Household =	1490				
demographic information for services/staff Child in nappies = 5400							
groups affected, complaints etc.		Medical waste = 16	510				

	16.4% of households do not own a car ¹
Summary of engagement or consultation undertaken (eg. who and how have you engaged with, or why do you believe this is not required)	Public consultation was carried out between 7 th December 2020 and 7 th February 2021. This was a self-selection consultation due to the restrictions of COVID preventing face to face encouragement of completion. It was advertised in the local press and media, on social media, through direct contact with a representative sample of residents via email and through the local university / colleges.
Summary of relevant findings	Results of the consultation show 53% of respondents preferred the option being assessed under this EIA. As age increased, so did the preference for this option. For example, 41% of residents aged 16-34 preferred option 1, compared to 64% of those aged 75 or older. The less affluent household had a greater preference for this option when compared to the more affluent areas. For example, 44% of homes classified as Acorn 5 'Urban Adversity selected option 1, while this rose to 58% for homes classified as Acorn 1 'Affluent Achievers'. The sample of people completing the consultation who identified as having a long term health problem or disability was 16%, compared to a Herefordshire profile of 19%. The preference for the collection option being assessed in this EIA by Disability, limited a lot (n=166) was 56% and Disability, limited a little (n=373) was 53%.

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¹ RAC Foundation 'Car ownership rates per local authority in England and Wales' https://www.racfoundation.org/assets/rac_foundation/content/downloadables/car%20ownership%20rates%20by%20local%20authority%20-%20december%202012.pdf

3. The impact of this activity

Please consider the potential impact of this activity (during development and implementation) on each of the equality groups outlined below. Please tick one or more impact box below for each Equality Group and explain your rationale. Please note it is possible for the potential impact to be both positive and negative within the same equality group and this should be recorded. Remember to consider the impact on staff, public, patients, carers etc. in these equality groups.

Equality Group	Potential positive impact	Potential neutral impact	Potential negative impact	Please explain your reasons for any potential positive, neutral or negative impact identified
Age	·	V	·	Assisted collections will continue to be offered as they are now however, some elderly people who managed with just 1 container may struggle with the additional food container each week as well, especially if they currently bring the container some distance down a lane. Bin type can make it difficult for infirm people to use them.
Disability	✓		•	Reduction of general rubbish collection could cause storage problems for those who create additional waste due to disability. Additional capacity for separately collecting paper and card could benefit anyone who has large quantities of medical waste delivered in recycling packaging e.g. home dialysis patients. More collections days could negatively impact anyone with memory problems. Blind or partially sighted may find it difficult to distinguish between the different bins.
Gender Reassignment		√		
Marriage & Civil Partnerships		✓		
Pregnancy & Maternity			√	Reduction of general rubbish collection could cause storage problems for those who create additional waste due to children in nappies.
Race (including Travelling Communities and people of other nationalities)		√		Level of English literacy may make introduction of the new service difficult to understand.
Religion & Belief		✓		
Sex		√		
Sexual Orientation		√		
Other Vulnerable and Disadvantaged Groups (eg. carers, care leavers, homeless, social/ economic deprivation, etc)			✓	Those without access to a car to be able to access HRC to dispose of excess waste with reduction in general rubbish bin collection frequency. Anyone relying on a carer to put their containers out may be negatively disadvantaged with more collection containers and possibly more collection days.
Health Inequalities (any preventable, unfair & unjust differences in health status between groups, populations or individuals that arise from the unequal distribution of social, environmental & economic conditions within societies)			√	Reduction of general rubbish collection could cause storage problems for those who create additional medical waste due to health issues.

Equality Group	Potential positive impact	Potential neutral impact	Potential negative impact	Please explain your reasons for any potential positive, neutral or negative impact identified
				OCD concerning cleanliness or other mental health conditions may cause a negative impact by change in the service.

What actions will you take to	Risk identified	Actions required to reduce/ eliminate negative impact	Who will lead on the action?	Timeframe	
mitigate any potential negative impacts?	Bin type	Identify properties where roll tops are currently used or smaller bins provided and look to include within service design alternatives to the standard service.	NP	Nov 2021	
	Medical waste quantities	Options will be considered and outlined within service redesign	NP	Nov 2021	
	Additional waste due to disability	Options will be considered and outlined within service redesign	NP	Nov 2021	
	More collection days causing confusing or people have difficulty remembering	Look for possible reminder services for smart phones or emails. Calendar available online for download or request paper copy. Assisted collection so people don't have to remember when to place containers out.	NP	Oct 2023	
	Blind / partially sighted	Look for options where bin can be identified through physical / tactile feature. Leaflets / guides available in alternative formats and read accessible online.	NP	Dec 2022	
	Nappies	Options will be considered and outlined within service redesign	NP	Nov 2021	
	Additional waste due to nappies	Options will be considered and outlined within service redesign	NP	Nov 2021	
	Low level of English literacy	Ensure guides for use of service include pictoral images as much as possible. Provide guides in alternative languages.	NP	Oct 2023	
	No car	Identify sites were bikes/pedestrian access allowed. Potential for all sites to allow? Design any new service with accessibility possible across all sites. Continue to provide bulky waste collection service. Offer charged for service under s46 for	NP / BB	Oct 2023 Nov 2021	
		additional waste.		Nov 2023	
				Nov 2023	
	Carers placing waste out	Assisted collection or reminder services to help alleviate any additional burden on carers.	NP	Oct 2023	
	Mental health conditions	Promote increased capacity for collection of separated waste and weekly collection of food. Consider service delivery of liners for food waste.	NP	Oct 2023 Nov 2021	

	Staff available to discuss and help demonstrate use of the service if required by residents.	Oct 2023

4. Monitoring and review

How will you monitor these actions?	They will be included within the review timetable as targets and throughout the implementation plan.
When will you review this EIA? (eg in a service redesign, this EIA should be revisited regularly throughout the design & implementation)	It will be included within the review timetable as a target.

5. Equality Statement

- All public bodies have a statutory duty under the Equality Act 2010 to set out arrangements to assess and consult on how their policies and functions impact on the 9 protected characteristics.
- Herefordshire Council will challenge discrimination, promote equality, respect human rights, and design and implement services, policies and measures that meet the diverse needs of our service, and population, ensuring that none are placed at a disadvantage over others.
- All staff are expected to deliver services and provide services and care in a manner which respects the individuality of service users, patients, carers etc, and as such treat them and members of the workforce respectfully, paying due regard to the 9 protected characteristics.

Signature of person completing EIA	
Date signed	





Equality Impact Assessment (EIA) Form

Please read EIA guidelines when completing this form

1. Name of Service Area/Directorate

Name of Head of Service for area being assessed	Ben Boswell
Directorate	Economy and Place

Individual(s)	Name	Job Title			
completing this	Rebecca Bristow	ca Bristow Waste Transformation Officer			
assessment	Ben Boswell	Head of Environment Climate Emergency and Waste Services			
Date assessment completed	15/10/2021				

2. What is being assessed

Activity being assessed (eg. policy, procedure, document, service redesign, strategy etc.)	Service			
What is the aim, purpose and/or intended outcomes of this activity?	Recommendation to extend the existing waste disposal contract from the date of expiry, this incorporates the management of Household Recycling Centres (HRCs)			
Name of lead for activity	Rach	Rachael Joy		
Who will be affected by the	✓	Service Users		Staff
development and		Patients		Communities
implementation of this activity?		Carers		Other
		Visitors		
Is this:	 ✓ Review of an existing activity ☐ New activity ☐ Planning to withdraw or reduce a service, activity or presence? 			
What information and evidence have you reviewed to help inform	16.4% of households do not own a car ¹			
this assessment? (name sources, eg	Digital exclusion ² :			
demographic information for services/staff groups affected, complaints etc.	44%	37% of those who are digitally excluded are social housing tenants 44% of people without basic digital skills are on lower wages or are unemployed,		

¹ RAC Foundation 'Car ownership rates per local authority in England and Wales' https://www.racfoundation.org/assets/rac_foundation/content/downloadables/car%20ownership%20rates%20by%20local%20authority%20-%20december%202012.pdf

² 'Government Digital inclusion Strategy 2014' https://www.gov.uk/government/publications/government-digital-inclusion-strategy/government-digital-inclusion-strategy

	33% of people with registered disabilities have never used the internet. This is 54% of the total number of people who have never used the internet. Over 53% of people who lack basic digital skills are aged over 65, and 69% are over 55. 25% of Herefordshire's population are aged 65+3
Summary of engagement or consultation undertaken (eg. who and how have you engaged with, or why do you believe this is not required)	In 2019 a survey was carried across Herefordshire's HRCs. Waste & Recycling Officers approached visitors to the sites and asked them to fill in a questionnaire. This focussed on opening times, frequency of visits, waste commonly taken and comments. 518 people completed the survey. Comments were invited as part of this. 296 respondents provided comments. No consultation has been undertaken following the introduction of the booking system.
Summary of relevant findings	Majority of responses were positive around site layout, management & helpfulness of staff. 23 respondents provided negative comments around the layout of the sites. There is a lack of awareness that site operatives will provide assistance and this may be inconsistent across sites.

Understanding Herefordshire – Aging Population
https://understanding.herefordshire.gov.uk/population/ageing-population/

3. The impact of this activity

Please consider the potential impact of this activity (during development and implementation) on each of the equality groups outlined below. Please tick one or more impact box below for each Equality Group and explain your rationale. Please note it is possible for the potential impact to be both positive and negative within the same equality group and this should be recorded. Remember to consider the impact on staff, public, patients, carers etc. in these equality groups.

Equality Group	Potential positive impact	Potential neutral impact	Potential negative impact	Please explain your reasons for any potential positive, neutral or negative impact identified
Age		√	√	Elderly: Site operatives are available on site for people who need assistance moving around the sites or carrying items. There is an alternative collection service available for disposing of bulky items. Bookings can be made via customer services in addition to online For safety children (under the age of 16) must remain in cars at all times while on the site
Disability				Access around the site may be difficult for people with mobility issues. Site operatives are available on site for people who need assistance moving around the sites, carrying items and to manage traffic flows. The booking system reduces the number of visitors to the site any one time, which should create more space to move around the site. Risk assessments are undertaken to reduce risk of trips and falls. Bookings can be made via customer services in addition to online. People with mental health conditions or ASD may find visiting the site has a negative impact. Level of noise, number of visitors, not knowing where things are on site are examples of issues that could contribute to this. Booking system is in place to reduce number of visitors to the site, which may reduce the impact for people. There is an alternative collection service available for disposing of bulky items.
Gender Reassignment		√		,
Marriage & Civil Partnerships		✓		
Pregnancy & Maternity			✓	Pregnancy - site operatives available to provide assistance if required, for example lifting heavy items. Maternity - For safety, babies & children (under the age of 16) must remain in cars at all times while on the site. Site operatives available on site to provide assistance removing household waste if parents with children require this.
Race (including Travelling Communities and people of other nationalities)			√	Low levels of English Literacy, or if English as a second language could mean identifying containers or using the booking system is difficult. Signage at sites are pictorial. Site operatives are available to provide assistance if needed. Bookings can be made via customer services.
Religion & Belief		✓		

Equality Group	Potential positive impact	Potential neutral impact	Potential negative impact	Please explain your reasons for any potential positive, neutral or negative impact identified
Sex		✓		
Sexual Orientation		√		
Other Vulnerable and Disadvantaged Groups (eg. carers, care leavers, homeless, social/economic deprivation, etc)				Those without access to a car to be able to access HRC. Bulky item collection service is available as an alternative. Pedestrian and cyclist access is available but this still needs to be booked via the booking system. Bookings can be made via customer services. Residents may require a carer to take them / their waste to the HRC, which could create an additional burden. The booking system has a maximum allowance for the number of visits per fortnight, per vehicle which means the visits for a carer and the person they care for are potentially half that of other residents. It is possible for the booking slot maximum allowance to be overwritten by Council staff on a case by case basis.
Health Inequalities (any preventable, unfair & unjust differences in health status between groups, populations or individuals that arise from the unequal distribution of social, environmental & economic conditions within societies)		√		

What actions will you take to	Risk identified	Actions required to reduce/ eliminate negative impact	Who will lead on the action?	Timeframe
mitigate any potential negative impacts?	Mental Health Conditions	Explore option of adding a map of location of containers and acceptable items onto the website so customers can plan where they need to go. Explore need for / possibility of having	NP	Feb 2022
		a 'quiet' hour where available slots are reduced, but time allowances increased. Explore options for visitors to be greeted on entry to the site, and guided to appropriate containers.	NP	Feb 2022
		Continue to provide bulky waste collection service.	NP	Nov 2021
	Access around the site	To be reviewed when sites are redesigned Continue to provide bulky waste collection service.	NP/BB	Oct 2023 Nov 2021
	Difficulty lifting or carrying items	Investigate whether visitors can be greeted on entry to the site and offered assistance. Include an option for requesting assistance via the booking system or add message to advise customers to request assistance upon arrival, if they need it.	NP/BB	Feb 2022

	Continue to provide bulky waste collection service.		Nov 2021
Low level of English literacy	Any new signage to continue to include pictorial images as much as possible.	NP	Oct 2023
No car	Identify sites were bikes/pedestrian access allowed. Explore potential for all sites to allow. Design any new service with accessibility possible across all sites. Continue to provide bulky waste collection service.	NP/BB	Oct 2023 Nov 2021

4. Monitoring and review

How will you monitor these	They will be included within the review timetable as targets and throughout
actions?	the implementation plan.
When will you review this EIA?	It will be included within the review timetable as a target.
(eg in a service redesign, this EIA should be	
revisited regularly throughout the design &	
implementation)	

5. Equality Statement

- All public bodies have a statutory duty under the Equality Act 2010 to set out arrangements to assess and consult on how their policies and functions impact on the 9 protected characteristics.
- Herefordshire Council will challenge discrimination, promote equality, respect human rights, and design and implement services, policies and measures that meet the diverse needs of our service, and population, ensuring that none are placed at a disadvantage over others.
- All staff are expected to deliver services and provide services and care in a manner which respects the individuality of service users, patients, carers etc, and as such treat them and members of the workforce respectfully, paying due regard to the 9 protected characteristics.

Signature of person completing EIA	
Date signed	



Title of report: Quarter 2 Budget & Performance Report

Meeting: Cabinet

Meeting date: Thursday 25 November 2021

Report by: Cabinet member corporate strategy and budget;

Classification

Open

Decision type

Budget and policy framework

Wards affected

(All Wards);

Purpose

To review performance for Quarter 2 2021/22 and the final budget outturn for the year.

To provide assurance that progress has being made towards delivery of the agreed revenue budget and service delivery targets, and that the reasons for major variances or potential under-performance are understood and are being addressed to the cabinet's satisfaction.

The forecast 2021/22 outturn shows a net underspend of £152k.

The proportion of performance measures showing an improvement, or remaining the same compared to the same period last year is 73%. At the end of the quarter, 66% of actions from the delivery plan are identified as complete or are progressing within planned timescales.

Recommendation(s)

That:

 a) Cabinet review the performance and financial forecast for year 2021/22, as set out in appendices A – F, and identifies any additional actions to be considered to achieve future improvements.

Alternative options

1. Cabinet may choose to review financial, delivery and operational performance more or less frequently; or request alternative actions to address any identified areas of under-performance, including referral to the relevant scrutiny committee.

Key considerations

Revenue Budget

- 2. The 2021/22 outturn is £4,637k overspend before the allocation of the COVID-19 grant. The net underspend is £152k.
- 3. The table below sets out the cabinet portfolio position at the end of September. Further service detail is available in appendix A.

		Gross Budget	Working Budget	Outturn	Forecast Variance	COVID Grant Allocation	Variance including the Grant
Portfolio	Councillor	£000	£000	£000	£000	£000	£000
Health & Adult Wellbeing	Cllr Crockett	100,669	59,740	58,396	(1,344)	1,100	(2,444)
Children's and Family Services, and Young People's Attainment	Cllr Toynbee	48,156	37,481	39,742	2,261	1,000	1,261
Commissioning, Procurement and assets	Cllr Davies	21,414	15,460	17,347	1,887	1,200	687
Environment and Economy	Cllr Chowns	3,408	2,392	2,373	(19)	0	(19)
Housing, Regulatory Services and Community Safety	Cllr Tyler	4,323	779	1,344	565	500	65
Infrastructure and Transport	Cllr Harrington	20,603	10,091	10,550	459	90	369
Finance, Corporate Services and Planning	Cllr Harvey	22,193	15,362	16,537	1,175	26	1,149
Corporate strategy and budget	Cllr Hitchiner	1,698	810	863	53	873	(820)
Portfolios		222,464	142,115	147,152	5,037	4,789	248
Central, treasury management, capital financing & reserves		19,883	18,881	18,481	(400)	0	(400)
Total Revenue		242,347	160,996	165,633	4,637	4,789	(152)

- 4. Health & Adult Wellbeing is reporting a forecast underspend of £1,344k. The improvement of £1,829k since quarter 1 is mainly attributable to delivery of savings, but also a reduction in the number of care packages in some areas of the service, as well as continued vacancies in operational teams.
- 5. Children's Services, Safeguarding and Corporate Parenting is overspent by £2,261k because the cost of placements has increased since budget setting. The Commissioning, Procurement and Assets overspend of £1,887k relates to savings not being delivered in this financial year. Infrastructure and Transport is seeing pressures in car parking income. The overspend in Finance, Corporate Services and Planning is due to planning income and additional costs in finance and legal relating to additional expenditure for supporting COVID-19 work and project delivery.
- 6. The central, treasury management, capital financing and reserves underspend is detailed in Appendix C and reflects the delayed need to borrow from a combination of high cash balances and slippage in capital investment spend, detailed in appendix B.

Capital Budget

7. The original £97.870m capital budget for 21/22 has been revised to £68.392m, the summary breakdown is shown in the table below, but this consists of £33.296m 20/21 carry forwards of unspent budget, use of reserves of £0.056m and additional grants of £6.606m. Details of the exercise to re-profile project budgets in line with anticipated delivery are in appendix b table b, which saw a reduction of £69.870m. Each year grants are received for Disabled Facilities, Local

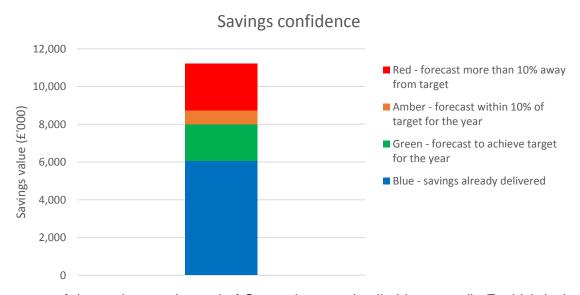
Transport Plan and Schools Maintenance, the minimum value expected has been added to future years up to 2024/25 so that we can see what is expected in the future capital programme of works.

8. The final forecast spend position is £58.656m which is an underspend of £9.736m on the reprofiled budget of £68.392m. Full details for each project are in appendix b table a. This underspend consists of £6.377m projects that are likely to deliver below the project budget and projects that may no longer be required such as the car park fire suppression system. The remaining £3.659m are budgets that may not be committed in this financial year but will be rolled forward to 2022/23 as they are funded by grants or land may not be acquired in this financial year for housing but the budgets need to be retained for those projects. The full capital for this and all future years can be seen in detail by project in appendix b table c.

	2021/22 Budget £'000	2022/23 Budget £'000	2023/24 Budget £'000	2024/25 Budget £'000	Total
February 2021 Council Approved Budget	97,870	66,634	21,179	10	185,693
Reprofile	-69,436	6,440	41,861	21,135	-
20/21 Carry Forwards	33,296	-	-	-	33,296
Use of Reserves	56	-	-	-	56
Additional Grants	6,606	14,272	15,467	15,467	51,812
Revised Capital Budget	68,392	87,346	78,507	36,612	270,857

Savings

9. The graph below shows the confidence in the delivery of savings identified for 2021/22. As can be seen below, at the end of September, 72% of the savings agreed at Council in February is forecast to be achieved. This is based on, £6.069m (54%) of the £11.205m savings for the having already been achieved by the end of September, and a further £1.944m on target to be achieved by the end of the year, leaving a total of £3.192m unlikely to be achieved, of which £716k is identified as amber.



10. The status of the savings at the end of September are detailed in appendix E which includes savings unlikely to be achieved (including forecasts more than 10% away from their target). A summary of savings plans and status per directorate is below:

- a. Children and Families Directorate: £1.150m shortfall on a savings target of £2.390m; this has improved since the last report to cabinet
- b. Economy and Place Directorate: £2.042m shortfall on a savings target of £4.348m; this has slightly worsened since the last report to cabinet
- c. Adults and Communities saving of £3.270m on target to be delivered
- d. Corporate Centre saving is forecast to be delivered; an improvement since the end of the last quarter.
- 11. There remains work to be done to ensure that as much of the savings programme as possible will be delivered in the reporting year. Those areas which have not yet delivered their identified savings remain subject to regular scrutiny by senior officers, close budget management across other service areas, and are being considered as part of the next round of budget setting.

Section 106 portfolio of works

- 12. Section 106 agreements are legally binding obligations between Herefordshire Council and developers (under the Town and Country Planning Act 1990) to ensure developers make a reasonable contribution to local physical and social infrastructure.
- 13. Also on this agenda is an update on the progress being made with Sections 106, seeking authorisation for procurement of a new software system to manage Section 106 processes.
- 14. It also seeks permission to procure professional services, in order to support our delivery of £9.3m of Section 106 money. These services will manage the current programme of works to meet the tight timescales and commence development of the schemes; identifying the costs of the individual schemes, consultation with parish councils, preparing and drafting programmes for tender as well as monitoring the delivery of the successful tenders.
- 15. A further decision by Cabinet will also be required to outline a new Section106 policy and procedure for to spend future 106 money in a timely and efficient manner.

Performance: Economy

- 16. Of the 19 deliverable projects identified in the delivery plan, 2 projects are complete, 14 are on track and 3 have possible delays; this is an improved position than at the end of the last quarter.
- 17. All reported performance measures within the theme have met, or exceeded targets there remains some work to ensure all measures have targets established. All measures have shown an improvement on the same point last year where comparison can be made. There is also a new corporate risk in relation to the Hereford City Centre Transport Package and the budget for payments.
- 18. The recruitment of a Delivery Director to lead the development of a city masterplan is underway and it is expected that this post will lead this significant step in co-ordinating a range of council developments across Hereford and will co-ordinate the delivery of numerous key development programmes including; the transport strategy for the city, council built housing developments and the development of a council owned care home. This masterplan is planned to be completed in 2022/23 and will be subject to sign off by Cabinet.
- 19. Following the confirmation of Herefordshire's successful bid for £22.4m of funding to develop the Town Investment Plan, the last quarter has focussed on the finalisation of the production of detailed business cases for each of the three council led schemes, determining the full scope of each of the schemes, methods and intended delivery mechanisms and timescales. These business cases, for Greening the City, Hereford Museum and Art Gallery, and Maylord/Library development (TIP) will be signed off by Cabinet, with two progressing to Council sign off as part of the capital programme.

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- 20. Operational management of the Maylord Orchard shopping centre has been transferred to Hoople. As part of this contract Hoople will manage planned maintenance, cleaning, financial administration of rents etc, tenant liaison and promotions. To further usage and occupancy of the centre a new strategy is being drafted which will likely provide focussed retail, commercial business and start-up zones. This strategy will be presented to cabinet in November.
- 21. The 178 room student accommodation development at Station Approach is now complete and the first cohort of students have moved in time for autumn term. This is a significant step in supporting the development of higher education in the county.
- 22. Development of the Hereford Enterprise Zone continues, with an additional £675k received from the Marches Local Enterprise Partnership. This money has been committed to improving infrastructure on the site, including utilities, earthworks, drainage, access roads/walkways, and create an additional 1.5 hectares of new employment land ready for development. This additional package of land in the North Magazine will allow the creation of up to 60 new jobs.
- 23. Following on from delays in allocation of match funding, there have been additional issues in opening the Youth Employment Hub due to ventilation issues in the building. Opening is now intended for January 2022 based in Blueschool Street. There are now 70 vacancies live for Kickstart apprentices in Herefordshire and 10 young people have started recently. The council also awaits confirmation from central government on allocation of the Community Renewal Fund; a shortlist of projects was submitted to government by the council, however the delay by government puts delivery by the end of this financial year at risk.

Performance: Environment

- 24. Of the 16 deliverable projects in the environment theme of the delivery plan, 7 are on track, 8 have possible delays and one element is delayed; this position is worse than reported at the end of July's report.
- 25. Two-thirds of performance measures within the theme that have data have met, or exceeded, identified targets work continues to establish targets for the remaining measures where appropriate. Sixty-six percent of measures have shown an improvement on the same point last year where meaningful comparisons have been possible.
- 26. There is also one new corporate risk for delivery of our environmental aspirations; the availability of HGV drivers and labour to deliver our waste and recycling services. This is being managed at present with a range of mitigating activities, but will likely become more challenging, in line with national shortages of drivers.
- 27. During the last quarter, the council has developed a new Integrated Waste Management Strategy setting out ambitious new targets for waste reduction, increased recycling and reduced carbon emissions. Following the adoption by cabinet of the Integrated Waste Management Strategy in July, further technical work has been undertaken and an options appraisal has been commissioned to identify the optimal way to deliver the strategy.
- 28. Funding has been secured to expand the number of electric bikes as part of the successful Beryl Bikes scheme, and work is underway to secure the scheme for a further 5 years. This popular scheme has seen record levels of use during the last quarter. Planning is also underway for the Holme Lacy Road and other quiet cycle routes which will increase the options for cyclists to move around the city.
- 29. In July the cabinet approved significant resources to help address the Climate and Ecological Emergency including the development of a new Climate & Nature Board, establishing a new

- £200k Climate & Nature Grant schemes, commissioning additional dedicated communication support, developing a new Nature Strategy and to commission the development of a new Building Retrofit Strategy
- 30. The council's support to help properties in the county to improve their carbon footprint and reduce fuel poverty is on-going but is experiencing some delays, mainly due to national skill and supply shortages. Warm Homes Fund and Green Homes Grant projects, have provided energy efficiency measures in over 50 homes this financial year so far, with a further 75 further targeted by the end of March 2022. Keep Herefordshire Warm advice levels have increased significantly over the last year- 1,298 households received advice in 20/21 and early indications are that this will continue through 2021/22 (Q1- 272 households).
- 31. Project development and governance is currently taking place for Sustainable Warmth Funding, which will target both rural and urban households up to March 2023.
- 32. The council has also set new environmental building design standards for future housing development, an important step in setting the standards for the housing that the council intends to build in the future. This will ensure that these houses are both affordable to buy, and also affordable to run. Further Supplementary Planning Documents are in development to set the standards for all housing built in the county.
- 33. To reduce the phosphate levels in the River Lugg catchment area and help end the moratorium on housing builds on surrounding land, the council continues to progress its development of wetlands. Two sites have progressed to formal acquisition stage, detailed design has been completed for the first site and a planning application submitted. It is anticipated that the first of the wetland sites will be complete next year.
- 34. The council has also started work on a citizens' climate assembly on how should Herefordshire meet the challenges of climate change? Individuals to be part of the assembly are currently being recruited to, and will meet virtually in the New Year, with their views and opinions contributing to the budget decisions in February 2022.

Performance: Community

- 35. Of the 27 deliverable projects identified in the delivery plan in the community ambition, 3 have been completed, 15 are on track, 5 have possible delays and 2 projects are delayed. Two projects are on hold pending a review and further scoping work. This represents an improved position from the last quarter.
- 36. Sixty-six percent of measures with comparable data have either shown an improvement on last year, or have remained static. Sixty-eight percent of measures with targets have met, or exceeded them; work continues to establish targets for the remaining measures where appropriate. This represents an improvement on last quarter, which is positive with key metrics including school ratings, affordable housing delivery, adults and children's social care.
- 37. There are currently five corporate risks identified which have a bearing on our delivery around our community aspirations; these reflect our current challenges for children's safeguarding services and staffing difficulties in the adult social care sector.
- 38. The COVID recovery plan was agreed by cabinet last quarter, and has moved into speedy delivery during quarter two. Availability of free bus travel has already provided more than 14,000 free bus journeys across the county, as well as the introduction of newly commissioned Sunday service. A range of schemes to encourage residents to get active have gone live, including 600 attendances at free family swimming sessions, 60 people attending adult swimming lessons, free gym sessions, and 4 schools signing up to the active families programme. Grant programmes to support community activities to improve health and wellbeing have been

launched and well received. These schemes are intended to have a range of positive impacts to support individuals' physical and mental wellbeing, communities and local businesses and the economy; further information on the progress of this plan and the schemes can be found in appendix F.

- 39. Whilst the recovery plan sets out the work of the council to mitigate the impact of the pandemic on the local economy and communities, the council continues its preventative and reactive work to keep rates of COVID-19 in the county low and manage outbreaks. The council is preparing for the impacts of COVID-19 this winter, including undertaking exercises to test winter preparedness. A risk register continues to be maintained as part of the Silver Command Group, and this can be found at appendix G.
- 40. A council decision to reallocate funds to the flood repairs required at Whitney-on-Wye means that design work is now underway. In addition, the remaining 67 flood site repairs tender has been successfully let. A single contractor will now manage and deliver the repairs at all of these, due for completion by the end of March 2023.
- 41. The draft Housing Strategy has been produced to provide the 5 year update on the existing housing strategy this is to be signed off by the Cabinet Member in November 2021. The document pulls together information from every strategy, policy & report in the council that touches on housing and brings all the strands together to give the complete housing picture. It explains what is being delivered and why, identifies areas of challenge and details improvements that we plan to make over the duration of the strategy.
- 42. To support delivery of housing, the feasibility study into the viability of the first phase of potential development sites continues. The Model Farm development in Ross-on-Wye is also being advanced to enable the delivery of both residential and commercial options and a grant has been sought to purchase 6 cottages for redevelopment.
- 43. Four new Talk Community hubs have launched in the last two months to support local communities with a range of wellbeing needs, the programme remains on track to reach 50 hubs based in communities across Herefordshire by the end of March 2022. Planning for two integrated service hubs is now being paused to review the current community landscape. The Talk Community kitchen project has also now been completed and transferred to business as usual and the service continues to offer a selection of meals for local residents from Hillside in Hereford.
- 44. To support adults with care and support needs, an options appraisal has been developed, presented to cabinet in October, this will consider the different operating models possible as part of the development of a council owned care home. Developments at Hillside also continue; procurement is underway to identify a contractor to support the progression of a dementia friendly building and landscaping and installation of technology to support residents has now been specified and will be installed sympathetically during quarter 3.
- 45. Improvements in Childrens' Safeguarding Services remains the top priority for the council. Regular updates have been provided during the last quarter through cabinet and council. The Improvement Board is meeting monthly, and has recently scrutinised and approved the draft Strategic Improvement Plan, which will bring together the findings of recent judgements and diagnostic reviews as key themes and priority areas as the focus for the next 3 years. This plan was endorsed by cabinet on 28 October 2021.
- 46. Recruitment and retention of experienced social workers remains a challenge within the Children and Families directorate. This has worsened during the last quarter a position shared across the West Midlands region, with some authorities reporting greater difficulties than Herefordshire. There are plans in place to develop the council's own staffing as part of the Improvement Plan,

as well as other options to support a successful recruitment drive; it is hoped that these will start to have a positive impact by the end of this reporting year.

Performance: Corporate

- 47. Whilst measures have been included to reflect effective delivery of the council's delivery plan, a number of additional corporate measures have been included as part of appendix F in order to reflect the operation of the council. Full detail are found in appendix F, including measures of; staffing, health and safety, finance, and other areas of compliance.
- 48. For measures with baselines last year, 89% of measures have shown an improvement on the same point last year. Where measures have targets, 55% of performance measures have met, or exceeded, targets. Both of these are improvements on the last quarter.
- 49. The council maintains very good response rates for complaints, Freedom of Information requests and Environmental Information Regulation requests; with the latter two comparing very favourably with national averages. Similarly, sickness within the organisation remains relatively low and is currently meeting corporate targets.

Community impact

- 50. In accordance with the adopted code of corporate governance, Herefordshire Council must ensure that it has an effective performance management system that facilitates effective and efficient delivery of planned services. To support effective accountability the council is committed to reporting on actions completed and outcomes achieved, and ensuring stakeholders are able to understand and respond as the council plans and carries out its activities in a transparent manner.
- 51. Regularly reviewing performance with a view to identifying actions which will deliver further improvement in outcomes or efficiencies helps ensure the council achieves its corporate plan priorities.

Environmental Impact

52. This report details how progress is being made in achieving the Delivery Plan which details how the council is working to deliver the environmental ambitions set out within the County Plan. Individual projects and deliverables included within the Delivery Plan will all be subject to their own governance arrangements and assessment of environmental and ecological impact.

Equality duty

53. Under section 149 of the Equality Act 2010, the 'general duty' on public authorities is set out as follows:

A public authority must, in the exercise of its functions, have due regard to the need to -

- a) eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under this Act;
- b) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;

- c) foster good relations between persons who share a relevant protected characteristic and persons who do not share it.
- 54. The public sector equality duty (specific duty) requires us to consider how we can positively contribute to the advancement of equality and good relations, and demonstrate that we are paying 'due regard' in our decision making in the design of policies and in the delivery of services. Whilst this paper is not seeking any project specific decisions, in determining the council's budget allocation, the council is working towards its equality objectives (found here). In addition, projects identified within the delivery plan where relevant will be subject to an Equality Impact Assessment to ensure appropriate attention is given to our Equality Duty.

Resource implications

55. These recommendations have no direct financial implications, however cabinet may wish to consider how money is utilised in order to meet the council's objectives.

Legal implications

56. There are no legal implications arising from this report.

Risk management

- 57. The risks associated with the council's business are recorded on the relevant service risk register and escalated as per the council's Performance Management Framework and Risk Management Plan. The highest risks, i.e. those scoring greater than 16 following controls, are escalated to the council's Corporate Risk Register. These are found in appendix F.
- 58. The COVID-19 risk register has also been included at appendix G, this holds the current risks in relation to the COVID-19 pandemic and its response in Herefordshire.

Consultees

59. None in relation to this report.

Appendices

Appendix A Revenue budget forecast
Appendix B Capital budget outturn
Appendix C Treasury Management

Appendix D Debt Write-Offs
Appendix E Savings Delivery

Appendix F Delivery Plan dashboards
Appendix G Covid-19 risk register

Background papers

None

Report Reviewers Used for appraising this report:

Please note this section must be completed before the report can be published					
Governance	Sarah Buffrey	Date 02/11/2021			
Finance	Audrey Clements	Date 28/10/2021			
Legal	Kate Charlton Date 16/11/20	21			
Communications	Luenne Featherstone	Date 28/10/2021			
Equality Duty	Carol Trachonitis	Date 28/10/2021			
Risk	Kevin Lloyd	Date 14/11/2021			

Approved by	Click or tap here to enter text.	Date Click or tap to enter a date.

Herefordshire Council

Appendix A: Revenue Budget Position 2021/22

		Gross Budget	Working Budget	Outturn	Forecast Variance	COVID Grant Allocation	Variance including the Grant
Portfolio	Councillor	£000	£000	£000	£000	£000	£000
Health & Adult Wellbeing	Cllr Crockett	100,669	59,740	58,396	(1,344)	1,100	(2,444)
Children's and Family Services, and Young People's Attainment	Cllr Toynbee	48,156	37,481	39,742	2,261	1,000	1,261
Commissioning, Procurement and assets	Cllr Davies	21,414	15,460	17,347	1,887	1,200	687
∰vironment and Economy	Cllr Chowns	3,408	2,392	2,373	(19)	0	(19)
Housing, Regulatory Services and Community Safety	Cllr Tyler	4,323	779	1,344	565	500	65
Infrastructure and Transport	Cllr Harrington	20,603	10,091	10,550	459	90	369
Finance, Corporate Services and Planning	Cllr Harvey	22,193	15,362	16,537	1,175	26	1,149
Corporate strategy and budget	Cllr Hitchiner	1,698	810	863	53	873	(820)
Portfolios		222,464	142,115	147,152	5,037	4,789	248
Central, treasury management, capital financing & reserves		19,883	18,881	18,481	(400)	0	(400)
Total Revenue		242,347	160,996	165,633	4,637	4,789	(152)



Health & Adult Wellbeing: Cllr Crockett

	Gross Budget	Working Net Budget	Full Year Outturn	Full Year Variance
	£000	£000	£000	£000
Services for Vulnerable Adults (care provision)	69,305	54,248	53,627	(621)
Commissioning and Operational Service Delivery	21,913	5,492	4,769	(723)
Public Health	9,451	0	0	0
	100.669	59.740	58.396	(1.344)

The key outturn variances are:

The forecast underspend in Services for Vulnerable Adults (care provision) reflects a combination of savings yet to be delivered, offset by reductions in the number of client packages. Some savings proposals were only expected to generate a part-year effect so will materialise in the second half of the financial year.

The forecast underspend in Commissioning and Operational Service Delivery is due to continued vacancies within Homefirst as well as some of the operational teams.

Children's and Family Services, and Young People's Attainment: Cllr Toynbee

	Gross Budget £000	Working Net Budget £000	Outturn £000	Forecast Variance £000
Children and young people's education and attainment	6,085	2,855	2,892	37
Post 16 education, training and skills development	647	0	0	0
Services for vulnerable young people, children and families	41,424	34,626	36,850	2,224
	48,156	37,481	39,742	2,261

The key variances are:

Children and young people's education and attainment - business rates charge for prior years relating to the old Colwall primary school site.

Services for vulnerable young people, children and families - cost of placements continues to cause pressure.

Commissioning, Procurement and Assets: Cllr Davies

	Gross Budget £000	Working Net Budget £000	Outturn £000	Forecast Variance £000
Waste Collection & Disposal	14,397	12,438	12,441	3
Corporate Support Services	1,294	1,171	1,172	1
Community services: Leisure Services	30	30	30	0
Council Property Services	3,902	232	2,101	1,869
Cultural services	1,791	1,589	1,603	14
•	21.414	15.460	17.347	1.887

The key variances are:

Cogncil Property Services - £129k BBLP refund for overpaid rent, £169k backdated business rates for Hereford library, an increase in car park rates, £105k backdated rates for College Road campus, loss of rent at Shire Hall and Churchill House £96k, £100k for condition surveys, £47k reduction in capitalised pay costs

The remainder of the overspend relates to savings targets not being delivered in the current year

Environment and Economy: Cllr Chowns

	Gross Working Budget Net Budget		Outturn	Forecast Variance
	£000	£000	£000	£000
Economic Development and Regeneration	1,520	1,221	1,225	4
Tourism	123	123	123	0
Broadband	339	131	108	(23)
Environmental promotion, protection and sustainability including response to climate emergency	1,426	917	917	0
	3,408	2,392	2,373	(19)

The key variances are:

Broadband – lower than previously forecast spend on consultancy services

Housing, regulatory services and community safety: Cllr Tyler

	Gross Budget £000	Working Net Budget £000	Outturn £000	Forecast Variance £000
Community Safety including the Community Safety Partnership	0	0	0	0
Animal health and welfare	140	10	11	1
Bereavement services including coroner services	352	(1,167)	(768)	399
CCTV	147	(2)	(2)	0
Environmental health and trading standards	1,781	1,640	1,626	(14)
Gypsy and Traveller Services	410	222	242	20
Licensing	25	(480)	(460)	20
Markets and Fairs	121	(136)	(44)	92
Registration Services	220	(230)	(243)	(13)
Strategic housing, homelessness, housing allocation and condition	541	411	407	(4)
Communications and Web Presence	586	511	575	64
94	4,323	779	1,344	565

The key variances are:

Markets and Fairs - impact of COVID restrictions on income from market stall rental and cancellation of the May fair

Bereavement services – reduced income at crematorium, £80k unachieved savings

Communications and Web Presence – recruitment to vacant post

Infrastructure and Transport: Cllr Harrington

	Gross Budget	Working Net Budget	Outturn	Forecast Variance
	£000	£000	£000	£000
Building Control	364	(256)	(294)	(38)
Car parking policy and services	334	(5,125)	(4,696)	429
Highways & community services	571	347	397	50
Land drainage, flood alleviation, rivers and waterways	200	0	0	0
Land use strategies including Core Strategy	1,003	567	562	(5)
Traffic Management	256	256	255	(1)
Transport and highways policy strategy and operations	17,875	14,302	14,326	24
	20,603	10,091	10,550	459

The key variances are:

 $\mathsf{C}^\omega_\mathsf{P}$ parking and policy services - impact of lockdown and COVID on parking income.

Highways & community services/Transport and highways policy strategy and operations - costs for transport strategy and contract management consultants partially offset by reduced transport costs and higher than expected take up of home to college transport

Finance, Corporate Services and Planning: Cllr Harvey

	Gross Budget	Working Net Budget	Outturn	Forecast Variance
	£000	£000	£000	£000
Planning and conservation	2,805	(335)	(28)	307
Council ICT services	3,591	3,037	3,152	115
Human Resources	1,396	1,032	1,052	20
Equality and Human Rights	237	87	93	6
Land Charges	198	(17)	(94)	(77)
Information Governance and Modern Records	379	341	340	(1)
Health and safety, Emergency Planning and Business Continuity	196	170	173	3
Performance and Intelligence	2,043	2,043	2,205	162
Legal and Democratic Services including Member Development and Training	6,017	3,728	4,025	297
Financial Policy, Fees and Charging Policy, Financial Control and Reporting	5,321	5,266	5,475	209
	22,183	15,352	16,393	1,041

The key variances are:

Reanning income is below budget

Performance, Legal and Finance are all overspent due to the costs of consultant roles being used in shaping the councils direction.

Corporate Strategy: Cllr Hitchiner

	Gross Budget £000	Working Net Budget £000	Outturn £000	Forecast Variance £000
Corporate budget	1,698	810	863	53
	1,698	810	863	53

Appendix B

Table A - 2021/22 Capital Budget Forecast				2021/22	
Adjustments include reprofiling to future years and additional grants allocations	2021/22 Budgets £000s	Adjustments in Year £000s	Budget £000s	Forecast £000s	Variance £000s
Disabled facilities grant	1,853	685	2,538	2,538	0
Hillside	0	1,841	1,841	250	-1,591
Care home & Extra Care Development	669	-669	0	0	0
Super Hubs	1800	-1,800	0	0	0
Homelessness Hub & Property Investment	0	44	44	44	0
Empty Property Investment & Development	752	58	810	810	0
Gypsy & Traveller Pitch development	739	-131	608	608	0
Strategic Housing Development	10,000	-8,326	1,674	674	-1,000
Private sector housing improvements	0	51	51	51	0
Total Housing Delivery Board	15,813	-8,248	7,565	4,974	-2,591
Fastershire Broadband	6,707	552	7,259	7,259	0
PC Replacement	397	-48	349	349	0
Electronic Document Management Storage	0	356	356	267	-89
Capital Development Fund	1,000	-750	250	0	-250
Technology Enabled Communities	500	-38	462	462	0
Better Ways of Working	0	260	260	260	0
Total Corporate & Digital Delivery Board	8,604	331	8,935	8,596	-339
Colwall Primary School	0	66	66	5	-61
Schools Capital Maintenance Grant	1,195	1,215	2,410	650	-1,760
Peterchurch Area School Investment	7,353	-7,053	300	300	0
Expansion for Marlbrook school	1,600	-1,101	499	350	-149
Brookfield School Improvements	3195	-2,912	283	283	0
High Needs Grant	0	648	648	0	-648
C & F's S106	300	254	554	554	0
Healthy Pupils	0	8	8	8	0
Short Breaks Capital	0	99	99	13	-86
Basic Needs Funding	5700	-3,620	2,080	2,080	0
Preliminary works to inform key investment need	0	481	481	275	-206
School Accessibility Works	240	0	240	150	-90
Property Estate Enhancement Works	0	110	110	18	-92
Leisure Centres	0	147	147	94	-53
Leisure Pool	0	244	244	222	-22
Estates Capital Programme 2019/22	2,722	1,113	3,835	2,342	-1,493
Car Parking Strategy	0	95	95	64	-32
Upgrade of Herefordshire CCTV	0	28	28	15	-13
Grange Court Loan	359	0	359	0	-359
Hereford Library	0	203	203	0	-203
Temporary school accommodation replacement	150	300	450	0	-450

Total Schools & Corporate Property Delivery Board	22,814	-9,673	13,141	7,424	-5,718
Local Transport Plan (LTP)	12,272	3,194	15,466	15,466	0
Pothole & Challenge Fund 20/21	0	2,363	2,363	2,363	0
Priority Flood Repair Works	0	853	853	853	0
E & P's S106	750	34	784	784	0
Investment in Infrastructure Assets	0	1,057	1,057	1,057	0
Highway asset management	1,000	868	1,868	1,868	0
Total Highways Maintenance Delivery Board	14,022	8,368	22,390	22,390	0
Integrated Wetlands	800	-25	775	775	0
Marches Renewable Energy Grant	120	141	261	261	0
Solar Photovoltaic Panels	1,286	-936	350	350	0
SEPUBU Grant	0	101	101	101	0
Warm Homes Fund	0	469	469	213	-256
Schools Transport Route Planning	15	1	16	15	-1
Air Quality Monitoring Station Resource Improvements	140	52	192	192	0
Green Homes Grant - Local Authority Delivery	0	1,820	1,820	1,390	-430
Sustainable Landscape Sustainable Places	0	31	31	31	0
Total Environment & Sustainability Delivery Board	2,361	1,655	4,016	3,329	-687
Hereford Enterprise Zone	1,965	371	2,336	2,336	0
Hereford Enterprise Zone - Further funded dev	0	135	135	135	0
Hereford Enterprise Zone - Infrastructure Works	0	675	675	675	0
Herefordshire Enterprise Zone Shell Store	0	393	393	110	-283
Marches Business Investment Programme	893	358	1,250	1,250	0
Employment Land & Incubation Space in Market Towns	10,838	-10,838	0	0	0
Leominster Heritage Action Zone	841	169	1,009	1,009	0
Development Partnership activities	3,268	-2,922	346	346	0
Total Economic Development Delivery Board	17,804	-11,661	6,143	5,860	-283
Hereford City Centre Transport Package	3,353	-1,564	1,789	1,789	0
Hereford City Centre Improvements (HCCI)	3,000	-1,075	1925	1,925	0
Hereford ATMs and Super Cycle Highway	0	1,000	1,000	1,000	0
Emergency Active travel Fund	0	119	119	0	-119
Extra Ordinary Highways Maintenance & Biodiversity Net Gain	2299	-930	1,369	1,369	0
Passenger Transport Fleet (Electric)	7800	-7,800	0	0	0
Total Transport & Place Making Delivery Board	16,452	-10,251	6,201	6,082	-118

Total	97,870	-29,478	68,392	58,656	-9,736
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Table B – Reprofiled budget details

	2021/22 Budgets Adj	2022/23 Budgets Adj	2023/24 Budgets Adj	2024/25 Budgets Adj	Reason
	£000s	£000s	£000s	£000s	
Schools & Corporate Property Delivery Board		•			
Peterchurch Area School Investment	-7,350	-	7,350	-	Due to feasibility options and discussions taking longer than planned, commissioning of detailed design was later than planned. Spend profile now reflects Cabinet approval for RIBA Stage 3 design and estimated programmed delivery of new building.
Brookfield School Improvements	-3,520	3,520	-	1	Detailed design phase took longer than estimated and therefore commencement of contract tendering was later than planned. Spend profile now reflects paused construction programme for the works at Brookfield School.
Estates Capital Programme 2019/22	-893	943	-40	-10	Spend profile revised to reflect project delays starting works at Shire Hall.
Basic Needs Funding	-4,811	1,426	3,385	1	A plan is in place to build capacity across the county. Feasibility studies (17) have been commissioned the reports of which are due back in autumn. These will inform the delivery stage which will require further Cabinet decision(s). Commissioning for design and build will follow, but capital spend is not anticipated this financial year.
Total Schools & Corporate Property Delivery Board	-16,574	5,889	10,695	-10	
Corporate & Digital Delivery Board					
Fastershire Broadband	-313	313	-	-	Fastershire budget has been realigned to meet expected spend by suppliers as contracted lot areas are completed and milestones met. Funding is issued only on actual and agreed expenditure based on milestone payments therefore dependent on delivery by suppliers – the forecast takes account of expected expenditure with allows for time for claims to be submitted and assured by the council. The expenditure could increase if the supplier delivers the network quicker.
PC Replacement	-349	349	-	-	To reflect previous annual role out of PC replacement.

Capital Development Fund	-750	750	-	-	Revolving Fund - identifying new schemes which anticipate may not start until 22/23
Technology Enabled Communities	-1,000	1,000	-	-	Spend profile reflects the current delivery aspirations.
Better Ways of Working	-568	568	-	ı	Ryefield project will begin later than planned.
Total Corporate & Digital Delivery Board	-2,979	2,979	0	0	
Housing Delivery Board					
Care home & Extra Care Development	-919	-12,031	8,150	4,800	Spend profile reflects the current delivery aspirations for the new Care Facility.
Hillside	-150	150			Delivery of final works expected in following year due to delay starting with covid.
Super Hubs	-2,000	2,000	1	1	Project delayed due to Covid-19 lockdowns delaying our plans to engage with communities and key stakeholders. Project currently in the options and feasibility stage of development.
Empty Property Investment & Development	-788	788	-	-	Spending realigned to reflect the current known position, delays in getting capita spend approved have meant some schemes have fallen by the way side.
Gypsy & Traveller Pitch development	-575	575			Spend profile adjusted to reflect expected delivery.
Private sector housing improvements	-146	146			Spend profile adjusted to reflect expected delivery.
Strategic Housing Development	-8,319	-	8,319	-	Spending profile revised to reflect the current delivery programme for housing development. However, the exploration of potential third party owned sites which offer a proceedable solution for developing housing may require further revision of the spending profile.
Total Housing Delivery Board	-12,897	-8,372	16,469	4,800	
Transport & Place Making Delivery Board					
Hereford City Centre Transport Package	-2,820	-120	2,940	-	Spend profile revised to reflect revised delivery programme for development public realm and transport hub projects and subsequent programme for delivery following internal review of project finances in 2020/21.
Hereford City Centre Improvement	-2,397	1,447	950	-	Spend profile is revised to reflect revised delivery programme of High Town refurbishment and development of additional area around Broad Street and King Street areas based on progress in 2020/21 on design review and streetscape elements. Further review of approach to delivering remaining elements being undertaken.

Passenger Transport Fleet	-7,800	-7,800	-	15,600	Spend profile revised as grant funding has not yet been secured.
Extra Ordinary Highways Maintenance & Biodiversity Net Gain	-930	930			Spend profile adjusted to reflect expected delivery.
Total Transport & Place Making Delivery Board	-13,947	-5,543	3,890	15,600	
Environment & Sustainability Delivery Board					
Integrated Wetlands	-1,159	1,159	-	-	Due to the time frame involved in negotiating and purchasing land which will then takes us into winter months when the work to create wetlands is not advised due to weather
Solar Photovoltaic Panels	-1,142	1,142	-	-	Going through governance at the moment - trying to do PV on schools and once they have got some pilot schools more schools will come on board in year 2/3
SEPUBU Grant	-255	255			A number of envisaged grant projects have not being realised in the Herefordshire area as a result of both the flooding of early 2020 and then the pandemic. The project team is working with other Council officers and partners to identify other buildings for grant, however this will mean spend being pushed into 2022-23 as allowed under out grant offer. The project is due to complete in May 2023.
Air Quality Monitoring Station Resource Improvements	52	-26	-26		Spend profile adjusted to reflect expected delivery.
Total Environment & Sustainability Delivery Board	-2,504	2,530	-26	0	
Economic Development Delivery Board					
Hereford Enterprise Zone	-500	500	1	-	Due to delays of commencing works in 20/21, delivery is expected to go into the start of the following year.
Marches Business Investment Programme	-128	-76	205	-	The monies are profiled until June 2023 in line with our MHCLG contract. Interest in the scheme is high and therefore we have re-profiled in line with current commitments/ approvals

Employment Land & Incubation Space in Market Towns	-11,781	6,199	4,837	745	We are aiming to finalise and seek cabinet approval for the five market town Economic Development Investment Plans in October, and finalise the outline business cases for projects seeking funding through the Employment Land and Business Space Capital Programme allocation. Thereafter, we will seek to develop the full business cases as soon as possible. However a range of technical advice will be required such as land valuations, site surveys, architectural support in order to finalising the projects. In a number of cases third party land acquisitions or permissions such as planning permission is likely to be required. As such, it is unlikely that any significant capital expenditure could be incurred before 2021/22
Leominster Heritage Action Zone	73	-447	374	-	A national delay to the commencement of the Heritage Action Zone programme (for all Heritage Action Zones) due to Covid 19 impacted delivery, with funds re-profiled into future years.
Development Partnership Activities	-6,572	1,154	5,418	-	Budgets re-profiled to reflect the delay in taking forward DRP projects primarily due to Covid 19. For example a decision regarding the development of student accommodation at the Hereford Football Club site, and progressing development option assessments of sites along the City Link Road and on College Road Campus have been paused until the impacts of Covid 19 are better known.
Total Economic Development Delivery Board	-18,908	7,330	10,833	745	
Highways Maintenance Delivery Board					
Priority Flood Repair Works	-1,627	1,627			Spend profile adjusted to reflect expected delivery.
Total Highways Maintenance Delivery Board	-1,627	1,627	0	0	
Total	-69,436	6,440	41,861	21,135	

Table C – Capital Programme position September 2021

Scheme Name	Prior Years £000s	2021/22 budget £000s	2022/23 budget £000s	2023/24 budget £000s	2024/25 budget £000s	Total scheme budget £000s
Disabled facilities grant	0	2,538	2,000	2,000	2,000	8,538
Hillside	559	1,841	150	0	0	2,550
Care home & Extra Care Development	0	0	1,050	8,150	4,800	14,000
Super Hubs	0	0	2,000	0	0	2,000
Homelessness Hub & Property Investment	60	44	0	0	0	104
Empty Property Investment & Development	0	810	1,088	0	0	1,898
Gypsy & Traveller Pitch development	694	608	575	0	0	1,877
Strategic Housing Development	7	1,674	10,000	8,319	0	20,000
Private sector housing improvements	2	51	146	0	0	199
Total Housing Delivery Board	1,322	7,565	17,009	18,469	6,800	51,165
Fastershire Broadband	21,460	7,259	7,020	0	0	35,738
PC Replacement	819	349	349	0	0	1,516
Electronic Document Management Storage	24	356	0	0	0	380
Capital Development Fund	0	250	750	0	0	1,000
Technology Enabled Communities	38	462	1,000	0	0	1,500
Better Ways of Working	22	260	568	0	0	850
Total Corporate & Digital Delivery Board	22,363	8,935	9,686	0	0	40,984
Colwall Primary School	0	66	0	0	0	66
Schools Capital Maintenance Grant	0	2,410	1,195	1,195	1,195	5,995
Peterchurch Area School Investment	10	300	3,193	7,350	0	10,853
Expansion for Marlbrook school	5,642	499	0	0	0	6,141
Brookfield School Improvements	141	283	3,520	0	0	3,945
High Needs Grant	0	648	0	0	0	648
C & F's S106	0	554	0	0	0	554
Healthy Pupils	91	8	0	0	0	99
Short Breaks Capital	19	99	0	0	0	118
Basic Needs Funding	0	2,080	3,426	3,385	0	8,891

Preliminary works to inform key investment need throughout the county	35	481	0	0	0	516
School Accessibility Works	0	240	0	0	0	240
Property Estate Enhancement Works	0	110	0	0	0	110
Leisure Centres	221	147	0	0	0	368
Leisure Pool	317	244	0	0	0	561
Estates Capital Programme 2019/22	1,439	3,835	1,628	0	0	6,902
Car Parking Strategy	151	95	0	0	0	246
Upgrade of Herefordshire CCTV	156	28	0	0	0	184
Grange Court Loan	0	359	0	0	0	359
Hereford Library	142	203	0	0	0	345
Temporary school accommodation replacement	0	450	0	0	0	450
Total Schools & Corporate Property Delivery Board	8,365	13,141	12,962	11,930	1,195	47,593
Local Transport Plan (LTP)	0	15,466	12,272	12,272	12,272	52,282
Pothole & Challenge Fund 20/21	5,311	2,363	0	0	0	7,674
Priority Flood Repair Works	1,547	853	1,627	0	0	4,027
E & P's S106	0	784	0	0	0	784
Investment in Infrastructure Assets	943	1,057	0	0	0	2,000
Highway asset management	0	1,868	0	0	0	1,868
Total Highways Maintenance Delivery Board	7,802	22,390	13,899	12,272	12,272	68,636
Integrated Wetlands	66	775	1,159	0	0	2,000
Marches Renewable Energy Grant	159	261	0	0	0	420
Solar Photovoltaic Panels	642	350	1,142	0	0	2,134
SEPUBU Grant	76	101	255	0	0	432
Warm Homes Fund	491	469	0	0	0	960
Schools Transport Route Planning	74	16	0	0	0	90
Air Quality Monitoring Station Resource Improvements	0	192	0	0	0	192
Green Homes Grant - Local Authority Delivery	0	1,820	0	0	0	1,820
Sustainable Landscape Sustainable Places	163	31	0	0	0	195
Total Environment & Sustainability Delivery Board	1,671	4,016	2,556	0	0	8,243
Hereford Enterprise Zone	12,111	2,336	500	0	0	14,947

Hereford Enterprise Zone - Further funded dev	5,297	135	0	0	0	5,432
Hereford Enterprise Zone - Infrastructure Works	0	675	0	0	0	675
Herefordshire Enterprise Zone Shell Store	6,923	393	0	0	0	7,316
Marches Business Investment Programme	701	1,250	1,273	205	0	3,428
Employment Land & Incubation Space in Market Towns	341	0	9,265	10,350	745	20,701
Leominster Heritage Action Zone	0	1,009	2,217	374	0	3,600
Development Partnership activities	10,415	346	4,422	5,418	0	20,600
Total Economic Development Delivery Board	35,788	6,143	17,677	16,346	745	76,699
Hereford City Centre Transport Package	34,042	1,789	1,880	2,940	0	40,651
Hereford City Centre Improvements (HCCI)	178	1925	2,947	950	0	6,000
Hereford ATMs and Super Cycle Highway	0	1,000	0	0	0	1,000
Emergency Active travel Fund	18.671	118.5	0	0	0	137
Extra Ordinary Highways Maintenance & Biodiversity Net	0	1,369	930	0	0	2,299
Gain						
Gain Passenger Transport Fleet (Electric)	0	0	7,800	15,600	15,600	39,000

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	2021/22 Budget £000s	2022/23 Budget £000s	2023/24 Budget £000s	2024/25 Budget £000s	Total
February 2021 Council Approved Budget	97,870	66,634	21,179	10	185,693
Reprofile Budget	-69,436	6,440	41,861	21,135	0
20/21 Carry Forwards	33,296	-	-	-	33,296
Use of Reserve	56	-	-	-	56
Additional Grants	6,606	14,272	15,467	15,467	51,812
Revised Capital Budget	68,392	87,346	78,507	36,612	270,857

Grant Additions since February Council

	£000s
Local Transport Plan Increase	3,194
DfE Schools Maintenance Increase	66
Disabled Facilities Grant Increase	416
Marches Business Investment Programme	428
SEPuBu	39
Green Homes Grant - Local Authority Delivery	1,340
High Needs Grant	648
Hereford Enterprise Zone - Infrastructure Works - LEP	675
Grant	
Local Transport Plan DfT future years	36,816
DfE Schools Maintenance Future Years	2,390
Disabled Facilities Grant Future Years	6,000
Leominster Heritage Action Zone reduction to award	(200)
_	51,812



Appendix C Treasury Management Interim Report (30 September 2021)

This report ensures the council demonstrates best practice in accordance with CIPFA's recommendations in their Code of Practice for Treasury Management, by keeping members informed of treasury management activity.

1. The UK Economy

- The dominating factor continues to be the Covid-19 pandemic.
 Whilst the number of people fully vaccinated has continued to increase, there has been a marked increase in the number of school age children contracting it. As life slowly reverts to nearer pre-pandemic times, we are seeing the start of other illnesses such as colds and flu which are more virulent due to the isolation/limited contact we had all been under.
- Whilst the economy is opening up more, other issues are arising. September has seen
 households deal with fuel shortages, the end of the furlough scheme and record high
 wholesale gas and electricity prices. Some smaller utility companies have already gone
 out of business and a new higher energy price cap has also taken effect.
- UK inflation hit 3.2% in August driven by higher food costs; it was the biggest increase since records began in 1997 and shows that households will be finding their incomes squeezed further.
- The Bank of England Monetary Policy Committee (MPC) made two emergency rate reductions in March 2020 in direct response to the Covid pandemic, from 0.75% to 0.25% on 11th and a further cut to 0.10% on 19th. At their meeting of 23rd September 2021 they voted 7-2 to maintain the bank rate at 0.10% and the Quantitative Easing programme at £895bln.

2. The Council's Investments

2.1 At 30 September 2021 the council held the following investments:

Investment	Term	Maturity Date	Interest Rate	Amount £m
Instant access bank accounts:				
NatWest	N/A	N/A	0.01%	1.04
Handelsbanken	N/A	N/A	0.02%	5.00
Instant Access Money Market Fu	nds:			
Federated	N/A	N/A	0.01%	10.00
Aberdeen Standard	N/A	N/A	0.01%	10.00
Deutsche	N/A	N/A	0.00%	4.23
Blackrock	N/A	N/A	0.01%	9.47
Morgan Stanley	N/A	N/A	0.03%	10.00
Invesco	N/A	N/A	0.01%	5.00

CCLA	N/A	N/A	0.02%	5.00
95 Day Notice Bank Accounts:				
Santander	N/A	N/A	0.40%	5.00
NatWest	N/A	N.A	0.05%	3.00
Barclays	N/A	N/A	0.15%	5.00
Fixed Term Deposits:				
Standard Chartered	94 days	04/10/21	0.10%	5.00
Coventry Building Society	122 days	15/10/21	0.04%	5.00
Flintshire County Council	122 days	28/01/22	0.02%	5.00
Goldman Sachs	184 days	11/02/22	0.16%	5.00
Total and average interest rate			0.06%	92.74

2.2 The council continues to select counterparties suitable for investment based on the credit worthiness service provided by their treasury advisors, Link Asset Services. The service employs a sophisticated modelling approach utilising credit ratings from the three main credit rating agencies. The modelling approach combines credit ratings, credit watches and credit outlooks in a weighted scoring system to which Capita Asset Services allocate a series of colour coded bands with suggested maximum durations for investments as shown below;

Yellow 5 yearsPurple 2 years

• Blue 1 year (only applies to nationalised or part nationalised UK Banks)

Orange 1 year
Red 6 months
Green 100 days
No colour not to be used

2.3 The council has earned interest on its investments as follows:

			Amount of interest	Budget	(Surplus)		
Month	Actual / Forecast £m	Budget £m	Actual / Forecast	Budget %	earned / Forecast £000	£000	/Deficit £'000
Apr-21	69.0	40	0.11	0.01	6	-	(6)
May-21	76.4	40	0.09	0.01	6	-	(6)
Jun-21	83.3	40	0.08	0.01	5	-	(5)
Jul-21	90.6	40	0.07	0.01	5	-	(5)
Aug-21	93.2	40	0.06	0.01	5	-	(5)
Sep-21	94.1	40	0.05	0.01	4	-	(4)
Oct-21	40.0	40	0.01	0.01	-	-	-
Nov-21	40.0	40	0.01	0.01	-	-	-
Dec-21	40.0	40	0.01	0.01	-	-	-
Jan-22	40.0	40	0.01	0.01	-	-	-
Feb-22	40.0	40	0.01	0.01	-	-	-
Mar-22	40.0	40	0.01	0.01	-	-	-
Total				31	-	(31)	

- 2.4 Interest income earned has been higher than budgeted due to the receipt of COVID-19 grants before incurring spend increasing the value of cash balances held and the interest rate received exceeding the expected interest rate.
- 2.5 In addition to investment income the council earns interest on the provision of loan finance to the waste disposal PFI provider, this is expected to generate loan interest payable to us of £2.1m in 2021/22, this will be recharged through the waste disposal PFI arrangement.

3. The Council's Borrowing

Short-term borrowing

- 3.1 The council has a policy of using short-term borrowing (if required) from other local authorities for short-term liquidity needs. Short-term interest rates are significantly below levels available from other sources avoiding a large cost of carry when comparing fixed interest debt to current (variable) investment rates.
- 3.2 The council can only borrow up to its Capital Financing Requirement, which represents the need to borrow for capital spend, and cannot borrow beyond this to finance the revenue budget. This is approved as part of the budget setting process in the Treasury Management Policy.
- 3.3 At the end of September 2021 there were no short-term loans outstanding.

Long-term borrowing

- 3.4 At 30 September 2021 the council held long-term borrowing of £125.7m, no new long-term borrowing has been secured since June 2016. Rates are monitored and discussed with our treasury advisors to determine the optimum timing of securing any new long-term borrowing.
- 3.5 The current capital financing budget position is summarised below:

Summary of Borrowing Budget	Budget	Forecast	(Surplus) /Deficit
	£m	£m	£m
Minimum revenue provision	8.5	8.1	(0.4)
Interest payable on all loans	5.4	5.4	(0)
Total	13.9	13.5	(0.4)

4. Summary of forecast outturn

4.1 The current net treasury forecast outturn is expected to be a surplus (underspend) of £0.4m, the main reason being the delayed need to borrow, following lower capital investment in 2020/21 compared to the projected spend in 2020/21.

Debt write offs for the period 1 April 2021 to 30 September 2021

- The finance procedure rules stipulate that the chief financial officer must approve the writing off of debt exceeding £20k. For the period 1 April 2021 to 30 September 2021 there were 4 cases exceeding £20k (2 cases for the period 1 October 2020 to 31 March 2021).
- 2 The four cases were for individual balances of £24k, £21k, £23k and £21k all relating to Business Rates. These followed a Small Business Rate Relief (SBRR) review. The relief has been removed and backdated charges produced, however recovery was not felt appropriate for these particular cases due to the reasoning behind the removal of the relief.
- Individual debts written off in the period 1 April 2021 to 30 September 2021 totalled £406k (£468k for the period 1 October 2020 to 31 March 2021) as shown in the table below. Debts are only written off once full debt recovery processes are completed, occasionally debt previously written off becomes payable if the debtors circumstances change. The council works closely with statutory bodies when deciding to write off debt. Legislative processes can take many months, or even years, if the debtor is on low income, to conclude before a write off is sanctioned.

1 April 2021 to 30 September 2021	Council Tax £000	NNDR	Housing Benefit over- payments £000	Sundry debtors £000	Total
Total debts written off	34	152	21	199	406

Debts written-off represent a very low proportion of income collected per annum as shown in the table below. The amount written off in 2020/21 is lower than previous years due to reduced recovery work carried out because of the pandemic. The amount of Business Rates charged in 2020/21 is lower than previous years due to the increased relief awarded by Central Government in reaction to COVID-19 restrictions.

	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000
Total amount written off	905	1,026	772	571
Council tax charged	96,876	123,323	131,598	137,175
Business rates charged	48,970	48,641	48,134	19,963
General debtors charged	59,228	60,147	60,004	72,635



Project Nova Savings

Status at 30 September 2021

-V-

Saving proposals approved by Full Council on 12 February 2021

£000	Appendix B	Savings achieved at	Forecast Savings	Variance/ Shortfall
413	Savings	Quarter 2	for the year	for the year
		30/92021	12m to 31/3/2021	at Quarter 2
Adults and Communities	3,270	2,510	3,270	0
(S1 to S3)				
Children and Families	2,390	1,240	1,240	1,150
(S4 to S9)				
Economy and Place	4,348	1,619	2,306	2,042
(S10 to S26)				
Corporate	1,197	700	1,197	0
(S27 to S28)				
Total	11,205	6,069	8,013	3,192

Adults and Communities

Against a savings target of £3.270m, Adults and Communities are currently forecasting a shortfall as at Q2 of £760k as shown in the table below:

Ref	Savings scheme	2021/2022 Saving Target for the year	2021/2022 Savings achieved at Q2	2021/2022 Savings target shortfall at Q2	Narrative
S1	Learning disability and complex needs services redesign	1,500	1,045	455	Learning disability and complex needs services redesign' (S1) and 'Targeted review of complex cases' (S2) are inextricably linked due to the complexity of the client base concerned. As a result, the savings delivered against S2 are likely to exceed the proposed target by the time we reach the end of the financial year, with a possible crossover to the planned savings in S1. The current position of both of these savings proposals to be considered jointly as we progress through the financial year.
S2	Targeted review of complex cases	1,250	1,095	155	See above
\$3	Maximisation of social care income	520	370	150	This savings proposal is on course to deliver the full savings target, with many of the reviews having already taken place.
Total		3,270	2,510	760	

At the end of Quarter 2, Adults and Communities are forecasting to deliver their full year savings target of £ 3.270 million.

Children and Families

Against a savings target of £2.390 million for 2021/2022, at the end of Quarter 4, Children and Families are currently forecasting a shortfall of £ 1.150 million as shown in the table below.

Ref	Savings scheme	2021/2022 Saving target for the year	2021/2022 Savings achieved at Q2	2021/22 Savings target shortfall at Q2	Narrative
S4	16+ Accommodation, Widemarsh Street	320	34	286	There are unlikely to be any savings on Bath Street unless there has been a change in occupancy (contract was costing nearly £200k more than the original costs of the first cohort of young people that went in the flats) and the Widemarsh savings won't change unless there has been turnover.
S5	Step down from residential care	1,000	637	363	A total of x6 children have stepped down from residential, with a potential x1 further child likely in January 2022.
415					The plan to achieve £1m from 5 step downs was ambitious as it assumed step down of more expensive placements and that these would be full year savings rather than stepping down mid-year as has been the reality.
S6	Prevention of children becoming looked after and reunification of looked after children with families	567	569	(2)	£287K savings from last year that are carried forward to this year as these children were budgeted for as being in care. Savings from Q1 and Q2 – these are the savings for children that have returned home during Q1 or Q2 until the end of the financial year.
S7	Recruit 30 new foster carers per annum for 5 years	200	0	200	Delivery for the net gain of 25 more in-house foster carers is now likely to start by December/January but implementation will take several months to embed and see change so it is unlikely we will see any resultant financial savings by 31 March 2022.
S8	Full cost recovery of traded services	20	0	20	Not achievable as majority of services are provided by Hoople.
S9	Manage inflation/contract efficiencies	200	0	200	The CareCubed IT tool has been purchased and training has been given to the Placements Team. There has been a delay in deploying the tool due to capacity issues in the Placements Team and so the tool is not yet in use.
	Reduce agency spend	83	0	83	Agency spend - Not achievable - was originally based on reducing support for NQSW as they became more experienced but the support wasn't in place as planned so there is no expenditure to reduce.

Total	Total	2,390	1,240	1,150

Economy and Place

At the end of Quarter 2, Economy and Place have achieved savings of £1.619 million but are forecasting a net shortfall of £2.042 million against their target savings of £ 4.348 million for the year.

The net shortfall is made up as follows:

	Ref	Saving	Shortfall £000	Commentary
	S10	Public Realm efficiency savings	115	Bin removal £95k full year no decision, PROW £20k no decision
	S11	Streetworks & enforcement function efficiency improvements	(112)	Likely to be seasonal and charges audited and may reduce so forecasting to actual due to uncertainty
416	S12	Hereford Markets	8	Equipment budget adjusted but vacant post budget was removed as part of the £650k vacancy removal so not available for this
	S13	Encourage waste minimisation	181	Costs £107k higher for Apr - Aug after accounting for 2.5% inflation like for like cost reduction only £8k forecast assumes similar performance for remainder of the year
	S14	Directorate transformation and redesign	195	Balance unlikely to be achieved
S15	S15	Parking Review	493	RAG rated red as limited options for recovery of shortfall
	S17	Review of Property Estate	970	Good progress in respect of increased income but savings targets not achievable this year due stated reasons in the Risk Log
	S19	Review weekend vehicle rental of council fleet vehicles	10	Moved to S22

S20	Review of Bereavement & Registrars income	35	not achieving income budget but this charges increase element
S22	Review of Regulatory, Environment and Waste division income	(10)	Over delivering by £10k as substitute for S19
S23	Pre-planning application advice full cost recovery	77	Awaiting further detail
S26	Introduction of natural burials and pet burials & cremations	80	This will not be achieved this year, not currently a plan for alternative achievement
Total		2,042	

Corporate

At the end of Quarter 2, Corporate Services have achieved savings of £700K and is forecasting to achieve the full £1,197K savings for the year.

Project Nova Savings

Status at 30 September 2021

-V-

Appendix B: Saving proposals approved by Full Council on 12 February 2021

Directorate	Ref	Name of proposal	а	b	С	d	е	f	g
			Appx B Feb 21 Savings	Updated Appx B Savings 30/9/21	Savings delivered to 30/9/21	Variance 6 months to 30/9/21 (b-c)	Full Year Forecast Savings at 30/9/21	Full Year Forecast Variance at 30/9/21	RAG Rating*
			£000			•		(b-e)	
Adults and Communities	S1	Learning disability and complex needs services redesign	1,500	1,500	1,045	455	1,500	0	
Adults and Communities	S2	Targeted review of complex cases	1,250	1,250	1,095	155	1,250	0	
Adults and Communities	S3	Maximisation of social care income	520	520	370	150	520	0	
Children and Families	S4	16+ Accommodation - Widemarsh Street	320	320	34	286	34	286	
Children and Families	S5	Step down from residential care	1,000	1,000	637	363	637	363	
Children and Families	S6	Prevention of children becoming looked after and reunification of looked after children with families	400	567	569	(2)	569	(2)	

Children and Families	S7	Recruit 30 new foster carers per annum for 5 years	200	200	0	200	0	200	
Children and Families	S8	Full cost recovery of traded services	20	20	0	20	0	20	
Children and Families	S9	Manage inflation and secure	450	200	0	200	0	200	
		contract efficiencies		83	0	83	0	83	
Economy and Place	S10	Public Realm efficiency savings	300	300	185	115	185	115	
Economy and Place	S11	Streetworks & enforcement function efficiency improvements	50	50	162	(112)	162	(112)	
Economy and Place	S12	Hereford Markets	15	15	7	8	7	8	
Economy and Place	S13	Encourage waste minimisation	200	200	8	192	19	181	
Economy and Place	S14	Directorate transformation and redesign	650	650	455	195	455	195	
Economy and Place	S15	Parking Review	900	900	96	804	407	493	
Economy and Place	S16	Technology and Lighting	90	90	50	40	90	0	
Economy and Place	S17	Review of Property Estate	1,000	1,000	30	970	30	970	
Economy and Place	S18	Review efficiency and utilisation of transport fleet	150	150	150	0	150	0	

Economy and Place	S19	Review weekend vehicle rental of council fleet vehicles	10	10	0	10	0	10	Moved to S22
Economy and Place	S20	Review of Bereavement & Registrars income	270	270	126	144	235	35	
Economy and Place	S21	Review Building Control services	115	115	28	87	115	0	
Economy and Place	S22	Review of Regulatory, Environment and Waste division income	115	115	42	73	125	(10)	Includes £10k for S19
Economy and Place	S23	Pre-planning application advice full cost recovery	100	100	7	93	23	77	
Economy and Place	S24	Efficiency Savings (already identified in Medium Term Financial Strategy)	273	273	273	0	273	0	
Economy and Place	S25	Use s106 Funding to cover full costs of delivering identified highway improvements	30	30	0	30	30	0	
Economy and Place	S26	Introduction of natural burials and pet burials & cremations	80	80	0	80	0	80	
Corporate	S27	Back office initiatives and efficiency savings	497	497	0	497	497	0	
Corporate	S28	Removal of contingency	700	700	700	0	700	0	
			11,205	11,205	6,069	5,136	8,013	3,192	

*RAG Rating – to show confidence in delivery of savings

	Full savings have already been achieved (complete)					
	Forecasts more than 10% away from their target for the year					
Forecasts within 10% of their target for the year						
	Forecast variance for the year is zero (or negative), but not yet achieved					



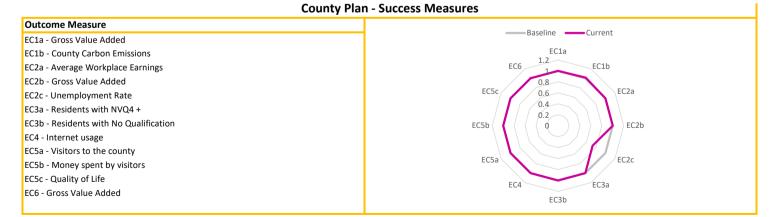
Economy

Delivery

Ambition	Action	Forecast	Lead Officer	Key milestones due in period	RAG
he county's strengths	ECO.1 - Develop an engagement framework for the business sector that enables the effective coordination of advice and support	Complete as planned 2021/22	Head of Economic Development	· Business Summit held	
nd resources	ECO.2 - Enhance engagement with the private sector through a Talk Business programme of communications, networking and events	Complete as planned 2021/22	Head of Economic Development	· Finalise Talk Business engagement and pilot on the Enterprise Zone	
	ECO.3 - Provide support to businesses to enable the soonest possible recovery of the local economy from the impacts of COVID-19	Complete as planned 2021/22	Head of Economic Development	· None in period	
C1 - Develop environmentally sound nfrastructure that attracts investment	EC1.1 - Introduce policy to ensure that a robust climate and nature impact assessment is conducted for all infrastructure proposals	Complete as planned 2021/22	AD for Regulatory, Environment and Waste	· None in period	
C2 - Use council land to reate economic opportunities and bring	EC2.1 - Work with partners to develop and implement a £25m Town Investment Plan for Hereford, to be funded through the Stronger Towns Fund	Continue as planned 2022/23	Head of Economic Development	· Final projects agreed · Drafting full business cases	
higher paid jobs to the county	EC2.2 - Develop & implement Market Town Economic Development Investment Plans for each of the five market towns (Bromyard, Kington, Ledbury, Leominster and Ross) to support recovery, growth and jobs	Complete as planned 2021/22	Head of Economic Development	· Economic development plans completed	
	EC2.3 - Develop a Rural Economic Development Investment Plan to support job creation in rural areas	Continue as planned 2022/23	Head of Economic Development	· Commence drafting of plan	
	EC2.4 - Continue to support development of the Hereford Enterprise Zone , including completion & successful operation of the Shell Store business incubation centre and the Midlands Centre for Cyber Security, to deliver new high-skill job opportunities	Continue as planned 2022/23	Head of Economic Development	· Additional infrastructure to bring more sites in to use .	
	EC2.5 - Develop Maylord Orchards as a key strategic site; acting as a catalyst for the regeneration of Hereford City Centre	Continue as planned 2022/23	Head of Economic Development	· Consultation with key stakeholders · Business case development	
EC3 - Invest in education and the skills needed by employers	EC3.1 - Enable and support the development & expansion of higher education in the county (NMITE, HCA), including through supporting work to increase the availability of student accommodation	Complete as planned 2021/22	Head of Economic Development	· Student Accommodation complete · First year of students in accom.	
	EC3.2 - Work with partners to expand our adult and community learning programme , with a particular focus on those at risk of long term unemployment, and young people at risk of not being in education, training or employment	Continue as planned 2022/23	AD for Education	· Framework for community learning · Community Renewal Fund bid outcome	
	EC3.3 - Provide more apprenticeships , including through the council's direct contracts	Continue as planned 2022/23	AD People	· Internal promotion plan developed	
EC4 - Enhance digital connectivity for communities and coursess	EC4.1 - Expand the Fastershire programme to increase delivery of superfast and ultrafast broadband coverage, including launch of Stage 5 to reach the remaining 3% of premises at the end of current contracts through Community Broadband Grant	Continue as planned 2022/23		· Funding model agreed for 6th community	
	${\it EC4.2-Increase}\ the\ number\ of\ {\it businesses}\ connected\ to\ high\ speed\ broadband\ by\ providing\ bespoke\ grant\ support$	Complete as planned 2021/22	AD Corporate Support	· Funding fully committed	
	EC4.3 - Undertake feasibility study for a low power digital infrastructure that delivers benefits to residents and business and reduce the impact of digital exclusion	Continue as planned 2022/23	Director Adults and Communities	· None in period	
EC5 - Protect and promote our heritage, culture and natural peauty to enhance	EC5.1 - Work with private sector partners to support the growth of the tourism industry across Herefordshire building on our strengths of outdoor activities, heritage & culture; and support the development of a destination business improvement district		Head of Economic Development	· Tourism & Marketing evaluation	
quality of life and support tourism	LCJ.2 - Implement the Leoninister Heritage Action Zone Froject, to	Continue as planned 2022/23		· None in period	
	EC5.3 - Take appropriate action to ensure our historic environment data is up-to-date	2022/23	AD for Regulatory, Environment and	· Mapping of conservation areas	
EC6 - Spend public money in the local economy wherever possible	EC6.1 - Develop and implement a Social Value procurement policy to maximise the local benefit of all council spending	Complete as planned 2021/22	AD Corporate Support	· Sign off new procurement f/w	

Performance Measures

Ambition	Measure	Lead Officer	Q2	Improve- ment?	Target Met?	Comments
ECO - Support an economy which builds on	The number of business engaged and supported	Head of Economic Development	3,249			
the county's strengths and resources	The value of grants paid to businesses to support viability, or enable growth	Head of Economic Development	£2.756m			MBIG, SEG grants & ARG support
EC1 - Develop environmentally sound	The value of investment in the county from both public and private sources	Head of Economic Development	£0.744m			
nfrastructure that attracts investment	Percentage of infrastructure proposals where climate and nature impact assessments have been completed	AD for Regulatory, Environment and Waste	ТВС			Finalising collection methods
EC2 - Use council land to create economic	The money invested and leveraged (both public and private) by council to create economic opportunities	Head of Economic Development	£0.35m			
opportunities and bring higher paid jobs to the county	The number of jobs created (directly and indirectly) as a result of council investment	Head of Economic Development	187			MBIP reported outputs, jobs saved a a result of the covid recovery tourisn project & MBIG & SEG job creation
EC3 - Invest in education	The number of Higher Education students	AD for Education	NA			Annual data available in Feb. 2022
and the skills needed by employers	The percentage qualification achievement rate of provision of Higher Education	AD for Education	NA			Annual data available in Feb. 2022
	The number of adult and community learning students	AD for Education	NA			Annual data available in Feb. 2022
	The percentage qualification achievement rate of adult and community learning	AD for Education	NA			Annual data available in Feb. 2022
	The number of apprenticeships and job placements	AD for Education	NA			Annual data available in Feb. 2022
	The percentage qualification achievement rate of apprenticeships	AD for Education	NA			Annual data available in Feb. 2022
	The number of hard to fill vacancies	AD for Education	ТВС			Establishing collection from EMSI
	The number of 18-24 year olds in receipt of unemployment related benefits (claimant count)	AD for Education	560		NA	
	The percentage of apprenticeship levy spent	AD People	68.70%			
EC4 - Enhance digital connectivity for communities and business	The percentage of premises in Herefordshire able to access a superfast broadband service	AD Corporate Support	93.60%			Whilst coverage continues in the county through suppliers, future delivery with on contractor is under review and could impact reaching the target for the year
EC5 - Protect and	The number of unique visits to	Head of Economic	153,246			
promote our heritage,	www.visitherefordshire.co.uk	Development	unique visits			Referendencies automa
culture and natural peauty to enhance	The percentage of eligible businesses supporting DBID	Head of Economic Development	NA			Referendum in autumn.
quality of life and support courism	The number of people reached by tourism marketing	Head of Economic Development	10.9m			Reach of the marketing campaign.
	The investment of the council on protecting and promoting our heritage, culture and natural beauty	Head of Economic Development	£0.28m YTD			
n the local economy	The social value attributable to council procurement	AD Corporate Support	NA			Not launched this year so will be reported in 2022/23
wherever possible	The percentage of the council procurement budget spent locally	AD Corporate Support	ТВС			



Corporate Risks									
Risk									
CRR.63 - Hereford City Centre Transport Package		Impact							
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			Insignificant	Minor	Moderate	Major	Significant]	
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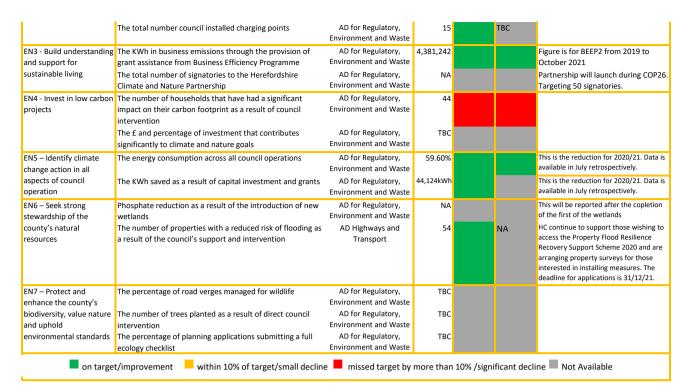
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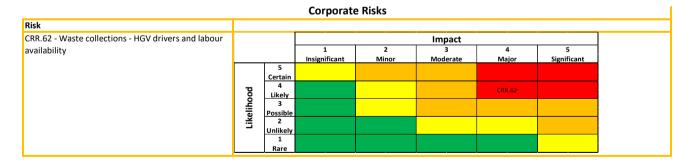
Ambition	Action	Forecast	Lead Officer	Key milestones due in period	RA
NO - Protect and enhance our environment and keep Herefordshire a great blace to live	ENO.1 - Develop the evidence base for the update of the Core Strategy and confirm programme for new plan following enactment of the planning white paper	Continue as planned 2022/23	Head of Economic Development	· Consulting with parish and city councils on current Core Strategy	
	EN1.1 - Develop a new waste strategy that drives the environmental ambition of the council, delivers value for money and meets residents' expectation. The new strategy will inform the future commissioning of waste collection and disposal in Herefordshire	Complete as planned 2021/22	AD for Regulatory, Environment and Waste	· Draft startegy presented to cabinet and operating model options	
N2 - Improve and extend active travel options	EN2.1 - Complete the Hereford Transport Strategy Review and begin implementation of the preferred options	Continue as planned 2022/23	AD Highways and Transport	· Masterplan scope drafted ·	
throughout the county	EN2.2 - Continue to deliver and extend the Choose How You Move sustainable and active travel programme to increase levels of walking and cycling	Continue as planned 2022/23	AD for Regulatory, Environment and Waste	 DfT Capbility Funding allocation Rural Car grant scheme start Bikeability start 	
	a concession contract	2022/23	AD for Regulatory, Environment and Waste		
	EN2.4 - Explore feasibility for the development of a cycle super highway	Extend to 2022/23	AD Highways and Transport	· Decision on capital budget	
EN3 - Build understanding and support for sustainable living	EN3.1 - Create a new countywide climate & ecological emergency partnership, strategy and action plan to improve biodiversity and achieve countywide carbon neutrality by 2030	Continue as planned 2022/23	AD for Regulatory, Environment and Waste	 New partnership launched and recruitment started 	
	EN3.2 - Introduce supplementary planning guidance on environmental building standards to ensure all new buildings are compatible with our climate and nature goals	Complete as planned 2021/22	Head of Economic Development	· Decision to initiate consultation	
EN4 - Invest in low carbon projects	EN4.1 - Support the most vulnerable people in our communities by providing energy efficient and more affordable heating	Continue as planned 2022/23	AD for Regulatory, Environment and Waste	· None in period	
	EN4.2 - Develop new domestic building retrofit programmes to further improve the energy efficiency of Herefordshire's housing stock, reducing carbon emissions, improving wellbeing and tackling fuel poverty	Continue as planned 2022/23	AD for Regulatory, Environment and Waste	Decision for technical support and faesibility Procurement live for retrofit strategy technical advice	
EN5 – Identify climate change action in all aspects of council	EN5.1 - Reduce the council's own carbon footprint through implementing our Carbon Management Action Plan	Continue as planned 2022/23	AD for Regulatory, Environment and Waste	Decision and comence roll out of school PV programme	
operation	EN5.2 - Improve the environmental and energy efficiency standards of Council buildings through the introduction of: a) new minimum standards for energy efficiency b) a plan for investing in energy efficiency and renewable energy measures for existing buildings c) a plan for achieving net zero carbon for all council new-build buildings	Continue as planned 2022/23	AD for Regulatory, Environment and Waste	· None in period	
EN6 – Seek strong stewardship of the county's natural	EN6.1 - Construct the first of up to eight integrated wetlands as tertiary treatments for waste water treatment works to reduce phosphate levels within the River Lugg catchment area	Complete as planned 2021/22	AD for Regulatory, Environment and Waste	· Design and Delivery	
resources	EN6.2 - Develop & implement supplementary planning guidance on intensive livestock units to protect water quality in our rivers EN6.3 - Continue to support the River Wive and Lugg pilot Natural	Complete as planned 2021/22 Complete as	AD for Regulatory, Environment and AD for Regulatory	None in period Business case finalised	
	Flood Management Project to reduce flood risk to communities within Herefordshire		AD for Regulatory, Environment and Waste	EA decision on funding	
N7 – Protect and enhance the county's piodiversity, value nature and uphold environmental standards	EN7.1 - Develop & implement a new nature strategy to enhance and protect biodiversity across the Council's estate	Extend to 2022/23	AD for Regulatory, Environment and Waste	· None in period	

Performance Measures

Ambition	Measure	Lead Officer	02	Improve- ment?	Target Met?	Comments
EN1 - Minimise waste and increase reuse, repair and	The average kilograms of waste per person (YTD)	AD for Regulatory, Environment and Waste	200.45 Kg			
recycling	The percentage of waste sent for recycling	AD for Regulatory, Environment and Waste	31.73%			
EN2 - Improve and extend active travel options	The total kilometres cycled using Beryl's Bikes	AD for Regulatory, Environment and Waste	119,514 km			Nearly 30% increase on the same period last year
throughout the county	The number of children trained through Bikeability	AD for Regulatory, Environment and Waste	NA			Data will be reported once schools return in September.
	The total kilometres of cycle route within the county	AD for Highways and Transport	ТВС			
	The total number of bus journeys within the county	AD for Highways and Transport	NA			Data available from October.



County Plan - Success Measures Outcome Measure ----Baseline -Current EN1a - Waste per person CO6a EN1b - Waste recycled 1.1 FN6c CO6b EN2a - Average journey time in Hereford EN2b - Bus patronage EN6b 1.05 EN1a EN2c - Average daily traffic flows EN2d - Cycle journeys made EN6a EN1b EN2e - Electric vehicle charging points 0.95 EN3 - County carbon emissions EN4a - County carbon emissions EN5 0.9 EN2a EN4b - Fuel poverty EN5 - Council carbon emissions EN4b EN2b EN6a - Flood resilience EN6b - Phosphate pollution in rivers EN6c - Air quality EN4a EN2c EN7a - Biodiversity EN2d EN3 EN7b - Tree cover EN2e



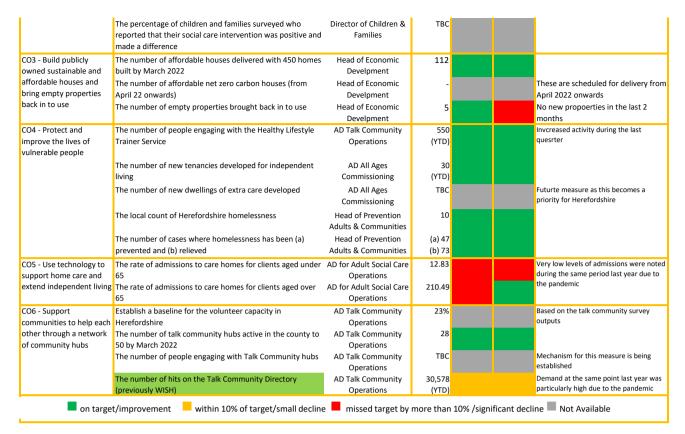


	Delive	ery			
Ambition	Action	Forecast	Lead Officer	Key milestones due in period	RAG
COO - Strengthen communities to ensure everyone lives well and afely together	COO.1 - Improve the overall mental and physical health and wellbeing of residents of all ages with a more diverse and increased level of support that helps people to make healthy food and lifestyle choices	Continue as planned 2022/23	AD Talk Community	Provider commissioned for MH leaders developed Debt & Money service implement'd Phase two Holiday Activities Fund	IIAG
	COO.2 - Improve the capacity and capability of data management and use of systems to drive efficiencies and maximise user experience	Continue as planned 2022/23	AD Corporate Support	· Funding request for CRM system submitted	
	COO.3 - Implement capital highway maintenance projects	Complete as planned 2021/22	AD Highways and Transport	· None in period	
	COO.4 - Deliver the asset management plan to improve road conditions across the county	Complete as planned 2021/22	AD Highways and Transport	· Ongoing updates to 22/23 plan	
	CO0.5 - Complete the infrastructure repair work following the flooding in winter 2019	Extend to 2022/23	AD Highways and Transport	Delivery of Whitney repairs and remaiing repair works	
	COO.6 - Complete the review of governance arrangements and implement new arrangements and constitution	Complete as planned 2021/22		·	
	COO.7 - Development of a communication strategy and engagement framework that supports the delivery of the County Plan and improves the involvement by residents and key stakeholders in the development of services and ongoing direction of travel	Complete as planned 2021/22	AD Strategy	· None in period	
	COO.8 - Development and delivery of the SafeHerefordshire campaign to support the fight against the pandemic and ensure key messages are being targeted effectively	Complete as planned 2021/22	Head of Communications	· None in period	
	COO.9 - Effectively manage COVID-19 outbreaks through the development and implementation of the Outbreak Control Plan	Continue as planned 2022/23		· None in period	
CO1 - Ensure all children are healthy, safe and nspired to achieve	CO1.1 - Deliver schools investment programme including completion of the expansion of Marlbrook and Mordiford primary schools and development of Brookfield and Peterchurch schools	Extend to 2022/23	AD for Education	Marlbrook landscaping complete Brookfield tender complete Peterchurch design work	
	CO1.2 - Work with school leaders locally and nationally to develop and implement an action plan to support pupils and students to make the most of their education, particularly at Key Stage 4 and the move into the world of work	Continue as planned 2022/23	AD for Education	· None in period	
	CO1.3 - Work with school and education leaders and other partners to minimise the impact of the pandemic by enabling and implementing a range of support including online teaching and home learning	Continue as planned 2022/23	AD for Education	· None in period	
	CO1.4 - Improve the oral health of children in the county	Continue as planned 2022/23	Director of Public Health	Promotional material published Roll out "Book, Brush, Bed" Supervised brushng programme Training in support of dental survey	
CO2 - Ensure that children n care, and moving on rom care, are well	CO2.1 - Implement and embed a new Children's social work model of practice which provides a strengths based approach to child protection case work (model is known as Signs of Safety)	Extend to 2022/23	AD Children's Safeguarding Quality and Improvement	· Review of forms and training plan	
supported and make good life choices	CO2.2 - Continue the improvement of the children's safeguarding system to ensure children and families get the right support at the right time, including early help and reduce the number of children needing to be cared for by the council	Continue as planned 2022/23	AD Children's Safeguarding and Family Support	Mandate approved for childrens residential project Spot check visits for 16+ supported accommodation New apprentices in place and appoint NQSW ECHo project complete and now used as BAU	
CO3 - Build publicly owned sustainable and affordable houses and oring empty properties back in to use	CO3.1 - Develop feasibility and options for the development of council owned homes and confirm the model for delivery CO3.2 - Submit planning application for the first site of Council owned affordable net zero carbon housing	Complete as planned 2021/22 Extend to 2022/23	Head of Economic Development Head of Economic Development	None in period High level feasibility of sites for consideration	
CO4 - Protect and mprove the lives of rulnerable people	CO4.1 - Develop and adopt new models of care accommodation to support vulnerable young people, people with learning disabilities and older people	Continue as planned 2022/23	AD All Ages Commissioning	Transition pathway implemented New Fitzroy contract starts	
	CO4.2 - Develop and deliver a community meal offer (Talk Community Kitchen) that provides healthy meals to the local community and offers skills and training opportunities for young people and those at risk of long term unemployment	Complete as planned 2021/22	AD Talk Community Operations	· Project closed and move to BAU	
	CO4.3 - Develop Right Support, Right Time for Families through our Talk Community approach and building on strengths within local communities	Extend to 2022/23	Director of Children and Families	· Agreement for work to be re-scoped as part of Imprvoement Plan and DfE bid submitted to provide additional resources	
	CO4.4 - Embrace the principles of "no second night out" and "housing first" through developing a model of delivery that prevents homelessness	Continue as planned 2022/23	Head of Prevention Adults & Communities	·Blackfriars works re-scheduled · Incentive scheme in support of access of accommodation	
	CO4.5 - Develop the council owned Hillside Care Centre to be a fully digital, dementia friendly and environmental care home	Continue as planned 2022/23	AD All Ages Commissioning	· Phase one digital innovation	

	co no bevelop and implement an an ages, whole system	Continue as planned 2022/23	AD All Ages Commissioning	· None in period
support home care and	Herefordshire residents	Continue as planned 2022/23		· OT changes for Maximising Independence in 6 weeks
ı	cosiz bevelop our assistive techniques, once to enable people to	Continue as planned 2022/23	· ·	· Decisions for commissioning and tender
communities to help each t	Support communities to improve community resinence	Continue as planned 2022/23	AD Talk Community Operations	· 25 hubs launched across the county
t	COULD DEVElop Integrated Service Habs within communicies to	Extend to 2022/23	Director of Adults and Communities	· Business Case development

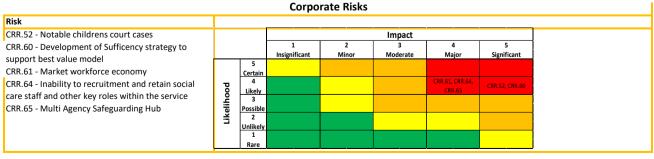
Performance Measures

Ambition	Measure	Lead Officer	Q2	Improve- ment?	Target Met?	Comments
COO – Strengthen communities to ensure	Employee engagement index (council workforce)	AD of People	NA			Employee opinion survey to be run in early 2022.
everyone lives well and safely together	Resident engagement and overall satisfaction with the council	AD of Strategy	ТВС			Regular mechanism to be confirmed
	Percentage of Category 1 defects managed within timescale	AD Highways and Transport	100%			l
	The percentage of overall condition of footways rated as good	AD Highways and Transport	ТВС			
	Percentage of Category 2a defects managed within timescale	AD Highways and Transport	90.11%			l
	Percentage of construction materials reused and recycled	AD Highways and Transport	ТВС			
CO1 - Ensure all children are healthy, safe and	The percentage of school buildings identified as safe, appropriate and up-to-date	Director of Children & Families	ТВС			
nspired to achieve	The percentage of school leavers that are (a) not in education, employment of training, or (b) not known	Director of Children & Families	(a) 4.1% (b) 2.1%			Figures from August, Sept. figures due i Nov as provider returns are completed
	The percentage of (a) primary and (b) secondary schools rated good or outstanding by OFSTED	Director of Children &	(a) 97.4% (b) 80.0%			
	The percentage of pupil attendance in (a) primary and (b) secondary schools	Director of Children & Families	(a) 95.2% (b) 89.3%			Data related to Spring term. Comparison to drawn due to difference in condition between yrs due to COVID
	The proportion of schools able to provide online learning	Director of Children & Families	100%			l
	The number of children seen as part of a 4-6 month health check	Director of Public Health	ТВС			This new scheme started in July, s reporting will be in future quarter
	The percentage uptake of childrens 2.5yr ages and stages review	Director of Public Health	68.9%			l
	The number of early years settings signed up to and implemented a supervised brushing programme	Director of Public Health	0			10 schools signed up, implementation pending
	The percentage of children looked after/children with a child protection plan offered a health assessment	Director of Children & Families	100% CiC			l
	The percentage of child and family assessments completed within statutory timescales	Director of Children & Families	69%			
	The percentage of timely (a) Children in Care (b) Child Protection and (c) Child in Need visits	Director of Children & Families	(a) 88% (b) 83%			
		Discourse of Children O	(c) 77%			
	The percentage of referrals which are re-referrals (within 12 months of a previous referral)	Families	10%			
	The percentage of all current child protection cases which have previously been on a CP Plan (within 2 years)	Director of Children & Families	8.00%			
	The proportion of audits of children's cases rated as good or outstanding	Director of Children & Families	ТВС			Internal audit process is currently of hold
n care, and moving on rom care, are well	The numbers of children being referred into children's social care for specialist support after an assessment	Director of Children & Families	58%		ТВС	Proportion of children remaining open post assessment
supported and make good ife choices	Increase the timeliness of the number of children who are	Director of Children &	238 days			A20 adoption measure
	adopted and/or has a permanency plan by the second looked after review	Families	92%	NA	NA	Plan at second review
	Increasing the numbers of children in receipt of edge of care support that have not entered the care system	Families	TBC			
	Increase the percentage of children that have timely health assessments and completed SDQ's	Director of Children & Families	29% initial 70% review		NA	Health checks in timescale
	l		78%		NA	SDQ's complete



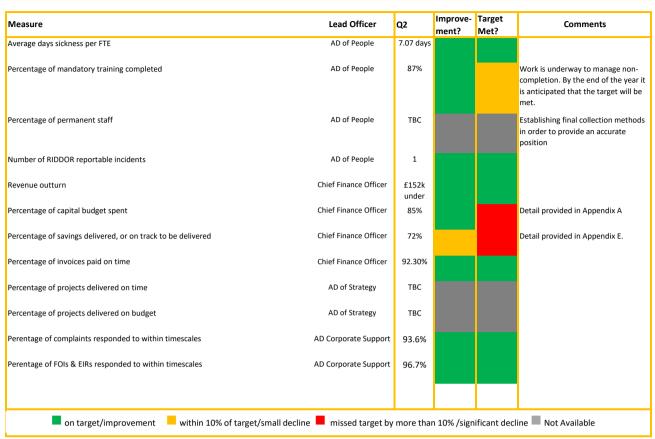
County Plan - Success Measures

Outcome Measure -Baseline ——Current COOa - Killed or seriously injured on roads in Herefordshire CO0a CO0b - Road network condition 1.6 CO5h COOh CO1a - Social Mobility Index CO5a CO1a 1.4 CO1b - Progress8 CO1b CO1c - Attainment8 CO1d - Good Level of Learning Development: FSM CO4b CO1c CO1e - Good Level of Learning Development: Non-FSM 0.8 CO1f - Rate of Child Protection Plans 0.6 CO4a CO1d CO1g - Rate of Children In Need 0.4 CO1h - Children living in poverty 0.2 CO3b CO1e CO1i - Children with tooth decay 0 CO1j - Overweight/obese children: Reception CO1k - Overweight/obese children: Year 6 CO3a CO1f CO2a - Rate of Looked After Children CO2b - Care leavers in touch CO2d CO1g CO2c - Care leavers in suitable accommodation CO2d - Care leavers in education employment or training CO2c CO1h CO3a - House affordability ratio in Herefordshire CO3b - Households living in fuel poverty CO2b CO1i CO4a - Homelessness numbers CO1m CO1j CO1 CO1k CO4b - Adults receiving social care in their own home CO4c - Unplanned hospital admissions CO5a - Adults receiving social care in their own home CO5b - Unplanned hospital admissions CO6a - Community resilience in Herefordshire CO6b - Mental wellbeing in Herefordshire



Corporate

Performance Measures



Corporate Risks							
Risk							
					Impact		
			1	2	3	4	5
<u>_</u>			Insignificant	Minor	Moderate	Major	Significant
		5					
		Certain					
	70	4					
	Likelihood	Likely					
	ڃَ.	3					
	<u>a</u>	Possible					
	≐	2					
	_	Unlikely					
		1					
		Rare					

Recovery Plan Quarter 2 - 2021/22

Action	What	revitalising the local e	Lead Officer	Progress in period	RAG
Revive and Thrive	oriants to support first few month rent in vacant retail units and business space · Access to business advice through the Marches Growth Hub · Encourage business start-ups, pop up shops, cultural and creative use of space · Utilising the Shell Store and Midlands Centre for Cyber Security · Focus on encouraging young entrepreneurs, providing access to premises and support services.	August 21 - March 22	Head of Economic Development	Proposal agreed and grant scheme launched in September. 11 Expression of Interest forms received and 2 full applications	RAG
Visit Herefordshire	· Promote Herefordshire as a fantastic staycation destination, building on the current campaign into the autumn, Christmas and spring 2022 · Focus on festivals and events.	July 21 - March 22	Head of Economic Development	Procurement has identified suppliers. Business Event with over 150 tourism businesses attending	
Love Going Out Locally	 Incentivise residents to spend locally on a wide range of local activities · Track and analyse use to understand people's interests and trends. 	July 21 - March 22	Head of Economic Development	Pre-paid card proposal agreed and tender drafted and open. Contract awarded early October.	
Shop Local Love Local	Marketing and PR campaign to encourage people to support local businesses, making people aware of products and services and any offers - Developing content for the Herefordshire Loyal Free app	July 21 - December 21	Head of Economic Development	Proposals agreed and mobilisation commenced. Provider working with our Communiations team to support the roll out of pre-paid card (and other) scheme.	
Safe and Welco	ning Places: encouraging people to safely return to a m	ore normal way of life	, through creating so	fe, attractive and vibrant places for events, leisur	re and
	hospitality, visiting, studying, culture, re-engaging with			• •	
Action	What	When	Lead Officer	Progress in period	RAG
Great Places to Visit	 Revitalised places offering high quality experiences such as 'dressing'/presentation/greening of market town centres Grants for shop front enhancements · Infrastructure for events · Improvements to public rights of way/cycling routes. 	July 21 - March 22	Head of Economic Development	Proposal agreed in September, brief market towns	
Return to Towns & City	Incentivising people to get back to leisure/social activities Working out of home and exploring new places · Helping people to access new jobs through providing periods discounted bus fares, access to the Hereford bike scheme ·	July 21 - March 22	Head of Economic Development	Free bus travel launched September; 14,000 journeys made across the county. Additional Sunday services.	

Supporting Local People: stem the rise in unemployment, support people who have been made or are at risk of redundancy to return to work including through opportunities to re-skill/change career path, and find new job opportunities. Consider the impact of the pandemic on people's wellbeing, and the support required to enable recovery

Action	What	When	Lead Officer	Progress in period	RAG
Joined Up for Jobs: NEET	· Additional support for complex Not in Education and		Post 16 Senior Advisor	NEET Prevent contract mobilised	
Prevention	Employment (NEET) cases				
Joined Up for Jobs: Youth Employment Hub	· Launch of the Herefordshire Youth Employment Hub			Youth Emplyment Hub Co-ordinator post created Building identified and scoped, although challenges with current COVID restrictions	
Joined Up for Jobs: One Stop Shop Advice	· One stop shop advice (contact point, local events, proactive engagement) to guide people to the right location to access the wide range of available support.		AD Talk Communtiy Programme	Propsal agreed and recruitment underway	

Supporting Whole Population Physical and Mental Wellbeing: to encourage, facilitate and develop opportunities for the whole

3	Supporting whole Population Physical and Mental Wellbeing: to encourage, Jacilitate and develop opportunities for the whole population to improve physical and mental wellbeing, including those most affected fastest.							
Action	population to improve physical and What	When	Lead Officer	Progress in period	RAG			
Community and Personal Resilience	Supporting individuals, families and communities to connect through free events, activities and targeted support · Increased activities within libraries, children's centres and schools · Providing funding to the VSCE that supports community and personal resilience.	July 21 - March 22	AD Talk Community Programme	Provider appointed to initate review of VCSE sector. Grant scheme live to VCSE sector and 10 applications received to date. Library proposal agreed and governance in place				
Get Active	 Increased opportunities to encourage individuals to become more active · Supporting physical activity through improved infrastructure and access to green space · scaled up preventative and behavioural support, including workplaces. 		AD Talk Community Programme	HALO contract mobilised Swimming lessons delivered over summer holidays, with further block planned 600 families partcipated in free family swimming 60 receiving adult learn to swim 1891 signing up to free gym membership Arts & Cultural grant scheme live. Additional behavioural change posts for recruitment				
Mental Health Awareness and Support	\cdot Online mental and wellbeing toolkits and campaigns at key times of the year.	July 21 - March 22	AD Talk Community Programme	Mobilisation set up for MH wellbeing toolkit, due for launch mid-Nov. Promotional campaignsbeing drawn up Procurement for provider of low level MH support Delivery of Solihull Parenting Support scheme being developed				

Early Awareness and Identification of excessive/harmful drinking	\cdot Early detection of high risk alcohol consumption \cdot assertive August 21 - March 22 outreach for complex drinkers	Director of Public Health	Contract mobilised. Provider recruiting additional assertive outreach officers			
Education Catch Up	\cdot Catch-up/Mentor programmes for education \cdot Support for $$ August 21 - March 22 schools and teachers	AD Education	Attendance support ITQ issued Grant scheme open to receive bid in support of educational catch up			
Digital Poverty & Exclusion	· Acceleration and scale up of existing support to improve July 21 - March 22 access for digital inclusion through existing community assets and infrastructure.	AD Talk Community Programme	Project now in delivery: Provider identified, with one post recruited to and another out for recruitment.			
complete on target bossible delays likely delays						

Diele		Opened	Risk score	Risk score after
Risk Reference	Risk Description		before controls	controls
Reference			(LxC)	(LxC)
CV1	Risk to the vulnerable people in Herefordshire (children not in education, not in social care)	Apr-20	15 (5*4)	6 (2*3)
	Ability to carry out business as usual to support vulnerable people in the community	Apr-20		
	National focus is largely on protecting the NHS, which might result in poor practices generating increased (long term) pressures on social care	Apr-20		
	Assurance that Care Home are effectively managing the COVID risks and contamination control within their settings	Apr-20		
	Adequacy of Infection Protection control	May-20		
	Testing availablity	Sep-20		
	Increase in infection rate	Sep-20		
	Patchy test and trace communication and service	Oct-20		_
CV2	Risk to our staff	Apr-20	20 (5*5)	8 (2*4)
	Availability of PPE	Apr-20		
	Staffing levels will make BAU, and COVID responses under pressure	Apr-20		
	Risk of infection/death to frontline staff working in the community	Apr-20		
	Working from home H&S and well being	Apr-20		
	Risk to BAME workforce	May-20		
	Covid secure workplaces	May-20		
	Testing availability	Aug-20		
	Risk to social work practice as supervision continues to be remote	Oct-20		
	Long term implications of Covid and return to BAU	Feb-21		
CV3	Risk to the council's finances	Apr-20	25 (5*5)	20 (4*5)
	A reduction in council tax income	Apr-20		
	A reduction in business rate income	Apr-20		
	A reduction in income for other sources, such as car parking	Apr-20		
	Additional unbudgeted spend including PPE @ significant cost	Apr-20		
	Uncertainity over central government support and unavioadable costs	May-20		
	Timing deadline for central government support	Jun-20		
CV4	Risk to the local economy	Apr-20	20 (5*4)	25 (5*5)
	Local economy will suffer as a result of the COVID measures	Apr-20		
	Increased likelihood of businesses failing	Apr-20		
	Delays in progressing some of the key council developments which will increase the capacity to	Apr-20		
	Market failures for LA services	Jun-20		
	Impact for market towns not covered by specific grants	Jun-20		
	Increased unemployment	Jun-20		
	Ability for transport serivces to provide covid secure service and still be viable	Jun-20		
	Difficulty in recruiting in some areas ie agriculture	Jun-20		
	Uncertainty of pandemic on top of flooding this year	Jun-20		

	Risk of Variant of Concern resulting in re-implementation of measures that impact economy	Aug-21		
CV6	Risk to the Shield, BRAVE and other vulnerable groups COVID response	Apr-20	20 (4*5)	6 (2*3)
	Due to numerous lists being issued from health, there is a risk that some people are missed and not contacted	Apr-20		
	Fragile processes have been developed to support immediate resolution, which rely too heavily on individuals and single points of failure.	Apr-20		
	Sufficiency of foster care places	Jun-20		
	Availability of volunteers and shield buddies as normal duties resume	Jun-20		
	Impact of public realm changes for the visually impaired	Jun-20		
	Increase in infection rates	Sep-20		
	Testing ability	Sep-20		
	Patchy test and trace communications and serivce	Oct-20		
CV7	Risks to Communications and national messaging	Apr-20	9 (3*3)	6 (2*3)
	Herefordshire council might not agree with the national messaging	Apr-20	, ,	, ,
	The requirement to respond to the national governments decisions quickly poses a risk to the council	May-20		
	Messages not understood due to unclear messaging and different counties/welsh border.	May-20		
	Inaccesible communications not reaching audience	Jun-20		
CV8	Risk to delivery of Strategic Objectives	Apr-20	20 (4*5)	16 (4*4)
	Transformational projects stalling due to inability to build/develop/transform services	May-20		
	HE ability/pressures	Jun-20		
	Lockdowns and further restrictions	Sep-20		
CV9	Risk of non compliance with advice/guidance by general	Jun-20	25	15
CVS	public		(5*5)	(3*5)
	Non compliance by members of public	Apr-20		
	Pressure on council enforcement resources	Jun-20		
	Not securing court orders	Aug-20		
	Increase in infection rates	Sep-20		
	Risk from international travel and non-compliance with quaratine requirements on return.	Apr-21		
CV10	Risk of larger outbreaks leading to wider lockdown	Jun-20	15 (3*5)	15 (3*5)
	LA not have powers for wider lockdown	Jun-20		
	Community tensions rising	Jun-20		
	Local authority and local system capacity being overwhelmed if multiple large outbreaks occur simultaneously	Jul-20		
	Increase in infection rate	Sep-20		
	School reopening	Sep-20		
	Variant of concern spread within the county	Apr-21		
	Staff cannot be recruited to key COVID-19 response positions	Aug-21		
CV11	Missed education for Herefordshire learners	Jun-20	25 (5*5)	8 (2*4)
	Impact of lack of learning /virtual learning capability	Jun-20	(5.5)	(= 1)
	Parental and school tensions	Jun-20		
	Non-attendance for September return	Aug-20		
	Schools returned and preparing for virtual learning	Sep-20		
	, , , , , , , , , , , , , , , , , , , ,	•		

CV12	Lack of digital inclusion /IT	Jun-20	12 (4*3)	12 (4*3)
	Superfast broadband not accesible to all	Jun-20		
	Digital inclusion - feeling more excluded	Jun-20		
	Cyber security risk increasing given increase of matter online	Jun-20		
	IT still within the council having an impact on delivery	Nov-20		
CV13	Risk to the Council's reputation	Nov-20	25 (5*5)	8 (2*4)
	Introduction of local rapid testing at scale places expectations on council to make this an effective, well-run service for an estimated 6-12 months. No clear national policy yet from end of June.	Nov-20		
	Development of contact tracing and compliance services at a local level will be necessary to control and mitigate infection spread. This has been of poor quality nationally, and damaging to national government.	Nov-20		
	There is already an expectation that the local authority will support the effective roll-out of vaccinations to health and care staff: likely that this will extend to the wider population in the new year.	Nov-20		



Title of report: Review of the Statement of Community Involvement (SCI)

Meeting: Cabinet

Meeting date: Thursday 25 November 2021

Report by: Cabinet member finance, corporate services and planning;

Classification

Open

Decision type

Budget and Policy Framework

Notice has been served in accordance with Part 3, Section 9 (Publicity in Connection with Key Decisions) of the Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012.

Wards affected

(All Wards);

Purpose

To recommend to Council the adoption of the Herefordshire Council's revised statement of community involvement.

Recommendation(s)

That:

(a) the revised Herefordshire Council Statement of Community Involvement (at appendix 1), be recommended to Council for adoption.

Alternative options

Preparation and adoption of the statement of community involvement (SCI) is a statutory requirement. The continued use of the existing statement of community involvement is an alternative option. However, this is not recommended as it does not give due consideration to times of restricted Government guidelines or changes to internal departmental guidance and updated information about council departments supporting groups of identity.

Key considerations

- It is a requirement of the Planning and Compulsory Purchase Act 2004 that as part of the local development framework a statement of community involvement is prepared which sets out the council's policy in respect of consultation on planning matters. The revised statement of community involvement would replace the current document adopted in January 2017. Extensive review of the planning process leading to the publication of the Localism Act in 2011 and National Planning Policy Framework in 2012, as well as the emerging White Paper for Planning, means there is now far greater emphasis on early engagement with all potentially affected parties.
- The revised statement of community involvement details the various ways in which people are able to be involved in the planning process and the commitment the council has to ensure there is ample opportunity to do so.
- The Town and Country Planning (Local Planning) (England) Regulations 2012 (as amended) requires that the SCI is reviewed every 5 years. The last SCI was adopted in January 2017; therefore the document is due for review.
- Government guidelines can affect how the council are able to engage, so a flexible approach is necessary as well as ensuring that the document reflects any developments in engagement methods. Among the alterations to the SCI were to update the online methods of engagement to include platforms such as YouTube, Teams, Zoom and Webex.
- Certain departmental guidance within the council has changed since last version was published. Anonymous representations can now be taken into account when it comes to planning applications where there is a sound reason for not divulging the source of the objection. For neighbourhood planning, it is no longer necessary to consult on a settlement boundary, unless it is different to the parish boundary or is part of a joint application.

Community impact

7 The council's County Plan 2020-2024 includes a commitment to nurture strong communities and a sense of connectivity, and the adoption of a revised SCI supports this commitment.

Established organisations and council departments representing groups of identity provide a vital communication network. Some organisations and departments listed in the document, have changed, hence the revised SCI replaces those with current information. It is acknowledged that not all communities across the county have the same level of online access; therefore the range of communication tools suggested in the SCI will continue to allow for an adaptive approach where this is the case.

Environmental Impact

Whilst this is a decision on back office functions and will have minimal environmental impacts, consideration has been made to minimise waste and resource use in line with the Council's Environmental Policy. These will include maximising on the use of online methods of engagement, whilst still having a hybrid on and offline approach in order to reach as broad a demographic as possible.

Equality duty

- In order to ensure that due regard for equality and diversity is met, the following measures will be taken:
 - The document is available in alternative formats.
 - In reviewing the document, care has been taken to avoid the use of acronyms and to ensure the use of plain English.
 - Methods of public engagement used will continue to be diverse, in order to provide the opportunity for the views of as broad a demographic as possible.

Under section 149 of the Equality Act 2010, the 'general duty' on public authorities is set out as follows:

A public authority must, in the exercise of its functions, have due regard to the need to -

- a) eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under this Act;
- b) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;
- c) foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

Resource implications

- 11 There are no financial implications arising directly as a result of this decision.
- 12 Emphasis on utilising online communication as much as possible means potential cost efficiencies. The projects and plans which utilise the SCI have an agreed budget with an element identified for consultation.

Legal implications

13 Section 18 of the Planning & Compulsory Purchase Act 2004 (as amended) to produce and adopt a SCI and the requirement to review the SCI every 5 years is set out in the Town and Country Planning (Local Planning) (England) (Amendment) Regulations 2017. Any SCI must set out in detail how the council will engage with the public during preparation of planning documents. The revised SCI fulfils these requirements.

Risk management

14 By adopting the revised document, the council will avoid breaching its statutory duty to maintain an up-to-date SCI. Changes in the reviewed SCI does not expose the council to any further risk.

Consultees

16. Internal consultation has been undertaken with members of the Development Management and Neighbourhood Development teams, in order to ascertain any changes to their working practices so the SCI could be updated. The document has also been circulated to ClIrs for Political Group comments.

Appendices

A) Statement of Community Involvement revised version 2021

Background papers

None

Report Reviewers Used for appraising this report:

Please note this se	ction must be completed before th	e report can be published
Governance	Sarah Buffrey	Date 02/11/2021
Finance	Louise Devlin	Date 25/10/2021
Legal	Alice McAlpine & Anne Gurzon	Date 01/11/2021
Communications	Luenne Featherstone	Date 25/10/2021
Equality Duty	Carol Trachonitis	Date 28/10/2021
Risk	Paul Harris	Date 4/11/201

Approved by	Neil Taylor	Date 04/11/2021	

Please include a glossary of terms, abbreviations and acronyms used in this report.

SCI - Statement of Community Involvement

Contents

Document summary

- 1. Summary of planning documents
- 2. What is the Statement of Community Involvement for?
- 3. Who will be involved in the consultation?
- 4. When can you get involved?
- 5. Different ways to engage people to prevent exclusion
- 6. Communication tools
- 7. Role of elected members
- 8. Consultation on Development Plan Documents and Supplementary Planning Documents
- 9. Community Involvement in the planning application process
- 10. Neighbourhood Development Planning
- 11. Monitoring and reviewing

Appendices

Document Summary

This Statement of Community Involvement (SCI) sets out how the Council will engage with the community in respect of planning matters.

This will be the second review of the SCI since the original document was first adopted in 2006. A revised document was adopted in 2016. Regulation 10A (1) b of The Town and Country Planning (Local Planning) (England) Regulations 2012 (as amended) requires that the SCI is reviewed every 5 years.

The Town and Country Planning (Local Planning) (England) Regulations 2012 reflect reforms in the Localism Act 2011. Proposals in the White Paper are yet to be incorporated into new legislation or regulations but the SCI has been updated to incorporate the ambitions of the White Paper. Of relevance to the SCI, along with emphasis on early engagement, is a simplified process for plan preparation and the recognition of the increased use of electronic communication as a way of notifying and consulting with communities.

Information should be available from the earliest stages and during the planning process.

- The reason for consultation should be clear
- Methods should be right and well-managed
- Information should be available to all
- Council decisions should show people's views have been taken into account
- People should be given the chance wherever possible to stay informed

An important part of the Statement of Community Involvement is to recognise those groups who are at risk of being left out and to show how the Council will make sure information is available to everyone.

In this booklet we explain what some of the terms used mean. You will find a definitions list at the back of the booklet in Appendix 1.

1. Planning Documents

1.1 Local Development Documents

These are the Statement of Community Involvement, Development Plan Documents and Supplementary Planning Documents. These Documents go together to form the Local Plan for the County.

1.2 Local Development Scheme (LDS)

This is a list of what documents will be included in the Local Plan and timetable for their production. It is regularly reviewed to keep it up to date. The latest LDS can be found <u>here</u>.

1.3 Statement of Community Involvement (SCI)

This explains how and when people can be involved in the preparation of the Local Development Documents and decisions about planning applications.

1.4 Development Plan Documents (DPD)

These will form part of the development plan for the area and include:

- The Core Strategy, which sets out the long term vision for the county and the policies needed to deliver that vision.
- Development Plan policies on issues like housing, employment, and retail which will guide development in the County.
- Policies showing where land that will be used for individual uses like housing and employment is.
- A Map showing where in the county is affected.

1.5 **Supplementary Planning Documents**

These documents cover a range of issues and give extra detail to development plan document policies.

1.6 **Neighbourhood Development Plans**

Every parish has the opportunity to write one of these plans to help shape the way their area develops within the guidelines of the Local Plan.

A Guide on how to write a Neighbourhood Development Plan and details of the help that is available can be found <u>here</u>.

1.7 **Sustainability Appraisals**

Sustainability Appraisals are to there to look at the social, economic and environmental impacts of all the Local Development Documents within the Local Plan.

1.8 **Habitats Regulations Assessment**

A local authority must carry out an assessment under the Habitats Regulations, known as a habitats regulations assessment (HRA), to test if a plan or project proposal could significantly harm the designated features of a site.

1.9 Authority Monitoring Report (AMR)

This report will look at the effectiveness of the policies within the Local Plan and show what needs to be reviewed or prepared in the future.

The Authority Monitoring Report also looks at the Council's performance in achieving the targets set in the Local Development Scheme.

More information can be found here.

1.10 Planning Applications

The council make sure that all valid planning applications are available for public viewing as early in the process as possible. This gives everyone the chance to have their say before the final documents and decisions are made.

2. What is the Statement of Community Involvement for?

- To identify who will be consulted on plan documents and planning applications and when they will have the chance to be involved in plan making and as part of decisions on planning applications.
- To set out useful ways people can be involved that are easy to understand and available to everyone during the planning process.
- To encourage early involvement in decision making between the community and all interested parties. This can help to settle any conflicts and give a sense of ownership.
- Explain how the results of the consultations will be used and how those involved will be kept informed.
- 2.1 Statutory consultation requirements are set by the Government in the Town and Country Planning (Local Development) (England) Regulations 2012.

3. Who will be involved in the consultation?

- 3.1 There are certain organisations and bodies that the Council must ask for their opinion when preparing plan documents and deciding on planning applications.
- 3.2 The main groups to be contacted are:
 - Central, Regional and Local Government organisations
 - Bodies such as utility companies
 - Community, voluntary, resident and interested groups
 - Individuals who have requested to be kept informed on planning policy matters (see data regulation note below)
 - Parish/Town Councils
 - Local businesses, developers and agents
 - Neighbouring authorities and relevant internal council departments

The General Data Protection Regulation (GDPR) is an EU law that came into effect in the UK on 25 May 2018. It replaces the Data Protection Act 1998.

GDPR gives individuals greater control over their personal data. Data will only be held on those that have given us permission to do so and individuals have the right to withdraw the information at any time.

- 3.3 A complete list of those who must be contacted is available <u>here</u>.
- 3.4 The groups and organisations will change over time and the planning consultation contact list will be checked regularly to keep an up to date list of groups, organisations and individuals to contact.

4. When can you get involved?

- 4.1 People can be involved from early stages in plan making, including Development Plan Documents, Supplementary Planning Documents and as part of the decisions on planning applications.
- 4.2 Section 10 will have more information on how Communities can come together and play a part in how the area around them develops in the future by writing their own Neighbourhood Development Plan.

5. Different ways to engage with people

- Different ways of communication will suit people, depending on circumstance. Using organisations that are there to provide a support network to specific groups of people is important. With the use of good communication, everyone can find the information they need and will know how to get involved if they choose to. The council monitor the methods used and which were most successful, so this information can be used for future consultations.
- 5.2 The following table lists some pro-active approaches, as well as the more generic methods such as social media and press, utilising links with groups and organisations used by the council.

Groups of identity	Methods used
Minority Ethnic	Links with the Council Equality and Diversity team,
Travellers/Gypsies	Links with the Council Equality & Diversity team and Licensing, Travellers & Technical Support Service, specific publications and national organisations/bodies supporting this specific group.
Disabled People including those with numeracy, literacy disabilities	Links with the Council Care Commissioning, organisations/bodies representing this specific group, local access groups.
Older people	Links with Council Care Commissioning, and local network groups supporting the elderly.
Children and young people	Links with Council children's services, British Youth Council (BYC), county schools & colleges and Youth Clubs.
Those following different religions or with certain beliefs	Links with the Council Equality and diversity team, local organisations representing these specific groups.
Young single parents	Local community centres, post-natal groups, online forums.
Homeless	Links with Council Homelessness and Housing Advice Team, local organisations representing this specific group.

Groups of identity	Methods used
People located in dispersed rural areas.	Community forums and groups, parish councilors and clerks.
Adults with Learning difficulties	Links with Council Adult Social Care team, organisations or bodies representing this specific group.

Organisations representing these groups are reviewed and updated by the planning office on a regular basis.

In all future consultations, the council will pay regard to broader policies, including: Human Rights Act 1998, Freedom of Information Act 2000, UK General Data Protection Regulation (GDPR), Equality Act 2010 and Disability Discrimination Act 2005.

6. Communication Tools

6.1 The council use a number of different communication tools. The ones that are used will vary depending on what will work best for the consultation. It is acknowledged that not all communities across the county have the same level of online access; therefore the range of communication tools suggested in the SCI will continue to allow for an adaptive approach where this is the case.

This table shows the different types of communication used by the council:

Method	Main Considerations
	Information can be seen by potential consultees from their own home or office at a time which is convenient for them. An online exhibition can be created along with presentations, which are a way of replacing or complimenting face to face event when necessary.
Email	Information can be given quickly and regularly at low cost.

Method	Main Considerations
Social media	Use of sites such as Facebook, Instagram, Twitter and YouTube keep users informed with regular updates for low cost. The information can be targeted where appropriate.
Formal adverts in the Hereford Times newspaper	There are statutory requirements to publish notices advertising certain planning applications
Press releases	Bringing local issues into the broader local arena. Releases are sent out to all main county publications and radio stations.
Documents can be made available in hard copy	Information for those who don't have online access.
Leaflet, newsletters and brochures	To draw attention to subject in summary and invite comment. Parish newsletters are also a good communication link amongst local communities.
Formal written letter	Letters are sent when there is no other means of communication or a person has requested to be contacted to by post.
Public exhibitions, meetings, presentations and workshops, when government guidance allows	Opportunity to get information out, answer questions in real time and receive feedback from people face to face. Meetings can be based in key areas to reach local residents.
Notices displayed on a site	Direct and local information to those around a site and in local area.
Through partnership organisations and focus groups, existing forums/panels	Useful for finding out what certain groups think.

Method	Main Considerations
Councillor networks	Councillors and clerks play an important role in community engagement. They are a recognised local point of contact with regard to Council matters.
One to one or more local meetings and briefings, when Government guidance allows	Useful for seeking views from targeted groups/individuals
Meeting using online communication platform, such as Teams, Zoom or Webex	Able to have virtual verbal interaction with individuals in their own homes, even in times of public restriction.
Online platform such as Youtube, for viewing informative material, such as a presentation	Can be watched at viewers' leisure, rather than being tied to a specific time. Can be shared and watched multiple times.
Parish and Town Council networks	They can provide important contact with local communities. Many have developed their own websites and social media pages and can be used to provide information relevant to parish residents. Care will be taken to allow for infrequency of some parish meetings when setting deadlines for responses.
Talk Community Hub	Provides a newsletter that can deliver important information to communities.
Questionnaire/surveys	More detailed information and feedback can be collected. Can be used both online and offline.

7. Role of elected members

7.1 Herefordshire Council has 53 councillors who are elected to represent the residents of 53 wards. They have an important role to play by keeping their local communities informed, representing their views, encouraging and assisting them to get involved in the future planning and development of their area.

8. Consultation on Development Plan Documents and Supplementary Planning Documents

There are organisations and bodies that the council must contact as part of a consultation (see para 3.2). The Council also has a duty to to involve the public at an early stage in the preparation of Local Development Documents.

8.2 **Development Plan Documents**

Development Plan Documents are produced to set out the local authority's policies and proposals for development and use of land and buildings in the area. There are stages of consultation that must take place, as well as independent examination.

The stages of preparation are:

- First consultation, or series of consultations (Minimum 6 weeks each) to add to evidence base and prepare a number of options. Consultees will be invited to give their feedback and the preferred options identified.
- It may be that developers or individuals that give new options not known about. In this case, another consultation on these options will take place.
- Draft document consultation (Minimum 6 weeks) Consultees will be asked to give their feedback.
- Subject to there not being significant changes following the previous stage, the final document goes to the Secretary of State. People will be contacted to let them know when this has happened.
- The final document is examined by an Independent Planning Inspector. There may be modifications suggested by the Inspector at this stage. These will be published and subject to public consultation.
- The Inspector will issue a report including any changes that must be made to the document.
- Adoption and publication of the final document.

The Council may make a reasonable charge for a hard copy of a document. Documents can also be made available in alternative formats where necessary, on request.

8.3 **Supplementary Planning Documents**

Supplementary Planning Documents are there to give more detail to development plan document policies and do not require independent examination.

The stages of preparation are:

 First consultation (Minimum 4 weeks) – to add to evidence base and prepare issues and options. People will be invited to give their feedback, which will help to shape the final document.

- Cabinet Member briefing and sign off
- Adoption and publication of the final document.

The council will keep a record of the feedback during a consultation, which will be considered and all this information will be published.

A summary of the consultation will also be available and will be part of the final evidence base during the preparation of Planning Documents.

9. Community involvement in the planning application process

- 9.1 Herefordshire Council is responsible for the processing and decision making of planning applications. This work which is done by the development management team and can include the following types of application:
 - Dwellings and extensions
 - Agricultural development
 - Large housing and employment development including retail
 - Minerals and waste
 - Listed building consent
 - Prior notifications

9.2 How can I find out about planning applications in Herefordshire?

- A weekly list of applications received is available to view <u>here</u>.
- If you do not have access at home, you can use the online services in libraries and customer service centres, when Government guidelines allow.
- Site notices
- Press notices in Hereford Times
- City, town and parish councils are told about all applications in their area.

How can I comment on a planning application?

Once you become aware of a planning application the complete details of the proposal can be viewed on the Council's website.

You have the option of speaking to your Parish Councillor or Ward Member, or if you wish to personally comment on any application within the given timescale then you can:-

Use the online comment form on the website. Information can be found here.

E-mail: planning_enquiries@herefordshire.gov.uk

Write to: Planning Services, PO Box 230, Hereford, HR1 2ZB

Information regarding privacy can be found <u>here</u>.

The majority of decisions are made by Officers under Delegated Powers. Where this is not the case the application will be determined by the Planning Committee, which can be watched or listened to online. Further information about forthcoming meetings can be found here.

9.8 Relevant planning matters include:

- Planning policy, including Local Plan Core Strategy, Neighbourhood Development Plans and National Planning Policy Framework
- The design and visual impact
- The impact on privacy/daylight/sunlight
- Environmental factors noise, smell, pollution
- The economic and social benefits
- Highway issues access, traffic, parking
- Impact on the landscape and ecology (nature conservation)
- Impact on the historic environment, heritage assets and their setting.

9.9 Matters which are not normally relevant:

- Loss of a view
- Impact on property value
- Land ownership/property covenant
- Effect on trade/competition
- Personal circumstances of the applicant (except in exceptional circumstances)

The Council itself does not undertake any form of public/community consultation at preapplication stage but if the development proposed is considered to be significant, would strongly encourage the applicant to involve the community.

Information and advice on early engagement is available in the pre-planning advice section here.

Planning obligations (also known as section 106 agreements) are legal agreements between a developer and the local planning authority (the council), and any others that

have an interest in the land. Developers can also enter into a voluntary legal agreement to carry out works and these are known as a unilateral undertaking. Information about monies made available to a parish can be found here.

10. Neighbourhood Development Planning

Communities now have the opportunity to come together and shape the development of the area in which they live.

Parishes do not have to prepare a Neighbourhood Development Plan, however there are a number of benefits to having one.

10.1 **Neighbourhood Development Plans can:**

- Decide where and what type of development should happen within a parish
- Promote more development than provided for within the Herefordshire Local Plan
 Core Strategy
- Provide less development in certain circumstances where justified.
- Include detailed planning policies for the parish which do not work against the Herefordshire Local Plan – Core Strategy

10.2 Neighbourhood Development Plans cannot:

- Work against the policies within the Herefordshire Local Plan Core Strategy, but should sit within general agreement of them.
- Be used to prevent development
- Be prepared by a body other than a parish or town council in Herefordshire
- Include County Matters such as Minerals and Waste

10.3 Who can create a Neighbourhood Development Plan?

In Herefordshire, only the parish or town council is the 'relevant body' who have the responsibility for producing a Neighbourhood Development Plan for their area. The parish/town can enlist help from others within the community but only the parish council can make a neighbourhood area application and submit the relevant draft documents to Herefordshire Council for consideration.

10.4 What might a Neighbourhood Development Plan include?

Neighbourhood Development Plans can contain a variety of issues and policies which are most relevant to a specific parish. Below is a list of possible issues which could be covered. Other items could be added to this list and parishes do not need to include every item.

- Identify sites for housing, including affordable housing
- Provision of a settlement boundary
- Provision for businesses to set up or expand in the parish
- · Provision of cycle ways and footpaths
- Identify sites for community use, such as schools, village halls, health centre, leisure facilities
- Design guidance for your parish
- Protection and creation of open space, green amenity areas, nature reserves, allotments, play areas
- Protection of important local buildings and other historical assets
- Promoting of renewable energy schemes and projects
- Restrict the types of development or change of use, for example; non retail uses in town centres
- Provide sites for gypsies and travellers

10.5 Creating a Neighbourhood Development Plan (NDP)

The following stages need to be followed:

- Define the Neighbourhood Area (A 6 week consultation needs to take place if it's a group plan or different to parish boundary)
- Write and publicise the draft Neighbourhood Development Plan (6 week consultation period)
- Submission of the final plan (6 week consultation period)
- Independent Examination
- Referendum
- Adoption of the Neighbourhood Development Plan
 (Neighbourhood Planning (General) Regulations 2012)

10.6 Community Right to Build

The Community Right to Build enables community organisations to progress new local developments without the need to go through the normal planning application

process, as long as the proposals meet certain criteria and there is community backing in a local referendum.

Communities may wish to build new homes or new community amenities, and providing they can prove overwhelming local support, the Community Right to Build will give communities the powers to deliver this directly.

All profits derived from a Community Right to Build Order proposal must be used for the benefit of the community, for example to provide and maintain local facilities such as village halls.

Neighbourhood Development Order 10.7

A Neighbourhood Development Order allows communities to grant planning permission for development they want to see go ahead in a neighbourhood. For example, it enables them to allow certain developments, such as extensions to houses, to be built without the need to apply for planning permission.

Herefordshire Council conform to a Service Level Agreement developed specifically to ensure that all parishes wishing to take an active role in the shaping of their area will receive sufficient advice and support throughout the process.

11. Monitoring and reviewing

Preparing this Statement of Community Involvement has enabled the Council to give significant thought to how the authority is best able to involve people in planning matters from an early stage in the process.

- 11.1 The Council will keep the adopted Statement of Community Involvement under review by:
 - Monitoring the success of community involvement techniques by reviewing the quantity of representations received and where they came from.
 - Including an equality monitoring questionnaire as part of the survey to ensure participants are given the opportunity to raise any concerns about fair treatment. Individual feedback is used to inform and improve all future engagement.
 - Also including consultation feedback questions, to ensure adjustments can be made to future engagement approach where necessary.
 - Staying advised on best practice including consulting with relevant council departments, such as Communications and Equality Monitoring.
- 11.2 The document will be examined every year through the Herefordshire Council Monitoring Report. Any proposed review will be identified within the Council's Local Development Scheme with a clear timetable for its production.

For further information or clarification on any aspect of the Statement of Community Involvement or to ask about accessing the document in an alternative format, please email: ldf@herefordshire.gov.uk

Facebook Twitter

Instagram

Appendices

Appendix 1 – Definition of terms

Engage

Providing key information and inviting all interested parties to participate and give their views.

Consultation

People are given a fixed amount of time to offer their opinion.

Local Plan

A group of documents which set out strategy for development in the county over the next 15 years.

Policies

These are the guidelines written by the council to guide development and growth.

Statutory

Expected by law.

Exclusion

People being left out and not having the chance to have their say.

Independent Examination

The document is read by an inspector who does not work for the council, the inspector will decide whether the plan is sound and can be adopted and make recommendations where he/she deems appropriate.

Evidence base

The background work collected to help create new policies.

Issues and options

A range of choices available.

Preferred options

All the feedback will be considered after the consultation. The council will then decide which the best choices are, taking all the responses into account.

Adoption

The document becomes part of the Local Plan.

Referendum

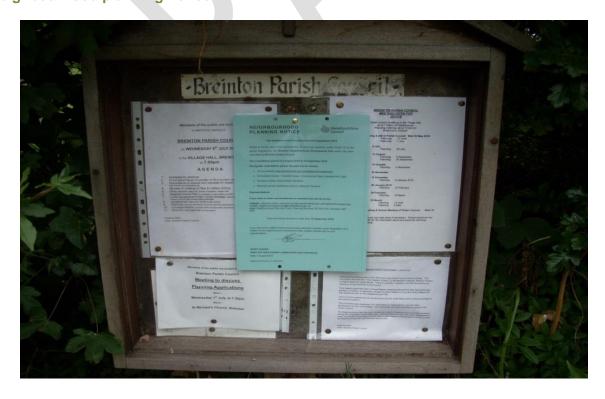
A chance for all parish members and people in surrounding area to vote yes or no as to whether a plan should be adopted. If more than half of voters say yes, then it will be.

Appendix 2 – Planning notices

Planning application notice



Neighbourhood planning notice



Appendix 2 – Useful information

For more detailed information relating to planning procedures, please refer to the <u>Herefordshire</u> <u>Council website</u>.

For information about Neighbourhood Development Plans, please refer to the <u>Herefordshire</u> Council website.

For more detailed information relating to government planning policies for England and how these are to be applied, please refer to the National Planning Policy Framework.

For more information relating to the shift of power away from central government and towards local authorities and neighbourhood communities in the planning decision making process, please refer to the Localism Act 2011

For information on how planners can better understand the important role that planning can play in supporting the Government's commitment to tackling disadvantage by reviving the most deprived neighbourhoods, reducing social exclusion, and supporting society's most vulnerable groups, please ref to Diversity and Equality in Planning – A Good Practice Guide

With the aim of an integrated and well-rounded approach, the preparation of the Statement of Community Involvement has been informed by a number of Council strategies.

These include: Herefordshire Council County Plan 2020-2024 and Hereford Transport Package

Further information

Planning and Compulsory Purchase Act 2012
Planning Inspectorate
Planning Portal.gov.uk

Appendix 3 – Sources of help and advice

Forward Planning Tel no 01432 383357

Email: Idf@herefordshire.gov.uk

Neighbourhood Planning Tel no 01432 260386

Email: neighbourhoodplanning@herefordshire.gov.uk

The Royal Town Planning Institute 41 Botolph Lane, London, EC3R 8DL Tel 020 79299494

Email: online@rtpi.org.uk Website: www.rtpi.org.uk



Maylord Orchards Centre Interim Management Plan

Meeting: Cabinet

Meeting date: Thursday 25 November 2021

Report by: Cabinet member commissioning, procurement and assets;

Classification

Open

Decision type

Non-key

Wards affected

Central;

Purpose

The purpose of this paper is to recommend the adoption of the interim management plan (set out in Appendix A).

The Maylord Orchards Centre (the Centre) is owned and managed by the council further to the purchase of the headlease in 2020. The Centre forms a significant part of the city centre and there are emerging plans, development proposals and strategies that may affect the Centre in the medium to long term. These aspects will be brought together under the current City Masterplan and therefore, an interim management plan is required for the Centre.

Recommendation(s)

That:

- a) Cabinet approve the adoption of the Interim Management Plan for Maylord Orchards Centre.
- b) The S.151 Officer in consultation with the Director of Economy & Place and following consultation with the Cabinet Member for Contracts, Procurement and Assets has delegated authority to amend and update the plan as required.

Alternative options

- Not to adopt an interim management plan: This is not recommended as it would leave the Centre without any form of strategic direction and an absence of any structure or parameters that are required to ensure the economic and efficient management of the Centre until the City Masterplan is approved and adopted.
- To manage the Centre on an ad hoc, day to day basis: This is not recommended as it
 does not provide sufficient structure for the effective management by the centre
 manager and the asset manager. There would be no continuity or conformity of
 management that in turn may lead to disputes and loss of income and/or increased
 costs.

Key considerations

- 3. The head lease of the Centre was purchased in June 2020 to allow the council to exert greater control over the City centre and its economic and community development. Since its purchase, the effects of Covid-19 have been significant with the full impact still unknown therefore, income is reduced, arrears have risen and an increasing number of tenants are seeking to re-gear leases. The national picture indicates that landlords are having to review their plans and finances. At the same time, the Centre requires investment with some urgent remedial works required to secure premium commercial tenants as well as the necessity to provide a facelift and refresh of the area.
- 4. The purchase and management of the site is in direct alignment with the Delivery Plan ref: EC2.5- "Develop Maylord Orchards as a key strategic site; acting as a catalyst for the regeneration of Hereford City Centre". In addition, the County Plan outlines that we will "Strengthen communities to ensure everyone lives well and safely together" and "Support the economy which builds on the county's strengths and resources" and our Resilience principle outlines "We use resources wisely to Herefordshire is fit for future generations".
- 5. Making sure there is a robust, well thought out plan for the future of the Centre is vital to proving to current and potential tenants that the council has a plan for the high street, is a good landlord and wants to make a success of an established retail centre as well as offering a unique platform to local residents, business and community organisations. We define community organisations as "A general term to mean voluntary, community and social enterprise organisations as well as Town and Parish Councils".
- 6. The Centre does not stand alone in the city centre and there are other plans, development proposals and strategies that will be brought together under the current City Masterplan and therefore, an interim management plan is required for the Centre so that is can be effectively managed in the interim until the City Masterplan is adopted.
- 7. The aims of the interim management plan is to encourage people to take part in economic and community life, and to develop capacity within, and connections between, public, private, voluntary and community sectors in order to support economic and social development, the will be underpinned by the following principles:

- Any proposed community lease of a unit must promote social, economic or environmental wellbeing and support the core purpose and corporate outcomes of the council.
- II. The council has a dual role to support the Community Sector but also to act as a steward of publicly owned assets.
- III. That the council will offer support to community groups before, throughout and after the use of a unit via its Talk Community Operational Team
- IV. The council will adopt a transparent corporate process for the use of community units at the Centre which will include a clear point of first contact and clear stages and timescales for each party.
- V. The council will not guarantee 'exclusivity' on a first come first served basis so that it might gain maximum benefit for the local community.
- 8. This document is intended to be an interim management plan subject to the development of a long term City Masterplan.
- The council recognises that it needs to put in place dedicated support going forward in a post-covid world, where our aspirations are unrivalled to develop a community opportunity and reinvigorate our city centre to support and promote local talent and community spirit.
- 10. The aspiration for the Centre to be able to accommodate a community element by offering accommodation to local community and charity groups on a defined basis whilst maintaining a well-run, commercial enterprise that creates a vibrant setting for success. The council will be a landlord of choice across its commercial and investment portfolio.
- 11. The centre will be managed from 1 October 2021 by Hoople Limited which is a Teckal Company owned by the council, Wye Valley Trust and Lincolnshire County Council. A locally based on-site centre team will be established that will be visible, build relationships and ensure the consistent and safe running of the Centre. A centre manager has been recruited and will commence employment on 1 November 2021. The centre management team will also develop and implement a vibrant and full events programme working with local community, arts and business.
- 12. The Interim Management Plan is set out in Appendix A.

Community impact

- 13. The interim management plan provides for a community offer of retail units subject to a business assessment, this is set out in Appendix A which enables the estate to be utilised to promote community activity. Specific areas of the Centre are to be set aside for the leasing of units to community groups and local businesses
- 14. A strong focus of the plan includes an assessment of community benefit that is provided by the letting of the retail units at the Centre. Each community based proposal for the occupation of one of the retail units should be an appropriate, not-for-profit legal entity with a governance structure to ensure effective management of the premises; it should align between the work and objectives of the organisations and the council's own County Plan objectives and if possible provide opportunities for enhancing the

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- capacity of local voluntary and community organisations and empowering them to deliver their objectives
- 15. It should be stated that all community models will include the need for full service charges and rates to be met and that our community village units will be time limited to allow a natural churn of business and opportunity allowing a vibrant offering. The use of corporate economic recovery funds will be optimised where possible to support this process.
- 16. This as a new concept and as such, will steer a course that tests the need, provides a viable solution and regularly reviews the offer to take account of the turbulent times we live in and a post Covid world. The use of the Centre will therefore grow in line with the local requirement and respond to environmental and social economic pressures.

Environmental Impact

The delivery of this plan will seek to minimise any adverse environmental impact and will actively seek opportunities to improve and enhance environmental performance in line with the County Plan and the council's environment policy commitments.

Such measures will be the source of energy supplier for the heating and lighting of common areas and an ongoing assessment of the measures that can be implemented to reduce the carbon footprint of the Centre.

Equality duty

Under section 149 of the Equality Act 2010, the 'general duty' on public authorities is set out as follows:

A public authority must, in the exercise of its functions, have due regard to the need to –

- a) eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under this Act;
- b) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;
- c) foster good relations between persons who share a relevant protected characteristic and persons who do not share it.
- 17. The interim management plan will ensure that the Centre is accessible, inclusive and compliant with relevant legislation.
- 18. The local businesses and community groups that fill the areas that are set aside for their occupation will be required to demonstrate how they support the council in discharging its equality duty and provide social benefit

Resource implications

19. Professional advice confirms that the future of high street is uncertain and it is expected that on a case by case basis rental will go down significantly at break clauses

or via negotiations for new commercial lettings. The council will need to work hard to retain and build a commercial portfolio within the Centre and will do this by becoming a trusted landlord with excellent relationship management via the on-site centre management team and communication. Investment in the Centre to maintain the right environment to drive footfall and interest from tenants will be required, this may involve future capital expenditure based upon professional assessments and reports.

- 20. The Centre is now managed by Hoople Limited who have recruited a new centre manager who will undertake the operational running of the property and advance ideas to increase the activity and vibrancy of the Centre. Overall asset management of the property holding will be undertaken by mandated staff within the council's Property Services. Both Hoople Limited and Property Services staff will work together to ensure the Centre is run effectively and the interim management plan is implemented.
- 21. The implementation of the management plan and the associated decisions will take into consideration the broad remit of ensuring that the Centre remains financially solvent. As such no additional expenditure will be required to implement the plan which is effectively a strategy guiding the use of the asset.

Legal implications

- 22. Legal Services have considered the subsidy control implications of the rent proposals set out in the interim management plan and considers that the proposals are in line with the subsidy control regime. This will be monitored as the subsidy control regime matures.
- 23. There are no other legal implications arising from this report as it relates to the adoption of a management plan which sets a direction and will inform future decisions.

Risk management

24. The following risks and mitigations have been considered:

Risk / opportunity	Mitigation
Traders are finding the post-covid world challenging and therefore a significant risk is the effects of covid on the economy and the consequential retention of tenants or their ability to continue to meet their liabilities.	A standardised approach will be implemented that will allow consideration to be given to the terms offered to tenants given their trading status and financial circumstances.
Existing tenants may not agree with the proposed interim management plan and may vacate units	Through working with the new centre manager the benefits of the interim management plan will be communicated and explained to ensure tenants concerns are addressed.
Competition from other parts of the city centre e.g High Town or the New Market development have an adverse affect on the interim management plan	The interim management plan proposes a mix of tenacies and therefore an environment that is not replicated elsewhere in the city centre, therefore there is no direct competition to the operating model
The Centre becomes insolvent	Ongoing monitoring and review of the financial cash flow via Strategic Partership Board, plus thorough asset management planning will mitigate the risk of insolvency. Access to capital funding for larger replacement works ie: roof will support the model.

Consultees

25. The Cabinet Member for Contracts, Procurement and Assets has been consulted on the interim management plan.

Appendices

Appendix A: Maylord Orchard Centre interim management plan Appendix A(i): Interim Management Zone Plan

Background papers

None identified.



APPENDIX A

MAYLORD ORCHARDS INTERIM MANAGEMENT PLAN

RETAIL UNIT OFFER

It is proposed to manage the Maylord Orchards individual units in three separate ways with the larger estate utilised to promote Council and community activity.

A. Commercial offer

For retail and business opportunity, where there is an established business and product and the tenants are able to enter into a longer lease and more commercial terms. This offer includes identified anchor or cornerstone units that are only for commercial use.

Terms:

- Commercial terms, service charges, insurance contribution and rates.
- Generally longer lease terms to provide certainty on investment.
- Within this category, anchor or cornerstone units will be identified and reserved exclusively for a commercial offer.
- Location: Commercial units will be located across the centre, excluding Gomond Street.

B. Saplings offer

For local community groups and local business who have limited experience of operating a unit of this nature or who wish to promote what they do or market test their product. The offer will aim to support the organisation in the best way.

This offer will be in a fixed location in smaller, more affordable units in a branded village community in Gomond Street.

The offer will include leases on small units for a set period but also tester units that can be applied for on a month term with a fixed fee. Application for the tester units may be via a presentation to a panel but may also be direct.

Terms (Saplings):

- 12 month use of unit in the branded community village area, with break clause.
- Peppercorn rent, 100% service charge, insurance contribution and rates.
- Commitment to minimum 5 day opening and agreed hours.
- Location: The Saplings units will be located in Gomond Street.

Terms (Tester Units):

- A small number of units that offer, by application, a fixed fee for 1 month occupation,
- Location: Tester Units will be located in Gomond Street.

C. Grow In Hereford offer

For local community, arts and culture groups and local business who wish to take on a lease to trade in a retail environment, are more viable, have experience and require, typically 3-6 year leases. The groups will have the ability to provide local, social value towards rental payments. The current projects identified under the Towns Investment Project have been identified as the Skills and Digital Area.

Terms:

- A 3-5 yr lease with stepped rental plan, turnover rental basis or by negotiation.
- The ability to mitigate an element of rental by demonstrating social value. Social Value to be reviewed and assessed at the end of the lease period and prior to a new lease being issued, if applicable.
- 100% service charge, insurance contribution and rates.
- Location: Grow In units will be located across the centre to meet demands of the tenants, excluding cornerstone units and Gomond Street.

Given the current situation around the national retail sector and effects on local business and community post-covid, it should be noted that any approach will need to be flexible and the categories as outlined below offer the basis of an approach subject to unforeseen events and future requirements.

A zone plan has been developed to demonstrate how the categories might work and where cornerstone or anchor units are located. See Appendix A.

In addition, the community offer will include:

Informal offering -

- For smaller community organisations or those not able to commit to a full time unit and regular costs, the occasional use of stalls in organised events.
- Use of High Town market stalls as required on line booking, concessionary terms
- Community information centre

ADDITIONAL PLAN ELEMENTS:

Use of Maylord Orchards by Herefordshire Council and its Partners –

- Where the Council or its Partners wish to utilise units within the centre, the revenue budget to cover the rates, insurance contribution and service charge will need to be identified and charged in full.
- Legal or other documents will be implemented as required.

Use of the Wider Site -

The centre as a whole will be used to promote the Council, as a base for public
consultations and information exchanges and for planned events and activities to
promote local business, community, arts and develop skills and learning.

Residential Accommodation -

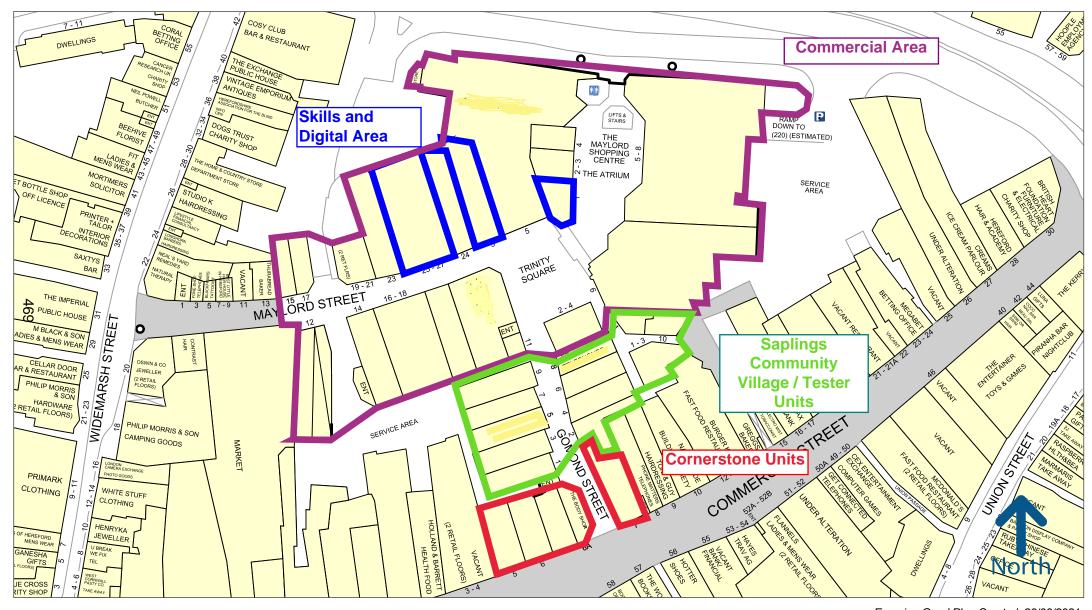
 The Council also recognises the important role that residential accommodation provision plays in the city centre and as a key element to Maylord Orchards.
 Developing and nurturing this aspect will play a part of future management of the site and wider Council aspirations.

This is a short to medium term management plan to test and review the community offer and understand the national implications of a post-covid world. A review of the management plan will be held by September 2023.

Appendix A(i) - Zone Plan











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Experian Goad Plan Created: 26/08/2021 Created By: Montagu Evans



Title of report: Section 106 Portfolio of Works - delivery proposals

Meeting: Cabinet

Meeting date: Thursday 25 November 2021

Report by: Cabinet member finance, corporate services and planning;

Classification

Open

Decision type

Key

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.

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. 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. Notice has been served in accordance with Part 3, Section 9 (Publicity in Connection with Key Decisions) of the Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012.

Wards affected

(All Wards);

Purpose

To obtain approval of the procurement route, new delivery proposals and processes and to put in place appropriate delegation to approve the spend and resources required in connection with the delivery of the Section 106 schemes identified.

Recommendation(s)

That:

- a) Cabinet approves the procurement route and implementation of the new delivery proposals and processes and expenditure of up to £9.3m of Section 106 monies, including resources required, to deliver Section 106 schemes;
- b) Cabinet delegates to the Section 151 Officer to take all operational decisions relating to the above recommendations following consultation with the Cabinet Member for Finance, Corporate Service and Planning, the Cabinet Member for Infrastructure and Transport and the Cabinet Member for Children's and Family Services.

Alternative options

1. Not approve the procurement route and implementation of the new delivery proposals and processes and expenditure of up to £9.3m of Section 106 monies, including resources required, to deliver Section 106 schemes. This is not recommended. As of June 2020 there was £7.6m of unspent Section 106 agreement contribution available to mitigate the impact of building developments on residents affected, this figure increased to £9.3m in July 2021. There is also unspent, received monies of £122k which exceeded the repayment date for the Section 106 agreement. There is now an urgency to deliver schemes for communities.

Key considerations

Background

- 2. Section 106 agreements are legally binding obligations between Herefordshire Council as the local planning authority and developers under Section 106 of Town and Country Planning Act 1990. The purpose of Section 106 Agreements is to make acceptable development which would otherwise be unacceptable in planning terms. The planning obligation within the Section 106 agreement may comprise of a financial contribution, for example, contributions towards infrastructure or schools.
- 3. The Section 106 legal agreement is ancillary to planning permission granted for a development and where applicable specifies the amount of the financial contribution secured to be secured by the local planning authority in accordance with planning policy and specify the purpose of the financial contribution. In many cases the Section 106 monies must be spent in close proximity to the development site to mitigate the impact of development. The Section 106 agreement may also specify the time period within which the Section 106 monies must be spent by the Local Authority. If this time period expires the Local Authority may be required to return any unspent or uncommitted parts of the Section 106 monies in whole or part to the developer.
- 4. Herefordshire Council's approach to Section 106 is set out in its Planning Obligations Supplementary Planning Document (SPD) and is designed to meet the relevant

- objectives of the Core Strategy and the other relevant strategies to support the significant increase in population and employment.
- 5. The Economy and Place Directorate has Section 106 delivery processes mapped out for Sports, Play, Public Realm and Flood. The Directorate has £6.2m of unspent Section 106 contributions, £4,2m of which is in Highways and Transport.
- 6. The Children and Families Directorate has a policy in place for the "use of and determination of projects for Section 106 funding", but has £2.9m of unspent Section 106 contributions.
- 7. In February 2021, SWAP Internal Audit Services issued a report on Section 106 Agreements. The purpose of the audit was to verify there was adequate Council oversight of funding received from developers and that Section 106 agreements were discharged as agreed. This key issues identified were:
 - a. Management Board require more comprehensive reporting to enable informed decisions to promote the expenditure and maximise the benefits to residents.
 - b. Governance is not consistently applied to approve contribution expenditure.
 - c. Inconsistences were identified between the spreadsheets recording the Section 106 information.

Section 106 Procurement route and new delivery proposals

- 8. For Highways and Transportation Section 106 agreements, some professional services where necessary may be procured via the Public Realm contract.
- 9. For any other Section 106 agreements, where necessary these will be procured externally via the Midlands Highways Alliance Professional Services Partnership 3 (PSP3) Framework or the North West Construction Hub Professional Services Framework as appropriate for professional services to manage the programmes of works and meet the tight timescales to commence development and delivery of the Section 106 schemes.
- 10. The Midlands Highways Alliance PSP3 Framework aims 'to help highway authorities improve highway services in the Midlands area and help them deliver efficiency savings' and includes all services required for the execution of the design and supervision of highway, civil and municipal engineering works.
- 11. The Frameworks objectives are:
 - a. To establish and develop collaborative procurement frameworks to secure the delivery of highway schemes;
 - b. To establish, implement and develop a continuous improvement model for highway term contracts to achieve convergence to best practices;

- To establish and develop other collaborations for highway activities, such as the procurement of commodities and professional services, as agreed by the MHA members; and
- d. To embed partnering principles and construction best practise in all its work and throughout the supply chains.
- 12. The North West Construction Hub Professional Services Framework is a fully compliant framework established by public sector partners providing a comprehensive consultancy service offer.
- 13. The Framework provides:
 - Rapid access to market leading multi-disciplinary consultants through OJEU compliant procurement;
 - b. Challenging social value targets that can be tailored;
 - c. No direct fee to use the framework;
 - d. End to end support with a fully managed and quality assured process;
 - e. Unrestricted limit on value of works that can be appointed;
 - f. Collaborative approach from consultant partners.
- 14. These procurement routes are in line with Herefordshire Council's Contract Procurement Rules and will enable an award to be made for the commencement of the contract in December 2021.
- 15. The specification for the new delivery proposals and processes will cover:
 - developing the programme, including acceptance of the Section 106 programme including, projects not yet commenced and projects that have been designed in preparation for tender and construction;
 - revenue implications for each individual scheme;
 - consultation/liaison with local members/parish councils/schools;
 - preparing programme for tender;
 - leading on relevant scheme consultation;
 - recommending suitable procurement routes;
 - drafting and managing ITT's, including tender development, contract development (Legal Services), tender evaluation and award;
 - managing the subsequent contract/s, through to completion of the works, (including clerk of works/quantity surveyor etc).
- 16. A further decision will be presented to Cabinet at a future date which will outline the Council's new policy and procedure to spend Section 106 monies in the future to ensure that it is spent in an efficient and timely manner.

Community impact

- 17. Section 106 monies assist in mitigating the impact of new developments on existing facilities and infrastructure. The approval of the procurement route and new delivery proposals and processes will ensure the monies are spent efficiently and effectively and will also have a positive impact on contributing towards local and regional strategy priorities, targets and legislation.
- 18. The County Plan (2020-24) priorities are:
 - a Protect and enhance our environment and keep Herefordshire a great place to live
 - b Minimise waste and increase reuse, repair and recycling
 - c Build understanding and support for sustainable living
 - d Invest in low carbon projects
 - f Support the an economy which builds on the county's strengths and resources;
 - h Develop environmentally sound infrastructure that attracts investment
 - i Support an economy which builds on the county's strengths and resources and spend public money in the local economy wherever possible.

Environmental Impact

- 19. Herefordshire Council provides and purchases a wide range of services for the people of Herefordshire. Together with partner organisations in the private, public and voluntary sectors we share a strong commitment to improving our environmental sustainability, achieving carbon neutrality and to protect and enhance Herefordshire's outstanding natural environment.
- 20. The planning obligations sought through Section 106 are an important mechanism to mitigate the impact of new developments, this includes environmental impact and sustainability.
- 21. Contributions for example, can assist in allowing for the needs of walking and cycling, as well as enhancements to public transport all of which can contribute to a reduction in carbon emissions and improvement in air quality.

Equality duty

22. Under section 149 of the Equality Act 2010, the 'general duty' on public authorities is set out as follows

A public authority must, in the exercise of its functions, have due regard to the need to

- a) eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under this Act;
- b) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;

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- c) foster good relations between persons who share a relevant protected characteristic and persons who do not share it.
- 23. The public sector equality duty (specific duty) requires us to consider how we can positively contribute to the advancement of equality and good relations, and demonstrate that we are paying 'due regard' in our decision making in the design of policies and in the delivery of services. Our providers will be made aware of their contractual requirements in regards to equality legislation.

Resource implications

24. Two temporary Senior Project Managers (for up to 12 months) will be recruited to assist in developing and delivering the Section 106 Works Programmes. These will be funded from Section 106 monies and it is anticipated they will commence November/December 2021.

25. Tasks will include:

- Reviewing and allocating Section 106 monies in line with current strategies/polices;
- Undertaking initial consultation/liaison with local members/parish councils/schools, etc;
- Contract managing, liaising and coordinating with the successful bidder for professional services to manage the Section 106 programmes of works, including, leading on the tender development, contract development, evaluation, award, management of contracts (consultants, designers, contractors), etc for Highways, Education and Off Site Play.
- Project management of the Flood, Sports, Public Realm and all other schemes categories from development to delivery.
- Ensuring <u>all</u> Section106 projects (revenue and capital) are managed in line with Herefordshire Council processes, e.g. Verto, Governance, Contract Procedure Rules, Financial Procedure Rules, etc.
- 26. Further resources will be identified as required through the programme lifecycle to support delivery.
- 27. There may be additional resource implications required for Herefordshire Council to discharge its statutory functions as the Highway Authority. These will be quantified and reported upon receipt /identification of the detailed works programmes from the Project Managers.
- 28. There are no direct financial implications on the council's budget arising from the recommendations. However, schemes may be identified where there is not sufficient Section 106 funds available.
- 29. There is currently £9.3m to spend in the Section 106 Portfolio. It is proposed to programme this spend over a 3 year programme, but is dependent on the outcome of the work undertaken by the Senior Project Managers and Professional Services Consultants.

Financial obligation/gain type category	Capital (amount £)	Revenue (amount £)
Highways/Transport	4,195,549	49,166
Education	2,890,933	-
Off site play and open space	567,912	221,686
Floods	585,945	-
Sports	248,030	40,490
Public Realm	109,913	-
Recycling and Waste	1,624	92,180
CCTV	28,144	-
Libraries	11,430	15,059
Biodiversity	-	5,000
Public Art		1,020
Monitoring (s.106 Officers)	32,645	5,181
Primary Care/CCG	138,435	-
Wye Valley Trust		5,108
Total	8,810,560	434,890

Legal implications

The Legal Background S106 Agreements

- 30. Planning obligations under Section 106 of the Town and Country Planning Act 1990 (as amended), commonly known as s106 agreements, are a mechanism which make a development proposal acceptable in planning terms, that would not otherwise be acceptable. They are focused on site specific mitigation of the impact of development. Section 106 agreements may secure financial contributions to provide infrastructure or affordable housing. However these are not the only uses for a Section 106 and an obligation may for example, restrict the development or use of the land in any specified way or require specified operations or activities to be carried out in, on, under or over the land require the land to be used in any specified way
- 31. Where the Section 106 Agreement seeks to secure a financial contribution the amount of the financial contribution secured will be specified together with the purpose for which the monies are to be used in the agreement
- 32. The Section 106 agreement may also specify the time period within which the Section 106 monies must be either be spent or committed by the Local Authority. If this time period expires the Local Authority may be required to return any unspent or uncommitted parts of the Section106 monies in whole or part to the developer

The Procurement route and implementation of the new delivery proposals and processes, including resources required, to deliver Section 106 schemes:

- 33. The use of either the Midlands Highways Alliance Professional Services Partnership 3 (PSP3) Framework or the North West Construction Hub Professional Services Framework would be in accordance with the council's Contract Procedure Rules. Any contract awarded will have a maximum duration of five (5) years.
- 34. The council has the power to enter into the proposed contracts under section 111 of the Local Government Act 1972 which allows the council to do anything which is considered to facilitate the discharge of its functions.

Risk management

- 35. There is a reputational risk to the council if the Section 106 monies are not spent efficiently and effectively. This will also have a direct impact on communities and their environment as Section 106 monies mitigate the impact of new developments.
- 36. There is a financial risk as time constraints are written into the Section 106 agreements that if the monetary contributions are not spent within a certain period of time after it has been provided for that particular purpose, then the person/company making the payment is entitled to have it repaid and in some cases with interest. Currently there is £122k of Section 106 monies expired and schemes not commenced and are therefore at risk of return to the developers.

37.

Risk / opportunity	Mitigation
Procurement route and implementation of new delivery proposals and processes not approved.	Complete futher work to ensure acceptable delivery proposals and processes are arrived at. Complete further briefing with key stakeholders and hold more workshops.
Schemes may be identified where there are not sufficient Section 106 funds.	Seek to identify additional funds from alternative sources, i.e. grants, capital and revenue budgets.

Consultees

- 38. Political group consultation has been undertaken to support this decision paper. Comments received are as follows:
- 39. Cllr. Louis Stark: -

"I have no quarrel with having appropriate systems and procurement processes in place that ensure we spend the S106 monies we receive in an effective and timely matter. The problem for me is that ward members do not have sufficient oversight and say on what developers should contribute to when it comes to local physical and social infrastructure. So, there is a planning gap between the number of new developments allowed and town and parishes ability to ensure the impact of these developments produce an appropriate range of S106 funding to ensure our physical and social infrastructure can cope. This is not happening in Ross, nor will your planned and necessary improvements deliver that for us".

Appendices

None

Background papers

None

Report Reviewers Used for appraising this report:

Governance	Kate Charlton, Interim Head of Legal Services	17/11/21
Finance	Karen Morris, Strategic Capital Finance Manager	03/11/21
Legal	Alice McAlpine, Senior Lawyer	02/11/21
	Sharon Bennett-Matthews, Head of Law and Legal Business Partner	17/11/21
Communications	Luenne Featherstone, Strategic Communications Manager	05/11/21
Equality Duty	Carol Trachonitis, Head of Information Compliance	02/11/21
Risk	Paul Harris, Head of Corporate Performance	02/11/21
Procurement	Mark Cage, Commercial Services Manager	01/11/21
Approved by	Claire Ward, Solicitor to the Council Date	17/11/2021