

# **Title of report: Executive response to General Scrutiny Recommendations Regarding the Waste Management Strategic Task and Finish Group Review**

**Decision maker: Cabinet member commissioning, procurement and assets**

**Decision date: Friday, 16 July 2021**

**Report by: Waste operations team leader**

## **Classification**

Open

## **Decision type**

Non-key

## **Wards affected**

(All Wards);

## **Purpose**

To approve the executive response to recommendations made by general scrutiny committee regarding the Waste Management Strategic Review.

On 26 April the General Scrutiny committee made a further 7 recommendations after reviewing the executive response to the initial 23 recommendations in the Waste Management Strategic Review.

## **Recommendation(s)**

That:

- a) **The response to the General Scrutiny committee's additional 7 recommendations regarding the task and finish group review concerning the Waste Management Strategic Review, as attached at appendix 1 is approved.**

## **Alternative options**

1. None proposed; it is a statutory requirement to provide a response to recommendations made by general scrutiny committee. It is open to the executive to accept, partially accept or reject a recommendation from scrutiny committee, should a recommendation not be accepted an explanation should be provided.

## Key considerations

2. In September 2020 the council's waste management task and finish group presented a report to the council's general scrutiny committee outlining the work that had reviewed the future of waste management options for Herefordshire. The report can be seen in appendix 2.
3. At the General Scrutiny meeting held on 28 September 2020, 4 additional recommendations were included.
4. On 22 April 2021 the executive responded to the review setting out a response to each recommendation.
5. The full executive response is available here:  
<https://councillors.herefordshire.gov.uk/ieDecisionDetails.aspx?ID=7849>
6. On 26 April 2021 the General Scrutiny committee made a further 7 recommendations to the executive.
7. On 5 February 2021 the Cabinet member commissioning, procurement and assets approved a resourcing plan to take forward and implement the waste management review. This decision was informed by the recommendations of the task and finish group and allocated £821,000 from the dedicated waste reserve. The decision report can be viewed here:
  - <https://councillors.herefordshire.gov.uk/ieDecisionDetails.aspx?ID=7589>
8. Resource Futures have been commissioned to develop a new Integrated Waste Management Strategy.
9. On 7 June 2021 the resourcing plan recruitment process was stopped following the appointment of a new Senior Project Lead and the decision to externally appoint a Programme Director to review the council's Waste Management Strategy. The Programme Director will review the resource requirement to deliver on the objectives of a new strategy and an external agency will be commissioned to deliver the communications work required.
10. A communications agency will be commissioned to plan and deliver all relevant communications for the promotion of the new Integrated Waste Management Strategy and new services implementation. The commissioning of this is anticipated to Summer 2021, will be supported by the Corporate Services Team and will be undertaken in line with the council's contract procedure rules.

## Community impact

11. In accordance with the adopted code of corporate governance, Herefordshire 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.

12. The executive response to the report supports the County Plan (2020-24) priorities:
  - 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 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**

13. 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.
14. A key objective of the waste task and finish group was to ensure the council's future waste management services reflect the ambition set out in the declaration of a Climate and Ecological Emergency.
15. Further consideration to minimise the environmental impact of the county's resource management will be integral to the Integrated Waste Management Strategy and subsequent service designs. Future commissioning will include appropriate requirements on the contractor/delivery partner to minimise waste, increase reuse, reduce energy and carbon emissions and maximise recycling. This will be managed and reported through the future contract management arrangements.

## **Equality duty**

16. 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 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. For the recommendations that related to back office functions, we do not believe that it will have an impact on our equality duty. Where the recommendations relate to our providers they will be made aware of their contractual requirements in regards to equality legislation.
18. If approved by the executive, a further decision will be taken by Cabinet on the developed Integrated Waste Management Strategy therefore due regard will need to be given to the public sector equality duty within this report.

## **Resource implications**

19. On 5 February 2021 the Cabinet member commissioning, procurement and assets approved a resourcing plan to take forward and implement the waste management review. This decision was informed by the recommendations of the task and finish group and allocated £821,000 from the dedicated waste reserve. The decision report can be viewed here:
- <https://councillors.herefordshire.gov.uk/ieDecisionDetails.aspx?ID=7589>
20. On 7 June 2021 the resourcing plan recruitment process was stopped following the appointment of a new Senior Project Lead and the decision to externally appoint a Programme Director to review the council's Waste Management Strategy. The Programme Director will review the resource requirement to deliver on the objectives of a new strategy and an external agency will be commissioned to deliver the communications work required.
21. Where there are additional cost implications as a result of the new recommendations they have been identified in the table below. All other actions will be met from existing budgets.
22. Where further decisions are required upon completion of the recommendations, these decisions will consider any resource requirements in future reports.
23. Existing resources within the Waste Management Team have been reduced therefore the possibilities for carrying out additional work within the existing contracts and under current circumstances are limited.

<b>Recommendation Number</b>	<b>Recommendation regards</b>	<b>Resource Implication</b>
<b>a</b>	The executive's review of link between collection and disposal be welcomed	Externally sourced Programme Director to be appointed.
<b>b</b>	A unified waste strategy be drawn up by the executive with an aim to provide an end to end waste service for residents spanning from repair and reuse right through to collection and disposal	Expenditure up to the value of £821,000 to fund temporary staff, technical expertise and future joint working opportunities allocated from the waste reserve.
<b>c</b>	There be greater clarity as to what happens to recycled waste generated within the County	External agency to be commissioned to deliver communications.
<b>d</b>	There be greater information and clarity as to what happens to all waste generated within the County	Expenditure up to the value of £821,000 to fund temporary staff, technical expertise and future joint working opportunities allocated from the waste reserve.
<b>e</b>	Any new contract should maximise the scope to reduce waste to landfill	Options appraisal to outline costs associated with disposal.  Expenditure up to the value of £821,000 to fund temporary staff, technical expertise and future joint working opportunities allocated from the waste reserve.
<b>f</b>	The executive explores options for disposal of waste likely to cause nuisance because of smell or other potential nuisance/hazard	Initial research to be carried out by Waste Management Team within existing resource but full options appraisal for disposal will be necessary.  Expenditure up to the value of £821,000 to fund temporary staff, technical expertise and future joint working opportunities allocated from the waste reserve.
<b>g</b>	(22) the executive be encouraged to explore the opportunity for the public to reuse material from HRCs on existing sites and elsewhere and via the website	Actions outlined will be delivered within existing capacity.

## Legal implications

24. There are no legal implications arising from this report which need to be brought to the attention of the Cabinet Member.

## Risk management

25. There are no risks associated with agreeing the content of this report as the Executive response provides information and indicates how the work is being taken forward.

## **Consultees**

26. None

## **Appendices**

Appendix 1 - Executive response to the further 7 recommendations from General Scrutiny Committee following the initial Executive response to the Waste Management Strategic Task and Finish Group Review.

Appendix 2 - General Scrutiny Committee Task and Finish Group report – waste management strategic review

## **Background papers**

None identified