

**HERTFORDSHIRE COUNTY COUNCIL**

**COMMUNITY SAFETY & WASTE MANAGEMENT  
CABINET PANEL  
TUESDAY, 7 FEBRUARY 2017 AT 10.00AM**

Agenda Item  
No.

**8**

**WASTE MANAGEMENT PERFORMANCE MONITOR**

*Report of the Chief Executive & Director of Environment*

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Executive Member: Richard Thake, Community Safety & Waste Management

**1. Purpose of report**

- 1.1 To allow the Panel to review the performance of Waste Management for the third quarter of this year (October – December 2016) against the Environment Department Service Plan 2016-2020 including key performance indicators, major projects, contracts and identified risks.

**2. Service Performance Summary**

2.1 Waste Management

The Waste Management Unit provides three separate quarterly monitoring reports to update on the service specific Household Waste Recycling Centre (HWRC) contract, the high profile Residual Waste Treatment Programme (RWTP) and an overall assessment of the statutory Waste Disposal Authority (WDA) function of the County Council in the form of three performance indicators.

**3. Recommendation**

- 3.1 The Cabinet Panel is invited to note the report and comment on the performance monitor for Quarter 3, 2016-17.

**4. Strategic Performance Indicators**

- 4.1 The Waste Management strategic performance indicators, contracts and projects are listed below along with their data for Quarter 3, 2016/17.

## 4.2 Hertfordshire Residual Waste Treatment Programme Project

### *RAG Status – Red*

At this stage in the programme a number of risks have been reduced due to the control measures in place. However, overall, the status remains as red due to the high profile nature and high value of the programme.

The Revised Project Plan (RPP) proposed by Veolia, and accepted by Cabinet, is for an energy recovery facility at Rye House Hoddesdon.

The Council entered into a contract with Veolia ES Hertfordshire Ltd (VES) in July 2011 for the provision of residual waste treatment services including the design, construction, financing and operation of a Recycling and Energy Recovery Facility (RERF) proposed at New Barnfield, Hatfield. Following a lengthy planning application process and ultimate refusal, VES submitted a Revised Project Plan (RPP) which was accepted in principle (subject to the conclusion of the formal legal drafting) by Cabinet on the 14 March 2016. The legal drafting was concluded on 15 July 2016 to vary the contract and bring the RPP into effect. VES submitted a planning application for an Energy Recovery Facility at Rye House, Hoddesdon in late December 2016.

### **Key Achievements and Progress in Qtr 3 (October – December 2016)**

- Officers have been reviewing planning documentation from the contractor, known as Reviewable Design Data under the Contract, to ensure that it meets the requirements of the Authority and is consistent with the submitted RPP prior to submission to the Waste Planning Authority.
- VES submitted the planning application for the Rye House facility in late December 2016 to the Waste Planning Authority.

### **Key Issues, Risks & Risk Mitigations:**

- There is a risk that VES will not achieve planning permission for the RPP; should this happen the Council may terminate the contract and pay the capped sums (c. £1.2m).
- The key issues for the County Council at this stage are limited as VES bear the responsibility of planning and permitting risk. It is important to note that the County Council has Interim disposal Contracts which are in place until 2018, with possible extension to 2021.

## 4.3 Waste Disposal Authority (WDA) function (excluding RWTP) indicators

Performance indicators are reported annually and therefore this update includes the final outcome for 2015/16.

The 2015/16 outturn has improved on the previous year as a result of the full year effect of kerbside changes in Dacorum and Three Rivers, new service

changes introduced by Broxbourne (reduced residual waste capacity), and improvements in wood waste separation at the household waste recycling centres. The 50.0% household waste recycling rate target has been achieved.

To ensure a compliant, high performing, economical and environmentally sound suite of waste disposal arrangements for Hertfordshire, the Authority uses the performance indicators shown in sections 4.4 to 4.6.

#### 4.4 Total household waste per household in kilograms (**the lower the better**)

- The total amount of household waste per household in 2015/16 was 1,038 kg which represents an improvement on the figure of 1,046 kg in 2014/15.
- Although the figures produced by the Department for Environment, Food and Rural Affairs (DEFRA) are not directly comparable to this indicator, they show that total residual waste per household in kilograms for Hertfordshire was 511kg which is better than both the Eastern region figure of 532kg and the England average of 564kg.
- The amount of overall local authority collected waste has decreased in Hertfordshire by approximately 7,000 tonnes, whilst this figure has increased for England and all other regions except the South West.

#### 4.5 Based on NI 192 – Percentage of Household Waste Recycled, Composted or Re-used (**the higher the better**)

- The percentage of household waste recycled, composted or reused improved in 2015/16 to 50.4%, an increase on the 2014/15 total of 49.8%. This is in contrast to the national trend which has seen an overall decrease in recycling rates.
- In December 2016, DEFRA released the Local Authority Collected Waste Statistics final figures for 2015/16. These figures show that Hertfordshire's recycling rate is higher than the Eastern region figure of 49.2% and well above the England average of 43.0%.

#### 4.6 Based on NI 193: % of Local authority collected waste landfilled (**the lower the better**)

- The proportion of Local Authority Collected Waste (LACW) landfilled in 2015/16 was 17.5%, a significant decrease (positive direction) on the 2014/15 total of 25%.

As a comparison, in the Eastern region 23.4% of LACW was landfilled, whilst the England average is 19.8%.

### **Key Achievements and Progress in Qtr 3 (October to December 2016)**

- Works have commenced on updating the Waterdale Transfer Station, including replacing external cladding and repointing / cleaning the tipping hall structure. Planning permission has also been achieved for the fire suppression system for the transfer station and work is expected to be completed by the end of this financial year. All works are designed to increase the resilience of this business critical facility.

### **Key Issues, Risks & Risk Mitigations:**

- There is a risk that contractual guaranteed minimum tonnage commitments for organic waste are not met, particularly with WCAs considering garden waste charging in response to their own savings targets. The WMU continues to work with all WCAs and contractors to ensure contractual arrangements are met. Key dates relate to the end of current contracts in 2018, 2024 and 2025.

#### **4.7 Hertfordshire Household Waste Recycling Centre (HWRC) Service**

The County Council has a statutory obligation as a Waste Disposal Authority under the Environmental Protection Act 1990 to provide a HWRC service. AmeyCespa Ltd (Amey) took over the running of this service on 6 October 2014.

Amey operates the County Council's 17 HWRCs under contract. They are delivering all aspects of the contract in accordance with their bid and are providing an improved customer focused service.

### **Key Achievements and Progress in Qtr 3 (October – December 2016)**

- Improved high level signage to assist residents in the separation of their waste was successfully rolled out throughout the network by the end of November.
- A recent internal Health and Safety Audit report on the HWRS provided 'Full Assurance' that Amey have effective H&S controls in place.
- A constructive 'Reuse Retailer Open Day' was held in December to explore operational models for the planned improvements to reuse across the county in 2017.
- The new Enforcement Policy has now been implemented across the network and is working well.
- For the first half year (2016/17), the HWRS maintained a 72% diversion rate from disposal (e.g. landfill) for all waste managed through the centres.
- Over the festive period, pages from the new WasteAware website were linked to frequent social media posts to reinforce HWRS information on

opening arrangements and recycling messages that were specific to the HWRS, e.g. Christmas trees. In total, they received 19,700 impressions (known views) and generated 273 engagements (responses).

### **Key Issues, Risks & Risk Mitigations:**

- Continued low prices and fluctuations in the value of recycling commodities collected at the HWRCs is having an adverse impact on Amey and they continue to explore ways to mitigate their loss of income.
- Trip counters installed periodically across the HWRS network evidence that the service is receiving increased numbers of resident visits with levels up from an approximate level of 2.2 million visits in 2015 to in excess of 2.3 million resident visits in 2016.
- Peaks in service demand potentially causes queuing and capacity issues, although Amey have worked closely with their haulage contractor to reduce the need for unscheduled site closures wherever possible and complaint levels were significantly lower than the previous year. Despite the increasing demand for the service, complaints (comparing 2015 with 2016) reduced significantly with the number of specific complaints about container servicing reduced from 75 in 2015 to 47 in 2016 (down 37%). The total number of complaints (all issues) reduced from 764 in 2015 to 352 in 2016 (down 54%).
- The condition of a number of the centres and their restrictive nature in terms of size and/or accessibility highlights the need to relocate and or redevelop sites identified as not fit for purpose to sustain service delivery for the future. Work in conjunction with the Hertfordshire Property section to identify new opportunities in this regard is ongoing with an Annex to the updated Waste Spatial Strategy detailing the preferred areas for a network of 'super-sites' in development and set to be published in Summer 2017.
- The installation of ANPR and CCTV systems at the HWRCs by early 2017 is on programme and will assist in analysing the capacity of the current network as well as supporting the existing permit scheme for commercial vehicles and trailer use.

## **5. Risks**

Waste Management has one corporate level risk which is as follows:

### **5.1 Residual Waste Treatment (Risk ENV0104)**

Following Veolia ES Hertfordshire's failure to achieve a planning permission for their New Barnfield proposals, the Council requested and evaluated a Revised Project Plan for a facility at Ratty's Lane, Hoddesdon. A report was taken to the 4 March 2016 Community Safety and Waste Management Panel and a decision was taken by Cabinet on the 14 March 2016 to accept the RPP in principle. Following the conclusion of the legal drafting to vary the contract and bring into effect the RPP on 15 July 2016, VES have been working on the planning application for the ERF at Rye House; this was

submitted to the Waste Planning Authority late 2016 and it is anticipated that the planning application could be determined in summer 2017.

The overall risk score remains at 32 based on the control measures in place including the interim disposal arrangements and capped termination provisions in the contract (however the risk remains 'red' due to its high profile nature and value)

## **6. Financial Implications**

6.1 There are no financial implications arising from this report.

## **7. Internal Audit**

7.1 There were no internal audit reports received in Q3.

## **8. Equality Impact Assessment**

8.1 There are no equality impacts associated with this report.

### *Background Documents*

*Community Safety & Waste Management Cabinet Panel 4 March 2016*  
[HCC Documents](#)