



Policy, Finance and Development Committee	Tuesday, 30 April 2024	Matter for Information and Decision
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Report Title: **Waste Transformation Implementation**

Report Author(s): **Ben Wilson (Corporate Project, System & IT Manager)**

Purpose of Report:	The Council is committed to providing a cost-effective waste service that fulfils legislative obligations whilst ensuring the long-term financial sustainability of the Council is maintained and offering an efficient collection service to its residents.
Report Summary:	To adopt a new Household Waste and Recycling Kerbside Collection Policy (the Policy), to provide key details on the implementation of the policy and the budgetary information to transform the service model to achieve the £250K saving that was set out in the approved budget for 2024/25 and thereafter.
Recommendation(s):	A. That the 'Household Waste and Recycling Kerbside Collection Policy' described in paragraph 2 and Appendix 1 is approved; B. That the proposed implementation of the policy, and key project dates be noted; C. That Members consider the financial details provided in paragraph 4, review the options in paragraph 5 and approve financial option 'B'; and D. That the capital budget, included in Appendix 3, for implementing the service transformation is approved.
Senior Leadership, Head of Service, Manager, Officer and Other Contact(s):	<p>Teresa Neal (Strategic Director) (0116) 257 2642 teresa.neal@oadby-wigston.gov.uk</p> <p>David Gill (Head of Law and Democracy / Monitoring Officer) (0116) 257 2626 david.gill@oadby-wigston.gov.uk</p> <p>Ben Wilson (Corporate Project, System & IT Manager) (0116) 257 2711 ben.wilson@oadby-wigston.gov.uk</p> <p>Jon Wells (Strategic Manager) (0116) 257 2692 jon.wells@oadby-wigston.gov.uk</p>
Strategic Objectives:	Our Council (SO1) Our Communities (SO2) Our Environment (SO4)
Vision and Values:	"Our Borough - The Place To Be" (Vision) Customer & Community Focused (V1) Proud of Everything We Do (V2) Collaborative & Creative (V3)

	Resourceful & Resilient (V4)
Report Implications:-	
Legal:	There are no implications arising from this report.
Financial:	The implications are as set out at paragraphs 1.4, 1.5 and appendix 3 of this report.
Corporate Risk Management:	Decreasing Financial Resources / Increasing Financial Pressures (CR1) Key Supplier / Partnership Failure (CR2) Reputation Damage (CR4) Regulatory Governance (CR6) Organisational / Transformational Change (CR8)
Equalities and Equalities Assessment (EA):	There are no implications arising from this report.
Human Rights:	There are no implications arising from this report.
Health and Safety:	There are no implications arising from this report.
Statutory Officers' Comments:-	
Head of Paid Service:	The report is satisfactory.
Chief Finance Officer:	The report is satisfactory.
Monitoring Officer:	The report is satisfactory.
Consultees:	None.
Background Papers:	None.
Appendices:	<ol style="list-style-type: none"> 1. Household Waste and Recycling Kerbside Collection Policy 2. Waste Project Timeline 3. Waste Project Budget Sheet

1. Introduction

- 1.1 Under the provisions of the Environmental Protection Act 1990, Oadby & Wigston Borough Council is classed as a Waste Collection Authority, and as such, under section 45(1), has a statutory duty to collect household waste from all domestic properties within the Oadby and Wigston Area. Under section 46(4) of the Act, the Council has specific powers to stipulate the size and type of collection receptacle(s), where the receptacle(s) must be placed for the purpose of collecting and emptying, the substances or articles which may or may not be placed within the receptacle(s) & the frequency of collection(s).
- 1.2 The Council's waste policies are developed in order to provide clarity on the collection service provided, with information on what residents can expect to happen and what they need to do to use the service.
- 1.3 In 2023, a review of the waste service was undertaken, the aim of which was to demonstrate the most cost-effective future delivery model.
- 1.4 Following the review and the ambition to ensure the long-term financial sustainability of the

Council, members approved at Full Council (Feb 2024) that the service would move to an alternate weekly refuse and recycling collection, which brings us in line with all neighbouring district and borough authorities. This report outlines the details of the changes and includes a proposed Policy that sets out how the Council will deliver its refuse and recycling collection services borough wide.

- 1.5 Members should be aware that this report relates to the refuse and recycling collections only and is not seeking to amend or change the garden waste service, the collection of clinical/medical waste, and bulky household, or persistent organic pollutants (POP's) items.
- 1.6 Members should also note that there will be no changes to the collection of refuse and recycling from flats or sheltered schemes (communal waste collection areas), as these will remain weekly collections from the current receptacles and location.
- 1.7 Waste collections that fall on a bank holiday will continue as previously agreed.

2. Household Waste and Recycling Kerbside Collection Policy

- 2.1 The policy is provided at **Appendix 1**.
- 2.2 The aim of this policy is to clearly communicate the services and methods used by the Council in carrying out its duty to collect waste, and to ensure a consistent and fair approach that is understood by both borough residents and council employees.
- 2.3 The content of the policy is determined by key factors including:
 - Financial: Delivering a cost-effective service that considers short term budget ambitions and long-term financial sustainability plans for the Council.
 - Simplicity: Offering a simple solution that is easily understood by residents.
 - Environmental: delivering a service model that supports the reduction of the carbon footprint of the Council.
 - Recycling rates: to continue to allow residents to maximise use of their 240 litre recycling bins to promote the increase of recycling of all suitable items, which would improve the recycling rates for the Council whilst minimising waste that goes to land fill.
 - Legislation: Complies with legislation and the responsibilities of the Council for collecting and disposing of waste.
 - Future proof: The new service model considers the impacts of future waste changes (arising from government policy changes) and the need to have a robust and adaptable operating model for years to come.
 - Health and Safety: the policy allows the Council to ensure collecting, loading and handling of waste is done so in a safe manner and without risk to its staff and residents.
- 2.4 The Policy also provides further clarity on the receptacles that will be used to collect a household's waste and what a resident can do if they require additional capacity. Households will not be able to present refuse or recycling waste outside of the receptacle provided by the Council unless it is flattened and folded cardboard to the side of their recycling bin on their collection day.
- 2.5 Households, as standard, will keep their current receptacles for the collection of their refuse and recycling waste. This, for the vast majority of the borough, is a 140 litre refuse bin and a 240 litre recycling bin. There are exceptions to this, where some households opted for a

140 litre recycling bin (at the time we transitioned from bags to bins) and this was mainly due to not having space for a 240L bin on their premises or having low occupancy in the household.

- 2.6 A household can opt for the XL collection service, which is a larger refuse bin (or a larger recycling bin if they have the smaller 140 litre bin) but a household will need to complete an online form or contact customer services where they will need to pay the bin swap fee which will mean their current bin will be swapped to the larger bin prior to the new service commencing.
- 2.7 All households that want to swap a bin will need to pay the fee as standard. The only exception to this will be where a resident is liaising with the council regarding additional support due to their financial difficulties. In these circumstances a member of the Senior Leadership Team will be able to reduce or waive the fee. It will be the responsibility of the resident to provide evidence of their financial difficulties and they must be getting further support from the Councils 'Financial Inclusion Officer' or other relevant monetary advice service that is helping them in improving their financial position. The fee will only be waived in cases of extreme financial hardship to ensure a fair and transparent approach to the bin swaps for the whole borough.
- 2.8 Where a household has excessive medical waste, the fee can also be reduced or waived by a member of the Senior Leadership Team. This will be on a case-by-case basis and the household must demonstrate in written format (on official documentation), that they will be producing excessive medical waste. The Senior Leadership Team have discretion to refuse applications if the evidence is not provided.
- 2.9 Purchasing a larger bin will be open for residents during a set period defined within the project plan. This ordering window will need to close to ensure the Council has enough time to swap out the old bin for the new one. These swaps will be done as near as possible to the new alternate weekly service starting.
- 2.10 Once the new alternate weekly service commences, the ordering of a larger bin will reopen for residents that may require the additional capacity for collection.

3. Project Implementation Phase

- 3.1 To fulfil the expected savings, presented to members via the sustainability plan, the implementation of the new service model is due to be undertaken throughout the summer of 2024 with the new service commencing from September 2024. This is a challenging timescale but needs to happen to provide the Council with a half yearly saving for the 2024/25 budget, and further saving each year thereafter on fuel, number of staff required and reduction of vehicles and their maintenance.
- 3.2 The council has identified a relevant project team to successfully manage the project and work is underway to complete the transition within the agreed timeframe.
- 3.3 Appendix 2 confirms the timeline of key project milestones. There is a full communication plan that will operate in tandem with the project to ensure residents are fully kept abreast of changes and impacts to their waste collection service are clearly communicated to them before the new service begins.
- 3.4 A members advisory group will be established to support the project. The group will meet on a monthly basis to focus on the key communication elements of the project.
- 3.5 To ensure the routes taken by the vehicles to collect waste from each household and dispose of the waste at the suitable point is optimised, the Council has sought assistance

from a reputable organisation that specialises in waste collection route optimisation. They will be undertaking a review of the current collection routes, looking for efficiencies and cost savings to ensure the service model is robust and cost effective where fuel consumption, wear and tear on the vehicles and the amount of staff needed to fulfil the service are all reduced, that supports key corporate priorities of the organisation.

- 3.6 With the expectation of reducing the travelled distance and in turn, reducing fuel usage, this will also help towards other corporate initiatives that are trying to lower the carbon footprint of the organisation and the emissions of the Councils fleet.
- 3.7 To maximise the benefits of the route optimisation, it is expected that some households may have their collection day changed. This will be communicated with households at the relevant point in advance of the new service provision starting.
- 3.8 All refuse and recycling collections will be the same weekday, but alternate week to week. For example, if Monday was a households collection day, they would have a refuse collection on a Monday, a recycling collection the following Monday, a refuse collection the following Monday, a recycling collection the following Monday, so on and so forth.
- 3.9 Garden waste collections will remain fortnightly, and they will be the same collection day as other waste collections.
- 3.10 All assisted collections will remain in place to support residents with additional physical needs.

4. Project Implementation Costs/Budget/Income

- 4.1 **Appendix 3** confirms the expected project transition costs.
- 4.2 To successfully transition all of the households within the borough to the new cost-effective service model, this will require written communication to each household on 2 separate occasions. The first letter will contain information relating to the service change and give advance notice. It will also include how residents can move to a larger bin if they wish. The second letter will include their new collection day information.
- 4.3 For each larger bin purchased by a household, the Council will need to purchase the bin that will be provided to them. There will be minimum stock kept in reserve due to the high cost of purchasing each bin.
- 4.4 For each larger bin purchased by a household, the Council will need to deliver the new bin, collect their old bin and dispose of their old bin which incurs administrative systems and resource costs too.
- 4.5 To support with the transition from a customer relationship perspective, the Council will require 2 interim staff members to answer calls, respond to written enquiries, run relevant reports and support the administration of the project. This is likely to be a formal recruitment where the successful candidates will be offered fix term contracts. Where no suitable candidates are found, it may be necessary to seek temporary staff from a recruitment agency however every effort will be made to not use an agency. This will be the last resort due to being a more costly way to have resource.
- 4.6 The route optimisation works due to be carried out by a third party also carries a fee.
- 4.7 Projects, of this scale and associated risk, should have a suitable budget contingency in place to manage additional expenditure that may be out of the control of the Council. This could be increased charges following formal procuring of services/products, increase in

costs due to supply chain shortages and/or elements that are dictated by other legislation as the project progresses.

- 4.8 For accurate accounting purposes, staffing time of the project group, where they are delivering on this capital project, would be paid through this capital budget rather than the revenue budget.
- 4.9 For each household that wants a larger 240 litre bin, a fee will be taken to purchase that household's new bin, have it delivered to the Depot site, deliver the bin to the relevant property, collect the old bin from the relevant property, dispose of the old bin and the relevant admin costs for completing this swap. The cost of this process for each household will be at least £38.
- 4.10 There is an option to increase the charge to £50 per household for a larger bin which would allow the Council to operate more commercially and assist in working towards the long-term sustainability of the Council.

5. Options

- 5.1 **Option A:** Charge Households £38 for their bin swaps. This amount only covers the purchase of the bin and the associated delivery and basic administration costs of the bin swaps.

All other costs would be paid for through either the revenue budget or capital receipts.

- 5.2 **Option B:** Charge households £50 for their bin swap. This amount will also cover the purchase of the bin and the associated delivery and basic administration costs of the bin swaps.

The £50 also contributes to the full cost of providing the swap service. This includes supporting residents through the change, online enquiry solution, reporting tools, communication tools, website, administration of a waste database, payment charges from 3rd party supplier, and financial income management.

6. Recommendation

- 6.1 Officers' recommendation is **Option B** as this fits with Members and Officers aspirations to be more commercially minded in its business decision making, as set out in the Council's approved Corporate Charging Policy, and to support the long-term financial sustainability of the Council.