

Report subject	<b>An overview of the government's forthcoming Waste Strategy; impacts and opportunities for BCP Council</b>
Meeting date	24 November 2021
Status	Public Report
Executive summary	<p>April 2020 saw the creation of a fully merged BCP Council waste authority following Local Government Reorganisation in 2019. Since then, significant work has been carried out to align policies and services.</p> <p>The emergence of the Government's Our Waste Our Resources Strategy, associated national consultations and the imminence of the Environment Bill (anticipated Autumn 2021) have highlighted the potential need for significant changes to how current waste services are managed and funded going forward, and will greatly influence the development of a local Waste Strategy for BCP Council. This report summarises the latest consultation themes and outlines the likely impacts for the Council.</p> <p>Supportive waste infrastructure is key to both delivering the Council's statutory waste responsibilities and achieving the most financially advantageous operational and contractual arrangements. Consequently, ahead of 2027, and the tendering of BCP Council's waste disposal contracts, it is prudent to review the Council's waste assets and provision to bring forward business cases to deliver service efficiencies, security and wider transformational ambitions of the organisation. This report seeks approval to use existing grant funding to undertake a comprehensive feasibility review and supporting business cases to identify how best to meet the challenges ahead.</p> <p>For BCP Council to respond to the challenges of the national waste landscape and legally comply with the requirements of the forthcoming Environment Bill, this report identifies a required growth in employee resource to evaluate, deliver and embed the required changes across the conurbation, by the Government's proposed implementation deadline of 2023 through to disposal contract tendering in 2027.</p>
Recommendations	<p><b>It is RECOMMENDED that:</b></p> <p><b>(a) Approves up to £300,000 of an available £6.5m DCLG Waste Infrastructure capital fund, is utilised to undertake</b></p>

	<p>a feasibility study and develop a business case for disposing of, or repurposing existing operational depots across the Council, and building a modern single operational depot to meet future demand.</p> <p>(b) Supports the £260,000 of ongoing revenue funding requested from 2022/23 onwards, to sufficiently resource the Strategic Waste Team within Environment Services to meet statutory requirements.</p> <p>(c) Supports the £176,000 of ongoing revenue funding requested from 2022/23 onwards, to sufficiently resource the Commercial Waste Team within Environment Services to ensure there is no business failure.</p> <p>(d) Notes the £260,000 and £176,000 per annum from 2022/23 onwards will formally be recommended to Council as part of the 2022/23 budget and Medium-Term Financial Plan Update report in February 2022.</p> <p>(e) Approves that, a comprehensive service review of commercial waste services is undertaken to identify priority areas for service growth, likely income contributions and associated resource requirements.</p>
Reason for recommendations	<ol style="list-style-type: none"> <li>1. To establish the feasibility of a single consolidated waste depot for BCP Council. The two main existing depots are not fit for purpose and need substantial investment.</li> <li>2. To explore opportunities for combining depot provisions with other Council services, realising further asset rationalisation efficiencies and improved collaboration. Also, available site search will explore opportunities to address natural burial site shortage.</li> <li>3. To ensure legal compliance with the Government's Environmental Bill, and other relevant legislation, through sufficient staff resource to effectively design, plan, implement and promote the forthcoming service delivery changes.</li> <li>4. To review the future development and rationalisation of existing waste infrastructure (Recycling Centres, transfer stations, ancillary depots) that BCP Council has inherited from the four legacy councils, and ensure legal compliance with the site-specific environmental permits.</li> <li>5. To reduce reliance on agency staff currently utilised to meet commercial waste service demands for weighbridge, office based and operational staff resource.</li> <li>6. Without these further staff resources, current service levels are not sustainable and a reduction in income generation</li> </ol>

	<p>from commercial waste is likely.</p> <p>7. BCP Council commercial waste services currently generate £3.4m of income pa, from 3,000 customers on bin collections, commercial skips, underground bin collections, bulky waste collections and commercial weighbridge transactions. Areas for service expansion have been identified that have the potential to enhance the Council commercial waste offer, and further contribute to the MTFP.</p>
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Wards	Council-wide
Classification	For Decision

## Background – Current Service Provision

1. BCP Council operates household waste collections from 186,870 properties and commercial waste collections from around 3,000 businesses. In 2020/21 71,434 tonnes of refuse, 39,696 tonnes of comingled recycling, 17,449 tonnes of garden waste and 5,357 tonnes of food waste was collected from the kerbside and sent for disposal / recycling / composting. The cost of the collection and disposal of this waste in 2020/21 was £20.2m.
2. The Council's current reuse, recycling and composting rate is 51.3%, exceeding the government's current target of 50% by 2020. This now needs to increase further to meet the potential new government target of 65% by 2035, and meet the Council's carbon reduction ambitions.
3. The Council operates three Recycling Centres, Millhams in Bournemouth, Wilverley Road in Christchurch and Nuffield Road in Poole. Millhams and Nuffield are in-house provision and Wilverley Road is provided under an inherited contract from Dorset Council at a total operating cost of £1.5m. 42,397 tonnes of waste and recycling was collected and disposed of from these three sites in 2020/21, including that from the commercial waste taken across the weighbridges at Millhams and Nuffield, at a net cost of £1.6m.

4. The Recycling Centre at Millhams has had some initial drainage works undertaken following an improvement notice served by the Environment Agency (EA) on Bournemouth Borough Council, but now requires further works to meet EA permit requirements.
5. The Council operates two Waste Transfer Stations used to bulk waste and recycling before onward transportation to treatment facilities. These are located at Nuffield Road, Poole and at Hurn, Christchurch, supported through established operational depots at Southcote Road, Bournemouth, Hatch Pond Road and Cabot Lane, Poole.
6. The Council's strategic waste team also manage and operate the Council's commercial services of around 3,000 customers through its bin collection service, bringing in a gross income of £2.7m. In addition, the Council operates a commercial skip business, underground bin collection service, bulky waste collection service as well as payments for waste tipped over the recycling centre weighbridges, at Millhams and Nuffield. This gives a total gross income for commercial waste operations of £3.4m.
7. The garden waste collection service is also managed by the strategic waste team and has over 51,000 customers bringing in a gross income of £2.4m.

### **National Waste Strategy Key Points**

8. In December 2018, the Government published Our Waste, Our Resources: a Strategy for England. Its aim is to make the UK a world leader in resource efficiency and resource productivity, to increase competitiveness and move away from a linear economy towards a circular economy. The strategy includes ambitions for at least 65% of municipal waste (by weight) to be recycled by 2035, with no more than 10% ending up in landfill and the elimination of food waste to landfill by 2030. BCP Council currently has a recycling rate of 51.3% and diverts 86.69% of household waste from landfill.
9. The national waste performance table below lists the top three performing authorities nationally by household recycling rate and the lower table is a comparison to BCP Council's nearest neighbours statistically, listed in order of household recycling rate (high to low).
10. BCP Council ranks high when recycling rates are compared to our nearest local authority neighbours. The Council's landfill diversion rate is third lowest compared to its nearest neighbours. There is however still a significant gap between BCP Council recycling rate and the top three, all of which are Welsh Local Authorities, who have three or four weekly residual waste collections and weekly recycling collections. Government may as part of its introduction recommend a minimum service standard of alternate weekly collection for residual waste (alongside weekly food waste collection), subject to an assessment of affordability and value for money. It is not in the Council's thinking to move to a three or four weekly residual waste collection arrangement to achieve these targets.
11. The Council will be challenged to meet the new recycling rate target of 65%, as many of the standard recycling services have already been implemented and established and as such will require significant and consistent household engagement and commitment to waste minimisation and recycling.

Table 1 – National waste performance table

Local Authority	Percentage HH waste sent for Reuse, Recycling or Composting	Percentage HH waste sent for dry recycling	HH Landfill Diversion Rate
Ceredigion County Council	70.73%		
Pembrokeshire County Council	69.19%		
Conwy CBC	65.17%		

Bath and North East Somerset Council	59.20%	31.88%	97.00%
Bournemouth, Christchurch and Poole Council	51.27%	30.51%	86.69%
Warrington Borough Council	44.44%	27.88%	96.87%
York City Council	44.13%	26.73%	89.29%
Southend-on-Sea Borough Council	43.70%	24.83%	44.63%
Bedford	40.00%	21.85%	92.47%
North Tyneside Council	36.22%	20.22%	91.47%
Torbay Council	35.46%	25.08%	99.87%
Northumberland	33.42%	19.31%	85.25%
Plymouth City Council	30.57%	25.16%	99.94%
Kirklees MBC	25.04%	14.43%	88.81%

12. In February 2019, Defra launched three waste consultations:

- Consistency in Household and Business Recycling Collections in England.
- Introducing a Deposit Return Scheme for drinks containers (DRS) in England, Wales; Northern Ireland.
- Reforming the UK packaging producer responsibility system. These measures aim to tackle confusion over household recycling and ensure that producers pay the full net costs of collecting and managing packaging waste.

13. In May 2021, Defra launched a second round of the same consultations which BCP Council responded to. The outcomes will feed into the Environment Bill 2021, which will influence how BCP Council must operate waste collections, the materials available for collection via kerbside services and fundamentally how Council waste services are funded going forward. The key themes being consulted on and their impact for BCP Council are summarised as:

### **Theme 1 Consistency in Household and Business Recycling – by 2023**

- Core materials for recycling - plastic film is the only material currently not collected which would be required by 2025/26 –reliant on separation technologies – contractual implications
- Separate weekly food waste collections including flats - BCP Council will need to introduce food waste collection service in Poole and all flats in Bournemouth and Christchurch. A relaunch of the service in all areas would be needed to increase participation

- Free fortnightly garden waste collection up to 240 litres (BCP Council current standard bin size) - Charges may be applied for additional collections or capacity – the Council could potentially see a large increase in uptake from households currently not using the service and overall tonnages collected for disposal
- Separate collections of dry recyclables – the Council will be required to undertake a detailed assessment in order to maintain current comingled recycling services
- Separate recycling collections and food waste collections required from Businesses – the Council could potentially see large increases in commercial waste service demands
- Government is proposing to cover the cost of additional statutory duties (food waste services, free garden waste collections) but applications and modelling will be required, and it may be that additional costs are incurred.

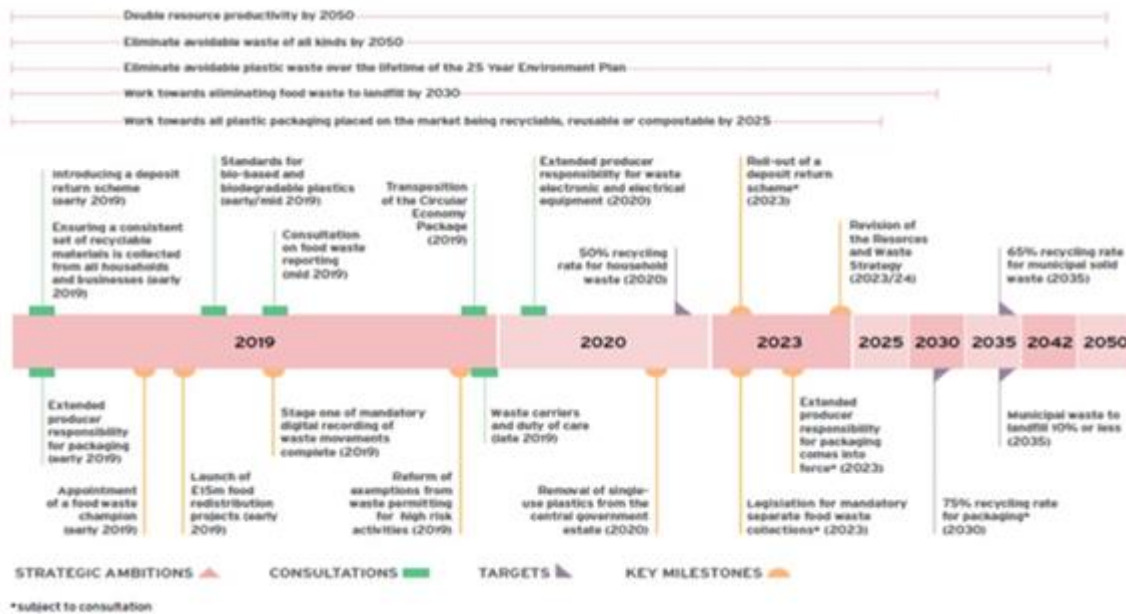
### **Theme 2 Introducing a Deposit Return Scheme (DRS) - by 2024**

- The proposed all-in (23.7b drinks bottles) (20p return) scheme modelled by Defra will significantly alter the waste composition and tonnage available for kerbside recycling collections (90% return in glass, plastic bottles and cans via DRS) resulting in only 7% of DRS containers being collected via kerbside recycling collections
- For the on-the-go option (7.4b drinks bottles), minimal impacts on kerbside collections are anticipated
- Detailed modelling is required to understand likely impacts on BCP collection rounds / fleet requirement. The value of the remaining recycling mix / tonnage needs to be explored with the incumbent disposal contractor

### **Theme 3 Extended Producer Responsibility (EPR) for Packaging – by 2023**

- Cost transferred from public purse to packaging producers to pay local authorities the full net costs of collection, sorting and processing whether packaging is recycled, disposed of in residual stream or littered
  - The emerging framework for payment to local authorities will require ongoing data and reporting to receive payments – payment may also be linked to quality of packaging recycled
  - Detailed modelling is required to understand likely financial impacts for BCP Council. Resource is needed to manage data requirements - compositional analysis, ongoing monitoring, comms campaigns / measures to improve quality
14. As a result of the Environment Bill, there will be a significant increase in the workload required by the Strategic Waste Team in order to develop a new Waste Strategy for BCP Council, including researching and modelling collection methodologies with consideration to technical, environmental and economic impacts, as well as the priorities of residents, and implementing new or amending existing services, as needed, in order to comply with the new regulations.

## 15. Timeline of national waste targets:



## Waste Disposal and Treatment Contracts

- The Government's waste strategy will require changes to existing contracts, or the letting of new contracts to ensure any changes to service delivery can be accommodated.
- BCP Council now manages a net budget of £18 million to dispose and treat the 197,231 tonnes of waste and recycling collected per annum through its kerbside collection and recycling centre services (although over £2 million of this is funded through income from our large commercial waste business). Since the creation of BCP Council, a lot of effort has been put into aligning all existing and new contracts to potentially terminate at the same time in 2027.
- In the year since waste services were amalgamated from the previous four legacy councils, two large treatment contracts have been tendered and let with New Earth Solutions (Canford, Poole) and ECO Composting (Hurn, Christchurch), which have supplemented the existing long-term contract with Viridor Waste Management (who use various facilities nationally including the local facilities). These three large contracts now treat 184,782 tonnes of waste per annum, which is 94% of the waste by weight of BCP Council's total requirements.
- There are sixty-six individual waste streams that are managed, reported and paid through the three large contracts and some smaller supplementary contracts including income contracts for waste sold such as metals, as well as payments by Dorset Council to allow access to BCP Council facilities.
- There is an increasing use of different technologies in treatment solutions and payment terms that are risk share between the private and public sector based on national and worldwide movements in commodity prices. The Strategic Waste team monitor best practice and value for money on an ongoing basis, and work with service providers to find new solutions that are environmentally and financially more advantageous.

21. Waste disposal and treatment contracts are now heavily influenced by the Council's declared Climate Emergency and carbon reduction targets (technology, location etc), and will form a significant tool in transforming how we treat waste post 2027.
22. BCP Council inherited a service contract from Dorset Council that allows a third party to manage the BCP Council owned assets at the Wilverley Road Recycling Centre, and the Hurn Waste Transfer Station in Christchurch. This contract can be terminated in 2024 or extended to 2027. Work has now started to look at the business case to potentially internalise the two sites in 2024 which may then allow for a more radical and transformative solution in 2027. It was apparent from the recent large tender for residual waste, that development of our existing Waste Transfer Facilities would substantially increase the interest from private waste companies in future tenders.
23. Work has now also started to investigate if the 2027 date could also be a trigger for more imaginative outcomes, if we have any shared interests with partners including neighbouring Local Authorities. Dorset Council's waste disposal and treatment contracts can also be terminated in 2027 allowing for potential joint solutions if that would benefit both parties.

### Existing Waste Infrastructure

24. There are nine current waste sites owned by BCP Council that are permitted and regulated by the Environment Agency (shown on Map in Appendix 1). It would be appropriate to determine, and where appropriate, secure investment in these assets ahead of the 2027 tendering process of waste contracts, in order for BCP Council to present the most attractive contractual offer to the market, whilst also supporting the Council's accommodation asset rationalisation programme.
25. The current infrastructure that BCP Council owns will be crucial in meeting the Climate Emergency carbon reduction targets for BCP in 2030, as they can unlock routes for the area's waste to be taken to new and more sustainable end solutions, as well as opportunities to treat some of the Council's waste within the area.

### Existing Site Summaries

26. **Southcote Road Depot** - Domestic waste, cleansing and highway maintenance teams, vehicles and supporting operational staff including vehicle workshops for Bournemouth and Christchurch locality, operate from this depot as well as acting as an archive storage area. The buildings and land in general are not in a good state of repair, increasingly dilapidated and having suffered from years of under-investment with escalating costs for maintenance, compliance, and energy consumption. Whilst also presenting operational limitations due to its current configuration and location to neighbouring residential properties. Significant investment would need to be made in this site if it were to be continued to be used long-term.
27. **Hatch Pond Depot** – Domestic waste, cleansing, highway maintenance grounds maintenance teams and social service transportation, vehicles and supporting operations including vehicle workshops and museums store for the Poole locality, operate from this depot. The office building and associated buildings are not in a good state of repair, with escalating costs for maintenance, compliance, and energy consumption, furthermore the existing layout of the site restricts maximising the sites potential. Significant investment would need to be made in this site if it were to be continued to be used long-term
28. **Millhams Recycling Centre** – A household recycling centre located in Bournemouth, which is operated by an in-house BCP team and receives 260,000



visits by residents per annum. A commercial weighbridge is also operated on the site which is now one of the largest commercial waste sites in the area for small businesses, and the Council now utilises the site for some commercial vehicles and bin storage. The site is in need of major works to bring up to current operating requirements and to comply with the Environment Agency permit. This will allow for further opportunities on the site, both for commercial waste customers and use by householders.

29. **Nuffield Recycling Centre and Waste Transfer Facility** – Located in Poole and redeveloped in 2012 to bring it up to current operating requirements. The site also has a transfer station for the storage of refuse, recycling and garden waste, before it is bulked and then transferred to a treatment facility. It also has a commercial weighbridge for trade customers. This site is operated by an in-house BCP Council team and receives 240,000 visits by residents per annum.
30. **Wilverley Road Recycling Centre** – A household recycling centre located in Christchurch, owned by BCP Council but operated under a contract with W&S Recycling Ltd until 2024, with a possible extension until 2027. This site used to receive 250,000 visits by residents per annum, although this is reducing, as Hampshire County Council did not agree a cross border agreement for their own residents to use this site. Work has commenced to investigate whether this service could be brought in-house if advantageous to the Council. It is a small site and therefore is often very busy and congested at peak times. Residents have to use gantries (steps and platforms) to access all of the disposal facilities, and there is no weighbridge installed, (and no room to install one), that would benefit small businesses in the Christchurch locality.
31. **Hurn Waste Transfer Facility** – Owned by BCP Council but operated under a contract with W&S Recycling Ltd until 2024 with a possible extension until 2027. Work has commenced to investigate whether this service could be brought in-house if advantageous to the Council. It is well located and has the potential to be developed in the future. Such a large site that already has a waste permit could be developed to transform how we treat some of our own waste, or store to obtain more advantageous prices from fluctuating markets when sold. Whatever solution is decided, the site will need substantial future capital funding to redesign and re-build.
32. **Cabot Lane Depot** – Utilised to operate 'new to you' reuse shop, storage of wheeled bins, commercial waste RCVs, skip and bin delivery vehicles as well as some Highways works and archive storage for Electoral Services.
33. **Grange Road Depot** - Provides central operations for the Christchurch area. The Depot was extensively repurposed in 2016 when the remainder of the larger site surplus to requirements, including all the older buildings, was sold for redevelopment. The main building was repurposed primarily for the engineering team and grounds maintenance services, alongside the skip facilities required for waste transfer that remained essential for those operations to continue. The yard space accommodates a garage, storage bays for products and materials, fuel storage and pumps linked to refuelling software, wash-down bay, chemicals storage / bund, waste skips with ramped access, and secure outdoor parking for larger vehicles. There is also office accommodation, mess room and work spaces for engineers, (mainly storage) and grounds maintenance.
34. **Durley Road Depot** – Durley Depot is a site, used by our Seafront Operations Beach Cleansing team as a base for vehicles (3 tractors, 3 vans and assorted tractor mounted kit to clean the beach and prom), a location for waste skips to allow temporary storage of beach litter removed by the beach tractors, welfare facilities for the team and storage for kit and beach furniture. The yard is located in the middle of the seafront and is therefore ideally placed geographically. It is vital to the success

and efficient management of beach cleansing across Bournemouth and Poole beaches. As part of a Coastal Community funded project, the yard and surrounding area is being redeveloped, and when open in April 2022 will, in effect, be brand new.

### **Potential New Combined Depot**

35. The two main BCP Council depots at Southcote Road and Hatch Pond Road both require significant investment in order to maintain operational effectiveness. Neither depot is fit for purpose in the long term.
36. Both of these sites could realise capital receipts and redevelopment opportunities were they to be released to the market.
37. As part of the Council's transformation programme, a corporate accommodation asset management review is underway. This has highlighted the need to create a main depot site, whilst also giving consideration to expanding the depot's functionalities, to potentially expand the purpose of a new site, to incorporate other service areas currently accommodated elsewhere. This would realise maximum benefits and efficiencies.
38. The core objectives of a feasibility study and development of a business case are to achieve:
  - a depot estate that facilitates the bringing together of fragmented teams, resources and equipment, including where determined, appropriate additional Council services, currently accommodated away from the existing main two Council depots, in line with the corporate accommodation review workstream
  - supporting organisational change including greater collaboration and the development of a mobile, integrated and responsive workforce
  - a depot estate which is well maintained, fit for purpose, with improved working conditions and appropriate staff welfare
  - a depot estate which supports the most efficient pattern of provision from a service logistics perspective
  - reduce operational property costs to support reinvestment in a more efficient depot estate
  - protecting the health, safety and welfare of Council employees and members of the public
  - optimising potential capital receipts from the surplus estate to support reinvestment
  - providing a depot estate and service which delivers value for money for the Council
  - reducing environmental impact and supporting the Council's target reduction in carbon emissions by utilising new green technologies
  - enable services to remain resilient and responsive to operational need.
39. To facilitate a feasibility study and develop business cases of this scale and complexity a range of specialist expertise would be required to support the Strategic Waste and Corporate Landlord Service, including procuring services from:
  - Waste and construction consultants
  - Planning consultants
  - Surveyors
  - Legal Services
  - Environment consultants

This resource could be funded via drawing down up to £300,000 from the remaining £6.5m secured DCLG waste infrastructure grant.

## **Regulatory compliance**

40. The new strategy obligations that Government will be adding to Councils, will increase the regulatory monitoring needed to be carried out. As part of the work to potentially in-source the BCP Council assets at Wilverley Road and Hurn, any changes and transfers of Environment Agency (EA) permits and licences from a third party back to BCP Council, will need to be managed with any works requested by the EA completed.
41. Waste and recycling collection, disposal and treatment is a heavily regulated area by Government so that it can develop national sustainability policies and protect the environment. Licences and permits are required to collect, tip, store, move, treat and dispose of waste. The EA monitor all waste that is stored and moved which BCP Council provides evidence for, and reports to Government through its national Wastedataflow database. It is a criminal offence to knowingly provide inaccurate or incomplete data.
42. The Strategic Waste team currently monitors 40,000 HGV vehicle movements of waste collected or moved by BCP Council and its contractors per year. Weights of each vehicle movement have to be validated and summarised for the national database, as well as feeding into BCP Council payment validation, budget, performance and sustainability monitoring.

## **Strategic and Commercial Waste Team Resources**

43. The resources within this high performing team are very lean and as a consequence now primarily focused on service continuity, commercial services and regulatory compliance activity. It does however have the potential to deliver significant savings, as shown this year in the residual waste contract renewal, where the expected increase of £282k was not realised and came in under the current budget by £259k, representing a total saving of £541k for 2022/23.
44. However, there is currently no capacity for resilience, future planning and service transformation. For the service to respond to the Government's Environment Bill, support infrastructure feasibility reviews, as well as engage with promotional and educational waste awareness activities, proactively address issues of contamination, and future contract procurement discussions, there is a need to invest in team growth to ensure it has the right skills and capacity to respond, deliver and benefit from further savings.
45. The current strategic team strength is based on inherited resources, rather than design, at the time of the waste services merger in 2020. The accepted percentage of Dorset Council budget for transferred waste services to BCP Council was 11.8%, which equated to at least five strategic waste officers, whereas in reality, no staff were TUPE transferred. To give context to the size of a team, a direct comparison of strategic and commercial waste roles can be made with Dorset Council, whose structure was evaluated at LGR and have no current planned reductions. A detailed comparison of BCP Council staff in equivalent roles shows Dorset Council has 30 Full Time Equivalent officers compared to only the 15 currently in BCP Council. BCP Council officers also manage some additional sites and services which are not managed by Dorset Council waste officers. The current resource levels manage a

financial risk to the Council of over £100 million for contracted waste disposal and treatment in the next six years, and the facilitation of £2.5 million of garden waste income and £4 million of commercial waste income annually.

46. It is recognised that the new BCP Council structures will make available expert resources from the Centres of Excellence in project management and procurement, to assist in the development of the Council's long-term waste, sustainability and commercial goals.
47. With consideration of current and future responsibilities, it is anticipated that six additional strategic waste officers are required to successfully develop and implement the agenda outlined in this report, and manage the contractual and infrastructure related to waste and sustainability.
48. To ensure service continuity, one full time operational driver, one full time waste operative, one supervisor and 2.6 FTE office staff are also required to provide resilience in the newly combined BCP Council Commercial Waste Team, which is currently operating with 0% contingency to cover holidays and sickness. As a result, the use of agency staff is often required at times to maintain service delivery. The increased cost can be funded from on-going savings achieved this year, as a result of the re-tendered residual waste contract, and a reduction in agency requirements.
49. The Commercial Waste team was recently amalgamated, and the function separated from the combined domestic / commercial waste collections in Bournemouth to form a stand-alone service across the BCP Council area. This was a recommendation from a detailed audit report, to limit the number of operatives involved in commercial waste handling, and clearer management responsibilities, which reduces the opportunities for fraud in a commercial business. The service has expanded to now operate from two waste sites (Cabot Lane and Millhams), and has recently taken on the domestic bulky waste collections in the Christchurch area. The additional operational staff are required to provide the necessary level of contingency and resilience on a day to day basis. Once a full review of the service has been completed, there could be opportunities to deliver an expansion of the business across BCP Council.
50. Moving to a combined service that operates from two sites will mean that supervision is required to be increased as there is currently no separate supervisor for commercial services in Bournemouth that can be utilised. The rapid increase in size and profitability of the commercial service, and the fact some services start at 4am, seven days a week, has put a large strain on existing commercial management and supervision.
51. Appendix 2 shows the current and proposed team structures for Strategic Waste and Commercial Waste Services. It is anticipated that the additional resources will offer opportunities to increase income generation in future years, however until the posts are established it is difficult to estimate. Savings will be included in the 2023/24 MTFP when known.

## **Options Appraisal**

52. Do nothing – Not applicable, BCP Council will by law be required to adhere to the forthcoming Environment Bill and as such produce and implement a BCP Council waste strategy in line with the Government's waste agenda, with the associated operational and contractual changes. These changes will need to be introduced to residents in well managed and well communicated tranches.
53. The commercial waste service is not currently aligned or resourced across the BCP Council area and there is no resilience built into the team resulting in a reliance on agency staff and a budget pressure across the service.

54. Any decision not to explore investment in modernisation and transformation of waste infrastructure, will see the continued decline and increased reactive spend on not fit for purpose sites, and eventual closure either for Health and Safety reasons, or potentially enforced by the Environment Agency for non-compliance with permit conditions.
55. Partnership working with Dorset Council could be considered on strategic waste work, however there are significant differences in services, policies and contracts. It is likely that future treatment technology will move away from larger waste infrastructure towards smaller more localised solutions.
56. Recommended approach - Invest in increasing the staffing levels within the Strategic Waste and Commercial team to deliver and embed the forthcoming legislative changes highlighted within this report, and furthermore, work with specialists to undertake feasibility studies to explore future key waste infrastructure opportunities for the Council. The investment will allow for a potential expansion of some commercial services, which will secure existing income, as well as expanding future income possibilities.

### Summary of financial implications

57. The request for £300k to cover the feasibility for determining the most appropriate depot provision for the Council is a one-off requirement and will be funded from MHCLG fund. Without this resource, the service will be unable to best support the Corporate transformation objectives for asset rationalisation, reduced third party spend and wider service efficiencies.
58. The cost of the additional Strategic and Commercial Waste resources is detailed in the table below.

Description	Cost (£'000)
<b>Strategic Waste Management</b>	
Three strategic lead posts (Grade J) contracts/ Infrastructure/ operational policy & strategy	112
Three waste management officer posts (Grade H) infrastructure/ data, insight & budgeting/ operational policy & strategy	90
<b>Salary on-costs</b>	58
<b>Total Strategic Waste Management Costs</b>	<b>260</b>
<b>Commercial Waste</b>	
One supervisor (Grade I)	32
2.6 FTE environmental development officers (Grade F)	62
One LGV driver (Grade F)	23
One operative (Grade E)	21
<b>Salary on-costs</b>	38
<b>Total Commercial Waste cost</b>	<b>176</b>

59. These figures represent unavoidable service pressures and both the £260,000 and £176,000 per annum from 2022/23 onwards will formally be recommended to Council as part of the 2022/23 budget and Medium-Term Financial Plan Update report in February 2022.

## **Summary of legal implications**

60. Government has indicated the intention to incorporate the National Waste Strategy requirements into law by 2023.

## **Summary of human resources implications**

61. Should the recommendations be approved, there would be a need to engage HR Services in the recruitment process for the additional roles to support the Strategic Waste and Commercial Waste Team.

## **Summary of sustainability impact**

62. A Decision Impact Assessment has been completed and can be found in Appendix 3.

## **Summary of public health implications**

63. The Environment Bill, once considered and introduced by parliament, will give a clearer picture of the impacts on public health envisioned.

## **Summary of equality implications**

64. An EIA conversation / screening document has been completed and reviewed by the EIA panel. The proposed recommendations do not have a negative equality impact on current or future service users. The BCP Council Waste Strategy that will be developed in response to the Government's Environment Bill, will be accompanied by a full Equalities Impact Assessment.

## **Summary of risk assessment**

65. There is a risk of not allocating the appropriate resources to the strategic waste team, resulting in the work not being carried out effectively, which could result in legal, financial, operational and reputational risk of the authority.
66. The national strategy has, up to now, suggested that additional statutory burdens placed upon local authorities would be met by central government, however this has not been confirmed and could result in additional financial pressures being placed on the authority.

## **Background papers**

67. [Our Waste, Our Resources: a Strategy for England](#)

## **Appendices**

- Appendix 1 – Map of BCP Council permitted waste sites  
Appendix 2 – Existing and proposed Strategic and Commercial Waste Team Structure  
Appendix 3 – Decision Impact Assessment