
Draft Waste Management Strategy

Committee considering report:	Executive
Date of Committee:	19 September 2024
Portfolio Member:	Councillor Stuart Gourley
Report Author:	Daniel Warne, Waste Manager
Forward Plan Ref:	EX4406

1 Purpose of the Report

- 1.1 The purpose of the report is to seek approval to publish the draft waste management strategy (enclosed at Appendix A) for public consultation.

2 Recommendation

It is recommended that the draft waste management strategy is published for public consultation following potential approval from the Executive on 19 September 2024.

3 Implications and Impact Assessment

Implication	Commentary
Financial:	The strategy contains potential service delivery options which could have significant financial implications as well as other proposals that will only be possible to implement with investment/efficiencies. If relevant projects progress as a result of the acceptance of the waste management strategy, the Council's Project Management Methodology (PMM) process will be used to seek the required additional funding through the budget-setting process.
Human Resource:	<p>There are no direct HR implications as a result of the waste management strategy development. The delivery of the Council's waste collections and management has been outsourced under a 25-year PFI contract.</p> <p>Individual projects may identify HR implications, all of which will be dealt with through the PMM process and any appropriate bids for additional staff resource.</p>

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<p>Legal:</p>	<p>There are no direct Legal implications because of this report. It is however worth noting that Legal input may be required if some of the proposals within the waste management strategy are approved for implementation. This is because the Council may have to confirm compliance with emergency government requirements or undertake contract variation negotiations with the incumbent contractor. Individual projects may identify HR implications, all of which will be dealt with through the PMM process and any appropriate bids for additional staff resource.</p>			
<p>Risk Management:</p>	<p>The main risks identified include:</p> <ul style="list-style-type: none"> • Some initial public resistance if the option(s) selected for implementation involve significant changes which may be deemed to inconvenience householders. This risk is manageable through continued stakeholder engagement, effective communications and mitigation activity as required. • Funding availability could be a challenge for the implementation of significant changes. Separate business case justification will be completed if specific changes and projects are required. • Implementation of selected options within the emerging strategy will require suitable resource availability of Council and contractor staff. 			
<p>Property:</p>	<p>There are no direct property implications because of this report.</p>			
<p>Policy:</p>	<p>The proposal relates to the Council's policy to be Net Zero by 2030.</p> <p>It also links to emerging national Waste and Resource Strategy measures including 'Simpler Recycling', extended producer responsibility (EPR) for packaging, and the deposit return scheme (DRS). It also links to the Emissions Trading Scheme (ETS) which will see energy from waste facilities included within ETS from 2028.</p>			
	<p>Positive</p>	<p>Neutral</p>	<p>Negative</p>	<p>Commentary</p>

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Equalities Impact:				
A Are there any aspects of the proposed decision, including how it is delivered or accessed, that could impact on inequality?		X		This report does not propose decisions with significant equality implications. This will be dealt with on a project-by-project basis through the PMM process to ensure delivery does not have a negative impact on equalities. The upcoming public consultation on the draft waste management strategy is expected to tease out any perceived inequalities that consultees may be aware of.
B Will the proposed decision have an impact upon the lives of people with protected characteristics, including employees and service users?		X		<p>This report does not propose decisions with significant impact on people with protected characteristics.</p> <p>This will need to be dealt with on a project-by-project basis through the PMM process to ensure delivery does not have a negative impact on equalities. The upcoming public consultation on the draft waste management strategy is expected to tease out any potential impacts on people with protected characteristics that consultees may be aware of.</p>
Environmental Impact:	X			The waste management strategy will have a significantly positive impact on the environment as it sets out how we can improve our recycling rate, reduce waste generation by householders, and can help reduce associated carbon emissions.
Health Impact:		X		This proposal is expected to have a neutral impact on health. This will be monitored on a project-by-project basis through the PMM process to ensure delivery does not have a negative impact.
ICT Impact:		X		This will need to be dealt with on a project-by-project basis through the PMM process to ensure delivery does not have a negative impact.

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Digital Services Impact:		X		This will need to be dealt with on a project-by-project basis through the PMM process to ensure delivery does not have a negative impact.
Council Strategy Priorities:	X			<p>Implementation of the waste management strategy will have a positive impact in supporting the Council priority of Tackling the Climate and Ecological Emergency by helping to achieve the Council's Net Zero ambitions.</p> <p>This will be supporting this priority by increasing recycling rates, encouraging waste minimisation and reducing carbon emissions.</p>
Core Business:		X		Not applicable.
Data Impact:		X		At this stage it is not envisaged that there will be any significant data impact associated with the implementation of the waste management strategy.
Consultation and Engagement:	<p>A number of activities have been carried out focused on consultation and engagement, including:</p> <ul style="list-style-type: none"> - Scrutiny Committee 17 July 2024 - Environment Advisory Group (EAG) Open Forum updates - Three workshops with members (held on 6 March 2023, 13 March 2023 and 3 July 2023) to gather feedback and foster dialogue. - A public workshop held with residents (on 23 May 2023) to gain valuable community perspectives. - Planned public consultation in autumn of 2024. 			

4 Executive Summary

- 4.1 The draft waste management strategy seeks to replace the previous strategy which ended in 2022. This new strategy will cover all aspects of waste management services, including household waste collection and management, litter clearance, street cleaning, and the management of abandoned vehicles and fly-tipping. Our goal is to balance continuity of services with enhancements and innovations through to 2032.
- 4.2 The draft strategy aims to improve the Council's waste management performance by increasing recycling rates, reducing waste generation, and minimising carbon emissions. This involves making household waste collection more efficient and promoting public recycling initiatives. Ultimately, the Council will strive to create a more sustainable and environmentally responsible community.
- 4.3 Modelling undertaken by Eunomia Research & Consulting (enclosed in Appendix 1 of Appendix A) suggests that moving to 4-weekly refuse collection will yield the most positive results in term of increased recycling rate, waste minimisation, carbon emissions reduction and financial savings. However, this option will have a greater impact on residents, so it is not being recommended for implementation. The best practicable environmental option was found to be 3-weekly refuse collections, now that separate weekly food waste collections have been successfully implemented across the district. It is recommended that the option of 3-weekly general refuse collections is considered for adoption within the draft waste strategy.
- 4.4 The report seeks authorisation from the Council's Executive to undertake public consultation for 6 weeks commencing 23 September 2024. This consultation will seek resident and stakeholder feedback to inform the finalisation of the strategy

5 Supporting Information

- 5.1 This report is seeking approval to publish the draft waste management strategy (enclosed at Appendix A) for public consultation.
 - 5.2 The need for a new waste management strategy is driven by the expiry of the previous strategy at the end of 2022 and upcoming changes in UK legislation and guidance, as outlined in the UK Government's Resource and Waste Strategy and the Environment Act 2021. These changes will significantly impact some of our waste management services, introducing new requirements for recycling, waste reduction, and collecting specific waste types. Our strategy must comply with these evolving regulatory frameworks while also seizing opportunities for service improvement and innovation. The draft strategy includes options for increasing recycling rates, reducing waste production, and minimising carbon emissions to meet the Council's climate change objectives.
 - 5.3 The development of a new waste strategy offers numerous benefits to the Council and its stakeholders, including:
 - Providing clear strategic framework for the Council's household waste management practices until 2032;
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- Increasing recycling rates and reducing waste production, leading to cost savings and potential revenue from recycled materials;
- Increasing opportunities for effective communications with residents to achieve greater resource efficiency, and to reduce littering and fly-tipping offences;
- Enhancing environmental credentials, improving public perception, and supporting broader sustainability targets; and
- Reducing carbon emissions from waste management activities, contributing to the Council's Net Zero goals.

5.4 The new draft waste strategy will focus on services provided under the Integrated Waste Management Contract (IWMC) such as:

- Household waste collections and treatment;
- Litter clearance and street cleansing; and
- Management of abandoned vehicles and fly-tipping removal.

5.5 Out of scope:

The following items are outside the scope of the emerging draft Waste Management Strategy:

- Provision of commercial waste collections;
- Waste processing by third parties outside the current contract;
- Waste management activities not controlled by the Council;
; and
- Service delivery post-2032.

5.6 To ensure alignment with community needs and expectations, the Council has actively engaged with members and the public. Key engagement activities completed include:

- Three workshops with members (held on 6 March 2023, 13 March 2023, and 3 July 2023) to gather feedback about member priorities and foster dialogue;
- A public workshop (held on 23 May 2023) to better understand community perspectives; and
- Presentation at the Environment Advisory Group (EAG) meeting (on 27 November 2023).
- Attendance of Scrutiny Committee on 17 July 2024.

Upcoming Public Consultation and Strategy Finalisation Process

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- 5.7 To ensure that we capture a comprehensive range of insights and feedback regarding the strategy and its anticipated outcomes, a public consultation exercise on the emerging draft waste management strategy will be undertaken commencing 23 September 2024 for 6 weeks. Our goal is to engage as many stakeholders as practicable and to carefully consider all feedback during the finalisation of our strategy.
- 5.8 During public consultation, we will utilise digital and print platforms to facilitate easy access for community members wishing to provide their input.
- 5.9 All feedback provided will be reviewed and analysed. The Council is committed to a transparent process and will categorise and summarise the feedback to identify common themes, concerns, and suggestions. The draft strategy will be refined where possible to take on board constructive suggestions and address relevant concerns. The final strategy will reflect a detailed understanding of community feedback and demonstrate the commitment to incorporating the public input into our decision-making process.
- 5.10 The updated version of the strategy post-consultation will be brought back to the Council's Executive for approval before finalisation and publication.
- 5.11 Detailed delivery plan will follow the finalisation of the strategy post consultation.

Proposals

- 5.12 The timescale for the Strategy is set out in section 5.14. A finalised waste management strategy document, incorporating public feedback, to be officially adopted by the end of 2024/25. This document will serve as the guiding framework for waste management services up to 2032.

Strategy Development Timeline

- 5.13 The timeline for developing the strategy has been outlined below:

- Procurement of Consultants: (September 2022)
 - Workshops with Members and Residents: (March – July 2023)
 - Production of the First Draft: (July 2023 – June 2024)
 - Corporate, Operations and Executive: (July – September 2024)
 - Public Consultation: (September – November 2024)
 - Final Draft and Strategy Finalisation: (December 2024)
 - Approval by the Executive: February 2025 (estimated)
 - Completion and Review: The final strategy will be formally presented to stakeholders and published. A review mechanism will be established to monitor the implementation of the strategy and its effectiveness, setting the stage for continuous improvement and adaptation.
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6 Other options considered

- 6.1 No other options were considered because developing a new waste strategy is essential to meet legislative requirements, to meet the Council's climate change objectives and to ensure continued service improvement. Without a new strategy, the Council could lack strategic direction in waste management practices, potentially leading to non-compliance with upcoming regulations and missed opportunities for service enhancement and environmental benefits.

7 Conclusion

- 7.1 The development of a new waste strategy is crucial for ensuring that our waste management services remain effective, efficient, and compliant with upcoming legislative requirements. This also is necessary to enable the Council to deliver on its climate change objectives. This strategy not only addresses the immediate need for continuity following the expiration of the previous strategy in 2022 but also sets the foundation for sustainable and innovative practices through 2032.
- 7.2 Through comprehensive engagement with members, the public, and external advisors, we have developed a strategy that is both responsive to community needs and aligned with broader environmental goals. The forthcoming public consultation phase will help to further refine this strategy, ensuring that it benefits from a wide range of perspectives and insights.
- 7.3 The Council's commitment to increasing recycling rates, reducing waste production, and minimising carbon emissions will contribute to operational efficiencies, environmental sustainability, and improved public perception.
- 7.4 The final waste management strategy will provide a clear, actionable framework for waste management services up to 2032, fostering a more sustainable and environmentally responsible community.
- 7.5 In summary, this waste management strategy represents a comprehensive, forward-thinking approach to waste management that prioritises environmental stewardship, community engagement, and continuous improvement within the confines of our current Integrated Waste Management Contract. The Council looks forward to the contributions of all stakeholders in shaping and implementing a strategy that will serve our community well into the future.

8 Appendices

- 8.1 Appendix A – Draft Waste Management Strategy – Attached as a separate document.
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Subject to Call-In:

Yes: No:

The item is due to be referred to Council for final approval

Delays in implementation could have serious financial implications for the Council

Delays in implementation could compromise the Council's position

Considered or reviewed by Scrutiny Commission or associated Committees, Task Groups within preceding six months

Item is Urgent Key Decision

Report is to note only

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