

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.				
Recommendation 1	<p>The council adopts the three priorities of TREATING WASTE AS A RESOURCE, PRIORITISING PUBLIC ACCEPTANCE and MAXIMISING REUSE as corporate priorities for waste management.</p> <p>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.</p>			
Executive Response	<p>Accepted The executive accepts the importance of the three priorities identified however recognise that there may be a conflict between these which will be further considered through the Waste Management Strategy (WMS) and future service design following Cabinet decision in April 2021.</p>			
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 2	<p>The council allocates resource to prevent waste from households, restricting residual capacity and investing in waste prevention campaigns and home & community composting initiatives.</p> <p>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.</p>			

	<p>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.</p> <p>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.</p> <p>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</p>			
Executive Response	<p>Accepted.</p> <p>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.</p> <p>The restriction of residual waste has already been included as a service option within the public consultation.</p> <p>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.</p>			
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

Recommendation 3	<p>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.</p> <p>Reason</p>
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	<p>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.</p> <p>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.</p> <p>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:</p> <ul style="list-style-type: none"> • 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.			
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 4	<p>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.</p> <p>Reason</p> <p>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</p>
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	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.			
Executive Response	Accepted The council is strongly committed to the waste hierarchy and minimising waste and 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 5	<p>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.</p> <p>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.</p>
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	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.			
Executive Response	Accepted Public consultation has been carried out and Equality Impact Assessment will be included 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	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. Reason 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.			
Executive Response	Accepted As set out in the response to recommendation 18, this executive 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.			
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 considerations when designing future services	BB / NP	Jan 2022	Dedicated items included within service specification for future contracts	
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Recommendation 7	<p>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.</p> <p>Reason</p> <p>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.</p> <p>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.</p> <p>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</p>			
Executive Response	<p>Accepted, in part</p> <p>The council recognises that direct reuse opportunities are currently limited through existing contracts. Negotiations under existing disposal contract to increase reuse at HRCs could be lengthy.</p>			
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 8	<p>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.</p> <p>Reason</p> <p>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.</p> <p>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.</p> <p>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.</p>			
Executive Response	<p>Accept, in part</p> <p>Whilst the Council currently includes the carbon emissions from the waste collection service within the scope of the organisational carbon footprint, as waste creation and associated carbon emissions from waste disposal are the consequence of domestic properties and businesses these emissions are considered within the countywide carbon emission target.</p>			
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 Declaration.			specification for future contracts	
The outcome and recommendations of the carbon assessment within the Frith report will be considered as part of the service options appraisal	BB / NP	Apr 2021	Reference and inclusion within Cabinet report	

Recommendation 9	<p>Ensure the service contributes, meets or exceeds the objectives set out in the council's developing Corporate Social Value Framework.</p> <p>Reason</p> <p>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.</p> <p>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.</p> <p>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.</p>			
Executive Response	Accepted			
Action	Owner	By When	Target/Success Criteria	Progress
Procurement of new services will be undertaken to incorporate the Council's new Corporate Social Value Framework.	BB / NP	Jan 2023	Criteria included within service specification for future contracts	

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.	
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Recommendation 10	<p>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.</p> <p>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.</p>			
Executive Response	<p>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</p>			
Action	Owner	By When	Target/Success Criteria	Progress
Conduct business consultation to seek businesses views on commercial HRC's and commercial food waste collection service	BB / NP	Mar 2021	Consultation results published	Draft consultation report produced
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

Recommendation 11	<p>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.</p> <p>Reason</p> <p>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.</p> <p>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.</p>			
Executive Response	<p>Accepted</p> <p>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.</p>			
Action	Owner	By When	Target/Success Criteria	Progress
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 12	<p>The council will ensure flexibility during the design and provision of the service so that changes can be more easily made to accommodate requirements.</p> <p>Reason</p> <p>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.</p> <p>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</p>			
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	<p>collection service. This could include avoiding long contracts that restrict the council to any particular approach for an extended period of time.</p> <p>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.</p>			
Executive Response	<p>Accepted, in part</p> <p>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.</p> <p>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.</p>			
Action	Owner	By When	Target/Success Criteria	Progress
Explore options available to provide flexible services within service specification and procurement	BB / NP	Jan 2022	Options report for procurement to allow flexibility produced	
Include flexibility or multiple options as requirement in service design	BB / NP	Jan 2022	Criteria included within service specification for future contracts, as informed by options report.	

Recommendation 13	<p>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.</p> <p>Reason</p> <p>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.</p>
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	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	
Conduct public consultation including options 2 and 3 in addition to a separate business consultation	BB / NP	Mar 2021	Consultation results published	Draft consultation report produced	

Recommendation 14	<p>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</p> <ol style="list-style-type: none"> 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: <ol style="list-style-type: none"> 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).
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	<p>7. The same opportunities provided for householders for recycling will be offered to commercial (trade waste) customers at a charge</p> <p>8. Social value will be maximised through re-use initiatives, education and training.</p> <p>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).</p>			
Executive Response	<p>Accepted This recommendation summarises many of the other recommendations where we have recognised the importance of including specific aspects within service design.</p>			
Action	Owner	By When	Target/Success Criteria	Progress
Consideration will be given within the future service design and service specification. This will also be informed by the current public consultation exercise.	BB / NP	Jan 2022	Criteria included within service specification for future contracts	

Recommendation 15	<p>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.</p> <p>Reason</p> <p>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:</p> <ul style="list-style-type: none"> <input type="checkbox"/> 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:- <input type="checkbox"/> 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.
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	<input type="checkbox"/> 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 Response	Accepted 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 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
Commission technical 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	Owner	By When	Target/Success Criteria	Progress
Conduct soft market testing	BB / NP	June 21	Report produced	This work package is due to be undertake shortly in partnership with Worcestershire County Council.

Recommendation 17	<p>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.</p> <p>Reason</p> <p>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.</p> <p>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).</p> <p>Any excess tonnage capacity created from increased recycling should be sold to generate commercial revenue for the two councils.</p>			
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	<p>Waste Management Team is augmented with required staff and resource to plan, commission and implement new services and manage our new arrangements.</p> <p>Reason</p>			
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	<p>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.</p> <p>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.</p> <p>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.</p>			
Executive Response	<p>Accepted</p> <p>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.</p>			
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 19	<p>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.</p> <p>Reason</p>
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	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	Accepted 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 future.				
Action	Owner	By When	Target/Success 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	BB / NP	Apr 2021	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 consultation introduction				
Action	Owner	By When	Target/Success Criteria	Progress	
Complete – part of current consultation exercise				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 Response	Accepted 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 post	BB / NP	May 2021	Work programme outlined	

Recommendation 22	Asking that the reuse of waste is brought forward as quickly as possible at our local household recycling centres			
Executive Response	Accepted 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 Criteria	Progress
Waste Strategy Officer to conduct review of HRCs including possibilities for increasing reuse across sites	NP		Review report produced	Increasing reuse raised at Waste Disposal Contract meeting in March 2021

Recommendation 23	That the Task and Finish group report is shared with Defra.			
Executive Response	Accepted			
Action	Owner	By When	Target/Success Criteria	Progress

T&F group report to be sent to DEFRA	BB	Feb 2021	Report emailed to DEFRA	Completed
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