

Agenda



AGENDA for a meeting of the COMMUNITY SAFETY AND WASTE MANAGEMENT CABINET PANEL in COMMITTEE ROOM B at County Hall, Hertford on THURSDAY 30 MARCH 2017 at 2.00PM

MEMBERS OF THE PANEL (11) (Quorum 3)

M Bright, M J Cook, R J Henry, N A Hollinghurst, T Hunter (Vice- Chairman), T R Hutchings, P F J Knell, R G Prowse, A M R Searing, R A C Thake (Chairman), C B Woodward

Meetings of the Cabinet Panel are open to the public (this includes the press) and attendance is welcomed. However, there may be occasions when the public are excluded from the meeting for particular items of business. Any such items are taken at the end of the public part of the meeting and are listed under "Part II ('closed') agenda".

Committee Room B is fitted with an audio system to assist those with hearing impairment. Anyone who wishes to use this should contact main (front) reception.

Members are reminded that all equalities implications and equalities impact assessments undertaken in relation to any matter on this agenda must be rigorously considered prior to any decision being reached on that matter.

PART I (PUBLIC) AGENDA

1. MINUTES

To note the Minutes of the Community Safety and Waste Management Cabinet Panel meeting held on 7 February 2017.

2. PUBLIC PETITIONS

The opportunity for any member of the public, being resident in Hertfordshire, to present a petition relating to a matter with which the Council is concerned, which is relevant to the remit of this Cabinet Panel and which contains signatories who are either resident in or who work in Hertfordshire.

Members of the public who are considering raising an issue of concern via a petition are advised to contact their [local member of the Council](#). The Council's criterion and arrangements for the receipt of petitions are set out in [Annex 22 - Petitions Scheme](#) of the Constitution.

If you have any queries about the petitions procedure for this meeting please contact Elaine Manzi, by telephone on (01992) 588062 or by e-mail to elaine.manzi@hertfordshire.gov.uk.

At the time of the publication of this agenda no notices of petitions have been received.

If you have any queries about the procedure please contact Elaine Manzi, by telephone on (01992) 588062 or by e-mail to elaine.manzi@hertfordshire.gov.uk.

3. POLICE AND CRIME COMMISSIONER

Members may ask questions of the Police and Crime Commissioner for such period of time as the Panel Chairman may reasonably decide.

4. POLICE AND CRIME PANEL

a) The Council's representative on the Police and Crime Panel (PCP) (P A Ruffles) to report on the business of the PCP

b) Members of the Panel may ask questions to the PCP Representative thereon for such period of time as the Panel Chairman may reasonably decide.

5. HERTFORDSHIRE WASTE PARTNERSHIP ANNUAL REPORT 2015/16

Report of the Chief Executive & Director of Environment

6. RE-USE FACILITIES AT HOUSEHOLD WASTE RECYCLING CENTRES (HWRC'S)

Report of the Chief Executive & Director of Environment

7. COMMUNITY PROTECTION QUARTER 3 PERFORMANCE REPORT 2016/17

Report of the Director of Community Protection and Chief Fire Officer

8. OTHER PART I BUSINESS

Such Part I (public) business which, if the Chairman agrees, is of sufficient urgency to warrant consideration.

PART II ('CLOSED') AGENDA

EXCLUSION OF PRESS AND PUBLIC

There are no items of Part II business on this agenda. If Part II business is notified the Chairman will move:-

“That under Section 100(A) (4) of the Local Government Act 1972, the press and public be excluded from the meeting for the following item/s of business on the grounds that it/they involve/s the likely disclosure of exempt information as defined in paragraph/s of Part 1 of Schedule 12A to the said Act and the public interest in maintaining the exemption outweighs the public interest in disclosing the information.”

Agenda documents are also available on the internet at:

<https://cmis.hertfordshire.gov.uk/hertfordshire/Calendarofcouncilmeetings.aspx>

Minutes



To: All Members of the Community Safety & Waste Management Cabinet Panel, Chief Executive, Chief Officers, All officers named for 'actions'

From: Legal, Democratic & Statutory Services
Ask for: Elaine Manzi
Ext: 28062

COMMUNITY SAFETY & WASTE MANAGEMENT 7 FEBRUARY 2017

ATTENDANCE

MEMBERS OF THE PANEL

M Bright, M J Cook, R J Henry, N A Hollinghurst, T Hunter (Vice- Chairman),
T R Hutchings, R G Prowse, A M R Searing, R A C Thake (Chairman) C B Woodward

OTHER MEMBERS IN ATTENDANCE

M D M Muir

Upon consideration of the agenda for the Community Safety & Waste Management meeting on 7 February 2017 as circulated, copy annexed, conclusions were reached and are recorded below:

Note: No conflicts of interest were declared by any member of the Cabinet Panel in relation to the matters on which conclusions were reached at this meeting.

PART I ('OPEN') BUSINESS

ACTION

1. MINUTES

- 1.1 The Minutes of the Cabinet Panel meeting held on 1 November 2016 were confirmed as a correct record and signed by the Chairman.

2. PUBLIC PETITIONS

- 2.1 There were no public petitions.

3. POLICE & CRIME COMMISSIONER

[Officer Contact: David Gibson, Deputy Police & Crime Commissioner]

- 3.1 The Cabinet Panel considered a report providing an update on the work of the Police and Crime Commissioner (PCC) for Hertfordshire and the work of the Commissioner's Office

- 3.2 Members thanked Officers for the positive work undertaken in local policing, particularly within the Stevenage area.
- 3.3 The Panel were advised that the proposed cost increase in the police section of Council Tax bills for 2017/18 was due to costs incurred due the delay in the rollout of a collaborated IT programme and a reduction in the Government grant of £1.5m.
- 3.4 Panel were assured that the application process for the new Hertfordshire Community Foundation grant was planned to be straightforward as practicable.
- 3.5 The information on the Modern Slavery Conference was welcomed by Members, who were pleased to note that the profile of this important issue was being raised by Hertfordshire.

Conclusion:

- 3.6 The report of the Police and Crime Commissioner was noted by the Panel.

4. POLICE & CRIME PANEL

Officer contact: Debbie Barker

- 4.1 Members were briefed that at the most recent meeting of the Police and Crime Panel, members of the meeting were introduced to the Police and Crime Commissioner's new Chief Executive.
- 4.2 The Police and Crime Panel had also endorsed the Police and Crime Plan 2017-2022, and discussed the proposed budget.
- 4.3 It was noted that the Police & Crime Panel had also reflected on the sad death of Cllr Sherma Batson. Members took the opportunity to express their own condolences and it was noted that the amount of support since Cllr Batson's passing had been 'overwhelming'.

Conclusion:

- 4.4 The update from the Police and Crime Panel was noted.

5. INTEGRATED PLAN 2017/18-2019/20 (COMMUNITY SAFETY & WASTE MANAGEMENT)

Officer Contact: Lindsey McLeod Head of Accountancy Services
(Tel 01992 556431)
Mike Collier Assistant Director (Environment)
(Tel 01992 555792)

- 5.1 The Cabinet Panel considered a report which highlighted the areas of the Integrated Plan for 2017/18-2019/20 which related to Community Safety and Waste Management in order for the Cabinet Panel to consider these and provide comment.
- 5.2 Members heard that a detailed online questionnaire was completed as part of the public consultation to which 1937 responses were received. 61% of those who responded said that in a choice between service reductions and further council tax increases they would rather see an increase in council tax and 34% a reduction in services. It was also noted that the percentage of respondents supporting a reduction in expenditure on disposing of waste was 28% and 22% a reduction in community protection.
- 5.3 Members noted that the total budget for the county council had been set at £810m for 2017/18 falling to £807m in 2018/19 before increasing to £813m in 2019/20. The Revenue Support Grant would fall by 98% between 2016/17 and 2019/20 from almost £80m to under £2m. Basic Council Tax income was projected to increase by just over 9% over the same period from £499m to £545m. In addition, it was estimated that £44m could be raised from the social care precept.
- 5.4 The Panel raised some concerns relating to the uncertainty and risk of committing to a 30 year contract for waste disposal within the county. The Chairman clarified that this was also raised at the full Overview & Scrutiny Committee on the 26 January 2017 and he had since provided a written response to the Scrutiny Officer.
- 5.5 The Panel received assurance of the mitigated risk attached to reducing the non-pay inflation to zero.

Conclusion:

- 5.6 The Panel noted the proposals relating to the Integrated Plan in respect of Community Safety and Waste Management.

6. FLY TIPPING IN HERTFORDSHIRE

Officer Contact: Duncan Jones, Hertfordshire Waste Partnership,

**CHAIRMAN'S
INITIALS**

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Partnership Development Manager & Chairman of the Hertfordshire Fly Tipping Group (Tel: 01992 556150) / Matt King, Head of Waste Management & Environmental Resource Planning (Tel: 01992 556207)

- 6.1 In 2015/16, 14,716 incidents of fly tipping were recorded in Hertfordshire. A multi-agency Fly Tipping Group meets quarterly to work on initiatives to reduce further incidents across the county. There have been some early successes with the group such as the adoption of common approach to the use of Fixed Penalty Notices (FPNs) under new regulations introduced last year.
- 6.2 Members learned that the Fly Tipping Group did dictate policy, and there was technically no official definition of what was meant by fly tipping, although guidelines were available to assist officers with practice.
- 6.3 The Panel were advised that work had been undertaken with the Office of the Police and Crime Commissioner (OPCC) for Hertfordshire, and as a result of this funding had been received from the OPCC which had allowed projects to be rolled out across the county to help tackle fly tipping.
- 6.4 On discussing the statistics for fly tipping, Members learnt that the figures for incidents within Hertfordshire were similar to those from other counties and there were no particular spike periods throughout the year when incidents occurred.
- 6.5 Members were reminded of the £100k cost to clear a wax like liquid substance from a site near the A10 in 2016.
- 6.6 The Panel discussed the matter of providing facilities for the dumping of commercial waste and noted that this was not a viable option to broaden the use of Household Waste Recycling Centres (HWRC's) to accommodate this, as due to size and layout considerations on many sites, priority had to be given to Household waste recycling.
- 6.7 It was noted that there was ongoing dialogue with commercial operators to find a workable solution to the deposition of commercial waste.
- 6.8 Members suggested consideration should be given to further work being undertaken to publicise the work of the HWRC's.

Conclusion:

- 6.9 The Panel noted the report.

7. ORGANIC WASTE UPDATE

**CHAIRMAN'S
INITIALS**

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Officer Contact: James Holt, Waste Manager- Contract Development
(Tel: 01992 556318)

- 7.1 Members were provided with an update on organic waste arrangements. It was noted that there were very low levels of contamination in the garden and food waste streams after much work with the Hertfordshire Waste Partnership (HWP).
- 7.2 The Panel discussed the use of the words 'to be welcomed' in the report in relation to the service charges to residents associated with the waste collection of green garden waste, and it was clarified that this was from a waste disposal viewpoint as charging for collection of the material leads to less waste and the material can be disposed of at a lower rate, thereby reducing costs to the County Council, however, it was noted that any service changes should be conducted in a managed way across the HWP such that existing contractual commitments were not negatively affected.
- 7.3 Members advised that they would welcome an update in due course to detail the financial savings achieved by this new contractual arrangement.

Conclusion:

- 7.4 Members noted the report.

8. WASTE MANAGEMENT PERFORMANCE MONITOR

Officer Contact: Simon Aries- Assistant Director Transport, Waste & Environmental Management (Tel: 01992 555255)

- 8.1 Members were presented with the Waste Management Performance Monitor for Quarter 3, 2016/17.
- 8.2 It was noted that performance indicators demonstrated that the authority are performing well in all areas and indicators were better than the Eastern Region and National average.
- 8.3 Members' attention was also drawn to the increase of visits to HWRC's, which had increased from 2.2 million visits in 2016 to 2.4 million visits in 2016. It was noted however, that a number of the HWRCs were no longer considered 'fit for purpose' to sustain future service delivery and investment would be required. Members were reminded that an Annex to the County Council's Waste Spatial Strategy considering the HWRCs was being developed and was set to be brought to the Panel in Summer 2017.
- 8.4 Members suggested officers should consider working closely with development control colleagues, and should plan appropriate

consultation periods regarding any future developments regarding residual waste treatment

Conclusion:

8.5 The Cabinet Panel noted and commented on the report.

9. COMMUNITY PROTECTION MID YEAR PERFORMANCE REPORT
Officer Contact: Darryl Keen, Deputy Chief Fire Officer (Tel: 01992 507502)

9.1 The Cabinet Panel considered the Community Protection Mid-Year Performance Report.

9.2 Members challenged the sickness statistics, which had increased in the last year. It was noted that due to the high physical nature of the role, the range of reasons and periods of sickness was higher than it would be in a non-physical role. It was also noted that the long term sickness statistics related to 2-3 personnel. Members heard that appropriate action was being undertaken to address this, but acknowledged that the appropriate timeframe for HR procedures and Union regulations needed to be adhered to.

9.3 Assurance was given that Managers worked diligently to ensure short term absences were monitored and managed appropriately.

9.4 Members learnt that hospitals were the main cause of callouts for automatic fire alarms and this was the case nationally. Ongoing work was being undertaken with the county's hospitals to improve on this.

9.5 For other organisations with automatic fire alarms, a significant reduction in call outs had been achieved by crews only attending callouts during normal business hours where a fire had been reported.

Conclusion:

9.6 The Community Protection Mid-year Performance Report was noted.

10 HERTFORDSHIRE FIRE & RESCUE SERVICE 2016 FIRE PEER REVIEW

Officer Contact: John Johnstone, Senior Business Support Manager (Tel: 01992 507537)

The Cabinet Panel considered the report on the Hertfordshire Fire & Rescue Service 2016 Fire Peer Review.

10.1 A planning day had been scheduled for February 2017 to discuss the

10.2 next steps and agree the timescales of the Action Plan that had been created following the review.

10.3 Members learnt that consideration was being given to transforming the smaller retained fire stations into multi-use sites and touchdowns for other organisations. This would enable investment to their repairs.

10.4 It was noted that the new emergency services communication system, called the Emergency Services Mobile Communications Project (ESMCP), which replaces the current 'Airwave' provision, was not likely to be implemented before the end of 2019.

10.5 The Chairman asked for the Panels thanks to be relayed to the service for the very commendable report.

Conclusion:

10.6 The Hertfordshire Fire & Rescue Service 2016 Fire Peer Review report was endorsed by the Panel.

OTHER PART I BUSINESS

11. There was no other Part I business.

11.1

KATHRYN PETTITT
CHIEF LEGAL OFFICER

CHAIRMAN _____

CHAIRMAN'S
INITIALS

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HERTFORDSHIRE COUNTY COUNCIL

**COMMUNITY SAFETY & WASTE MANAGEMENT CABINET PANEL
THURSDAY 30 MARCH 2017 AT 2:00 PM**

Agenda Item No.

3

**UPDATE REPORT FROM DAVID LLOYD POLICE AND CRIME COMMISSIONER
FOR HERTFORDSHIRE**

AUTHOR: Debbie Barker, Police Support Manager, Office of the Police and Crime Commissioner for Hertfordshire [01707 806157]

PURPOSE OF THE REPORT

To provide a brief update about the current work of the Police and Crime Commissioner.

UPDATE

Community Safety and Criminal Justice Plan (2017-2022)

The Commissioner's five year Community Safety and Criminal Justice Plan (2017-2022) was published on 1 March 2017. 'Everybody's Business', signals a new emphasis in David Lloyd's role as Police and Crime Commissioner (PCC) enabling greater oversight and accountability of agencies other than the police.

The plan sets out the ambition and vision for community safety and criminal justice across the county from 2017 to 2022. It looks to the future and sets out the challenges and opportunities ahead. It is relevant to everyone - the police, local authorities, the private sector and members of the public - to take action and play a part in preventing and reducing crime. The new plan can be found here:

<http://www.hertscommissioner.org/police-and-crime-plan-herts-pcc>

Police and Crime Commissioner's Action Fund

A new PCC fund was launched on 1 March 2017, which is being managed by Hertfordshire Community Foundation. The Action Fund will accept small bids for community safety initiatives and projects (up to £5k). Eligible organisations include parish, town, district councils (including Community Safety Partnerships (CSPs)) and the County Council; as well as charity and voluntary sector partners. The fund is made up from proceeds of crime monies (POCA) which equate to £120k for year one. Details of the fund can be found here: <http://www.hertscf.org.uk/grants/funds-available/>

Police Complaints – Customer Service

The Commissioner is setting up a new customer service unit to ensure a consistent interface with people who may have complained about the police. This will provide a single point of contact, enabling people to keep up to date with the status of their complaints at any stage of the process. This change has been made in line with legislation changes enacted through the Policing and Crime Act 2016.

Road Safety Fund- Round 2

Over 55 bids were received in the second round of the Road Safety Fund in January 2017. These related to educational measures, engineering solutions and enforcement activity. All applications are currently being assessed and will be announced late spring / early summer once following due diligence and consultation with statutory agencies and County Councillors.

Mental Health Street Triage Scheme

The Office of the Police and Crime Commissioner (OPCC) has been assessing use and outcomes of the street triage scheme across the county. The PCC will be commissioning a cost benefit analysis, to ascertain if there is a strong business case for the scheme. This will allow an assessment of the realisable savings to the Constabulary and for the NHS Trusts / CCGs, from preventing Sections 136 from occurring, the reduction of police officer time attending Section 136 incidents and from the improved outcomes that can be achieved for individuals.

Modern Slavery Conference – 29 March 2017

Over 200 people have applied to attend this important conference. Delegates from a range of sectors will be represented including NHS, local authorities, police, safeguarding and criminal justice; as well as charity and voluntary sector partners working with and for victims. A variety of local and national speakers have confirmed their attendance, including Right Honourable Sir John Randall, Vice-Chairman of the Human Trafficking Foundation; Tatiana Gren-Jardan, Victim Support and Partnership Advisor, Independent Anti-Slavery Commissioner's Office; and Caroline Haughey, Barrister, Furnival Chambers.

This conference is the first step towards building a comprehensive response to modern slavery across the county.

Forthcoming: Annual Report 2016/17

The PCC has a duty under Section 12 of the Police and Social Reform Act 2011 to issue an annual report. The report must cover:-

- a) the exercise of the PCC's functions in each financial year; and
- b) the progress which has been made in the financial year in meeting the police and crime objectives in the PCC's Police and Crime Plan.

The PCC must present the report to the Panel and attend to answer the Panel's questions on the report. The report will be presented to the Police and Crime Panel on 15th June 2017.

HERTFORDSHIRE COUNTY COUNCIL**COMMUNITY SAFETY & WASTE MANAGEMENT CABINET PANEL
THURSDAY 30 MARCH 2017 AT 2:00 PM****HERTFORDSHIRE WASTE PARTNERSHIP: ANNUAL REPORT 2015/16**Report of the Chief Executive & Director of Environment

Author: James Holt, Waste Manager - Contract Development
[Tel: 01992 556318]

Executive Member: Richard Thake - Community Safety & Waste Management

1. Purpose of report

- 1.1. To present to the Cabinet Panel the 2015/16 Hertfordshire Waste Partnership's (HWP) annual report which is attached as Appendix A. This information note provides an overview from a Hertfordshire County Council perspective of its own contribution, through the Household Waste Recycling Centre (HWRC) network and procurement of disposal contracts, to the countywide recycling performance.

2. Recommendations

- 2.1. The Cabinet Panel is invited to note the 2015/2016 Hertfordshire Waste Partnership's (HWP) annual report and in particular Hertfordshire County Council's contribution to the countywide recycling programme via the Household Waste Recycling Centre network and procurement of disposal contracts.

3. Key points of note**3.1. Recycling rates**

- 3.1.1. Overall the HWP's countywide recycling rate (all Waste Collection Authority and HWRC waste) improved slightly in 2015/16 to 50.4% from 49.4% in the previous year. This compares favourably to the Eastern region figure of 49.2% and the England average of 43.0%
- 3.1.2. From the County Council perspective, the recycling rate for HWRCs increased to 62.9% from 57.6% in the previous year. This reflects significant reductions in residual waste and increases in recycling. The increase in recycling is mainly due to changes in the way wood waste is managed ensuring that the majority now counts towards recycling as opposed to being sent for recovery processes e.g. biomass which is classified as residual waste, as was the case in 2014/15.

- 3.1.3. Across the HWP, composting (i.e. green waste and food waste) reduced in 2015/16 compared to the previous year. This reflects a national trend where growing conditions were less favourable resulting in less waste being presented for composting.

3.2. Waste Minimisation

- 3.2.1. A key measure of performance is the overall amount of household waste produced, with waste minimisation key in reducing overall costs. In 2015/16, the national database, Waste Data Flow which the Authority has to keep updated, recorded the level of household waste produced per Hertfordshire household as 1,038kg, a reduction on the 1,046kg produced in the previous year.
- 3.2.2. Hertfordshire has bucked the national trend which has seen a rise in total household waste.

3.3. Recycling and Composting

- 3.3.1. In 2015/16, dry recycling continued to increase significantly both from the HWRCs and kerbside collection services. This increase can be attributed to the diversion of wood from recovery to dry recycling at the HWRCs and improved collection services at the kerbside, such as that introduced by Broxbourne Borough Council in October 2015 (reduced capacity for household waste by introducing a 180 litre wheelie bin and the diversion of cardboard from their organic waste collections into dry recycling).
- 3.3.2. Dry recycling at HWRCs has also increased as a result of a significant diversion of Waste Electronic and Electrical Equipment (WEEE) from re-use to recycling. This is due to a national position adopted by Amey who are contracted to operate the County Council's 17 HWRCs to not accept items for electrical re-use due to concerns regarding duty of care. However, this is being reviewed as part of new initiatives for re-use shops.
- 3.3.3. The main area of interest for the Council relates to the continuing decline in the amount of composted / organic waste collected. 2015/16 again saw a reduction in the amount of material collected to 116,794 tonnes, a reduction of 5,174 tonnes on the previous year. As noted above this is primarily down to less favourable growing conditions when compared to 2014/15 but also due to the removal of cardboard and service changes (e.g. Three River's changing from a weekly to a fortnightly green waste collection service). As previously reported to this Panel, the Council continues to work closely with all Districts and Boroughs to minimise / reduce any impact on existing contractual arrangements.

3.4. Diversion from landfill

- 3.4.1. This continues to be an area of improvement for the HWP as a result of new interim waste disposal contracts procured by the Council. These contracts include two Energy from Waste (EfW) facilities in Ardley (Oxfordshire) and

Greatmoor (Buckinghamshire), the latter of which became operational in 2015/16 further increasing the amount of material diverted from landfill.

- 3.4.2. The proportion of total local authority managed waste diverted from landfill increased from 73.7% in 2014/15 to 81.4% in 2015/16. However, some EfW facilities cannot process all types of material and therefore there is a need for alternative disposal routes.

3.5. Street sweepings

- 3.5.1. Following a successful trial throughout 2015, the Council, on behalf of the HWP, procured two new contracts for the re-processing of street sweepings.
- 3.5.2. Sand and gravel collected in the street sweepings is cleaned and turned into a product used in the building trade. Organic material is reused to restore and cap landfill sites as well as used for energy generation (biomass).
- 3.5.3. The contracts commenced in January 2016 and as a result over a 20 week period including the latter half of quarter 4 - 2015/16, as well as the first quarter of 2016/17, 3,987 tonnes of street sweepings were collected and sent for reprocessing saving the HWP just over £186,000. Full year savings are anticipated to be in the region of £480,000 per annum the majority of which will be passed back to the boroughs and districts through the Partnership's Alternative Financial Model (AFM).

3.6. Anaerobic Digestion

- 3.6.1. As noted in section 3.5 of the HWP Annual Report, construction commenced on a strategically important Anaerobic Digestion facility at Coursers Farm, near St Albans. This in-county disposal solution for food waste was made possible by exercising options in the existing contracts procured by the Council on behalf of the HWP.
- 3.6.2. The development will support already established food waste collection services by allowing a number of authorities to direct deliver separately collected food waste as well as supporting other Hertfordshire boroughs and districts should they also wish to develop dedicated food waste services.

4. Financial implications

- 4.1. There are no financial implications arising from this report.

Background Documents

Hertfordshire Waste Partnership Annual Report 2015/16 attached at Appendix A

Hertfordshire Waste Partnership Annual Report – 2015/16





www.wasteaware.org.uk

wasteaware@hertfordshire.gov.uk

0300 1234 051

www.facebook.com/wasteawarepartnership

[@HertsWasteAware](https://www.instagram.com/HertsWasteAware)

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Foreword



**Cllr Richard Thake
(Chairman)**

Executive Member for
Community Safety & Waste
Management
Hertfordshire County council



**Cllr Graham
McAndrew
(Vice Chairman)**

Member for Environment
& Public Space East
Hertfordshire District
Council

2015/16 was another year of significant change for the Hertfordshire Waste Partnership with the full year impact of service changes in a number of authorities; the implementation of new waste and recycling services in another and major procurements progressed for new waste collection and disposal services as well as significant developments for a number of HWP consortiums.

All of this has been successfully delivered against a continuing backdrop of difficult funding choices for local government. At the same time the volatility in international markets noted in last year's report continued unabated during 2015/16.

Nevertheless, as predicted in last year's annual report by March 2016 the HWP's overall recycling performance increased to 50.4% thus achieving both national and European targets some four years ahead of schedule and matching the HWP's previous best performance. This was achieved as a result of further increases in the amount of dry recyclables collected matched by reductions in the amount of residual waste put out for collection.

2015/16 also saw further advances in the amount of non-recycled residual waste sent for energy recovery. As a result the HWP's overall landfill diversion rate increased to 81.4% during 2015/16 compared to 73.6% the previous year. This means eight out of every 10 tonnes of domestic waste generated in Hertfordshire is now diverted from landfill through recycling, composting or energy recovery.

Finally 2015/16 was another strong year for the HWP's WasteAware team with an impressive range of public relations and behavioural change initiatives rolled out across the County as noted in Section 4 of the report.
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Hertfordshire Waste Partnership – Annual Report 2015/16

1. Background

The Hertfordshire Waste Partnership, (HWP) was formed in 1992 bringing together the ten borough and district councils in their capacity as waste collection authorities and the county council as the waste disposal authority (herein referred to as the 'Partners') and is one of 50 such partnerships throughout the UK.

Collectively, the HWP dealt with approximately 530,000 tonnes of local authority collected waste during 2015/16 at a cost of approximately £83.04 million. Of this £43.2 million was spent on waste treatment and disposal with the remainder spent on collection services.

The Partnership is overseen by the HWP Member group which is made up of elected councillors from each of the Partners who hold the relevant portfolio for waste management. The Member group is supported by two senior officer groups - the Directors group and the Heads of Waste group.

The HWP has no authority over individual services and instead considers matters of strategic importance and opportunities for joint working. It makes recommendations about the long-term development of waste services in pursuit of targets detailed in the 2009 Joint Municipal Waste Management Strategy, objectives and principles detailed in the Hertfordshire Waste Partnership Agreement signed in January 2012 and in response to legislative changes. The HWP unit is jointly funded by the Partners and employs a Partnership Development Manager and a WasteAware Co-ordinator.

WasteAware is the public face of the HWP and concentrates on changing 'waste behaviour' by focusing on the 4Rs, reduction, re-use, recycling and recovery. With particular emphasis on actions before waste is generated the HWP hopes to reduce the amount of waste that needs to be recycled or disposed of.



2. Summary

2.1 Performance 'At a glance' (green is good red is bad)

Boroughs & Districts	2014/15	2015/16	Change	Trend
Dry recycling	93,803	97,112	3,309	↑
Composting	110,712	108,671	-2,041	↓
Re-use	335	307	-28	↓
Residual waste	222,505	219,869	-2,636	↓
Total...	427,355	425,959	-1,396	↓
Combined Borough Recycling Rate	47.9%	48.4%	0.4%	↑

County Council	2014/15	2015/16	Change	Trend
Dry recycling	30,431	33,378	2,947	↑
Composting	11,256	8,123	-3,133	↓
Re-use	1,529	998	-531	↓
Residual waste	31,817	25,103	-6,714	↓
Total...	75,033	67,602	-7431	↓
Household Waste Recycling Centre Recycling Rate	57.6%	62.9%	5.3%	↑

HWP Totals	2014/15	2015/16	Change	Trend
Dry recycling	124,234	130,490	6,256	↑
Composting	121,968	116,794	-5174	↓
Re-use	1,864	1,305	-559	↓
Residual waste – EfW	121,931	153,131	31,200	↑
Residual waste – landfill	127,526	87,962	-39,564	↓
Residual waste – other	1,807	2,722	915	↑
Non Compostable Wastes	2,657	1,155	-1,502	↓
Total...	501,987	493,559	-8,428	↓
HWP overall recycling rate	49.4%	50.4%	1.0%	↑
HWP diversion from landfill rate	73.7%	81.4%	7.7%	↑

2.2 Waste Minimisation

The HWP recognised some time ago that the need to minimise/reduce waste long term would be key in measuring the impact of waste reduction messages and other behavioural change activity funded by the partners. For this reason each year the HWP

tracks total waste per household. Long term success measured by this indicator is overall waste levels falling with an increasing percentage recycled. Table 1 below looks at total waste per household over the last six years.

Table 1: Total household wastes (kilograms per household)

Year	Broxbourne	Dacorum	East Herts	Hertsmere	North Herts	St Albans	Stevenage	Three Rivers	Watford	Wel / Hat	Herts CC	HWP
2015/16	907	895	910	912	875	869	886	927	858	871	141	1,031
2014/15	930	887	906	920	866	869	890	950	855	931	157	1,055
2013/14	919	898	902	923	856	877	857	953	845	962	158	1,056
2012/13	925	898	888	898	869	865	842	929	828	930	125	1,013
2011/12	957	912	913	946	894	874	846	975	861	955	151	1,063
2010/11	951	901	907	926	901	879	861	948	843	1028	149	1,062

source: WasteDataFlow – includes updated figures for previous years where available)w

Table 1 shows that total household waste declined in six out of the 11 partner authorities during 2015/16 with increases in four and no change in one authority. However, collectively total household waste per household declined in 2015/16 to its second lowest level in the last six years.

Reductions were particularly evident in Broxbourne, Three Rivers and Welwyn Hatfield with significant reductions also seen at the County Council's network of

Household Waste Recycling Centres. The HWP believes there is significant potential to reduce household per household waste further especially by tackling the amount of food waste still evident in the residual household waste stream which costs the average family up to £700 per annum in avoidable food waste. However, at the same time the HWP must also take into account the potential for overall increases in residual waste tonnage as more and more households are built across the County.

2.3 Recycling & Composting

The percentage of household waste recycled (including composting) is a national indicator which the community recognise as a measurement of success and one which features heavily in national and European statistics when it comes to judging the efficacy of regional and national waste management strategies.

Under this context 2015/16 provided a mixed picture with significant increases in recycling and composting in some partner authorities and declines in others. Broxbourne was Hertfordshire's most improved district during 2015/16 following implementation

of their new waste and recycling service based around the use of a 180 litre wheelie bin for residual waste and the diversion of cardboard from their organic waste stream. As a result Broxbourne rose from 10th to 8th in the Hertfordshire league table with further improvements expected during 2016/17.

Dacorum also saw strong growth in the amount of dry recyclables collected up 1935 tonnes (+14%) on the previous year as new services recently implemented continue to support efforts by local residents to increase the amount recycled across the borough.

Table 2: Changes in recycling and composting 2015/16

Authority	2014/15	2015/16	Change
Broxbourne	35.0%	40.3%	+5.3%
Dacorum	46.3%	49.1%	+2.8%
East Herts	49.6%	48.6%	-1.0%
Hertsmere	43.3%	42.1%	-1.2%
North Herts	58.5%	57.6%	-0.9%
St Albans	50.4%	52.2%	+1.7%
Stevenage	38.2%	39.4%	+1.2%
Three Rivers	63.2%	59.4%	-3.8%
Watford	41.7%	40.1%	-1.6%
Wel / Hat	48.0%	48.5%	+0.5%
Herts CC	57.6%	62.8%	+5.2%
HWP	49.4%	50.4%	+1.0%

(source: Hertfordshire Waste Partnership)

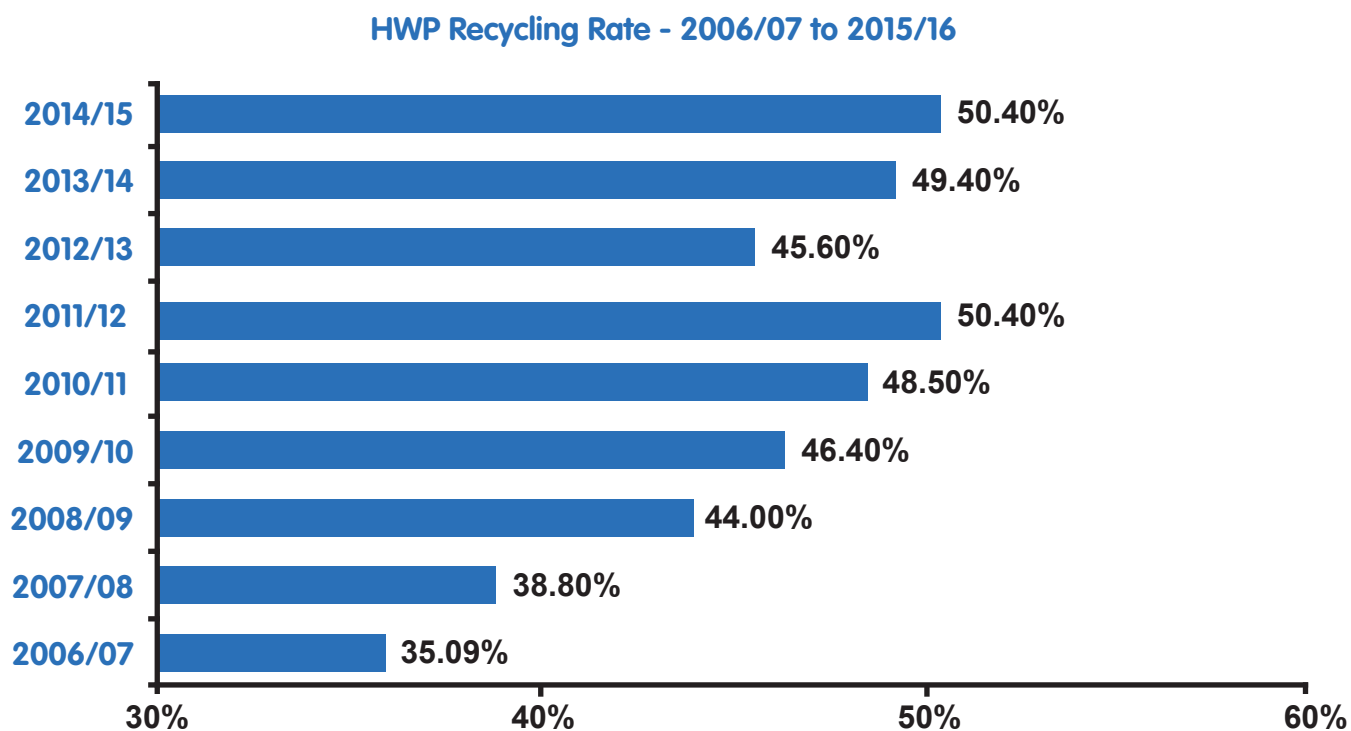
Based on the current national reporting framework the impact of these changes is noted in the updated table and graph below with overall HWP recycling performance now increasing annually for the third year in a row and now matching the previous best achieved by the Partnership.

Table 3: Partner Authority and HWP recycling percentages

Year	Broxbourne	Dacorum	East Heris	Hertsmere	North Heris	St Albans	Stevenage	Three Rivers	Watford	Wel / Hat	Herts CC	HWP
2015/16	40.3	49.1	48.4	42.1	57.6	52.2	39.4	59.4	40.1	48.5	62.8	50.4
2014/15	35.0	46.3	49.5	43.3	58.5	50.4	38.2	63.2	41.7	48.0	57.5	49.4
2013/14	35.0	46.2	48.5	43.2	57.3	47.7	37.4	62.4	40.6	46.6	61.2	49.3
2012/13	34.3	46.8	46.6	40.5	47.3	41.6	36.8	62.0	39.7	43.8	53.0	45.5
2011/12	39.6	46.7	48.4	46.7	49.5	48.3	40.0	60.5	41.2	49.9	67.9	50.4
2010/11	39.3	47.7	48.3	42.5	50.0	50.2	39.1	50.9	40.2	36.5	69.2	48.5

(source: WasteDataFlow – includes updated figures for previous years where available)

The same data from a HWP perspective can be seen in the graph below:



2.4 Residual Wastes

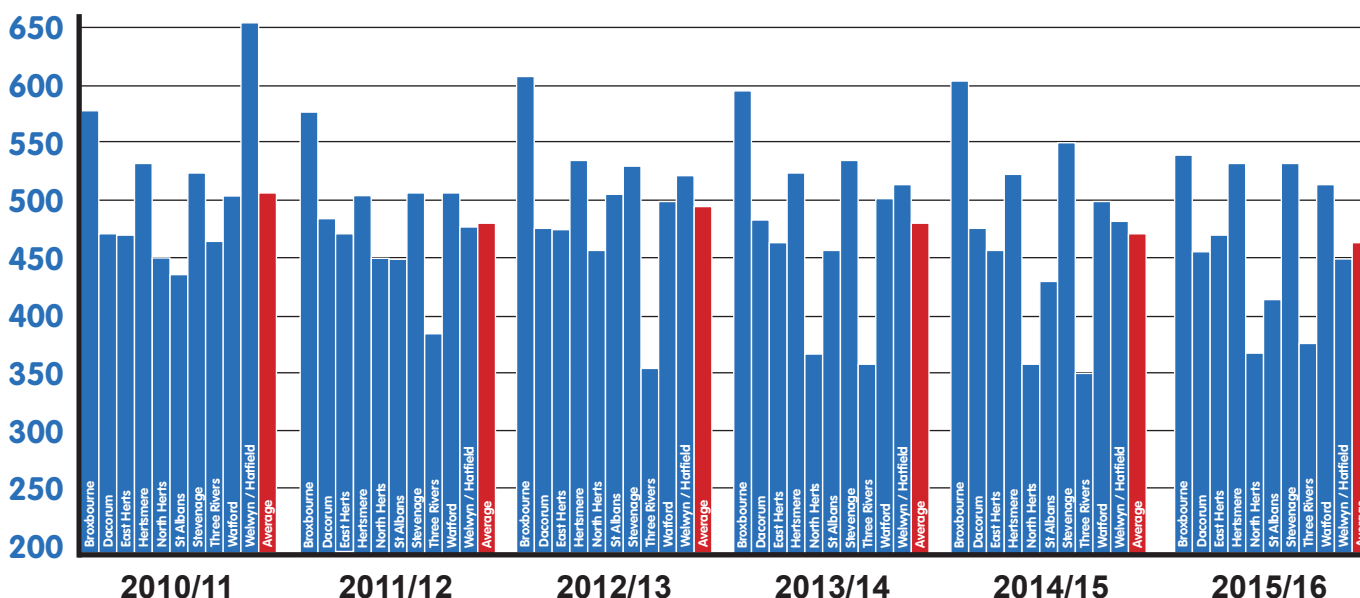
The decline in residual waste noted in the Foreword is illustrated in Table 4 below which also shows the HWP building on the success of previous years with a further reduction in 2015/16. Residual waste per household is now at its lowest level for the last six years.

Table 4: Residual waste per household (kgs)

Year	Broxbourne	Dacorum	East Herts	Hertsmere	North Herts	St Albans	Stevenage	Three Rivers	Watford	Wel / Hat	Herts CC	H W P	WCA Average
2015/16	541	455	467	528	371	416	534	377	514	449	52	511.75	465
2014/15	604	476	458	522	359	431	550	350	499	484	67	534.47	473
2013/14	597	483	465	524	367	459	536	358	502	514	60	535.67	480
2012/13	608	477	474	535	458	505	532	353	500	523	47	542.33	496
2011/12	578	486	471	504	451	451	508	385	506	478	49	528.64	482
2010/11	578	471	469	533	450	438	524	466	504	653	46	548.39	509

(source: WasteDataFlow – includes updated figures for previous years where available)

Residual Waste - kilograms per household - 2010/11 to 2015/16



(source: WasteDataFlow & WMU spreadsheets)

2.5 Diversion from landfill

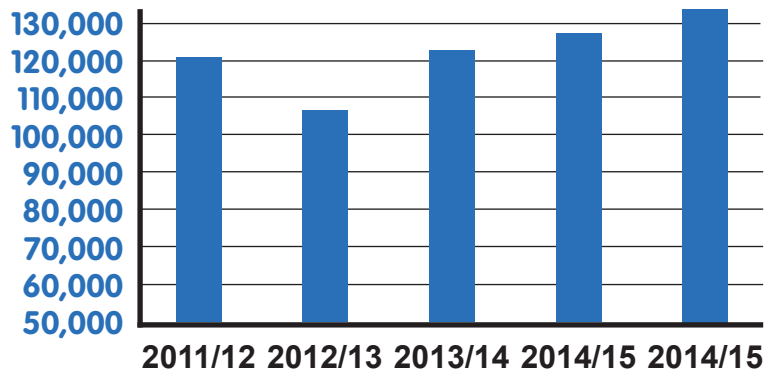
In addition to recycling and composting the partnership also makes extensive use of a number of 'out-of-county' energy from waste plants ranging from Edmonton, North London to Ardley in Oxfordshire. 2015/16 saw a significant increase in the amount of residual waste sent to energy recovery as noted below:

Table 5: Diversion from landfill

Tonnes	2014/15	2015/16	Change
Recycled	124,234	130,490	+6,256
Composted	121,968	116,794	-5,174
Re-used	1,864	1,192	-672
Energy recovery	121,931	153,131	+31,200
Landfill	127,526	87,962	-39,564
Residual waste (other)	1,807	2,722	+915
Non-compostables	2,657	1,155	-1,502
Totals...	501,987	493,446	-8,541
Landfill diversion rate	73.7%	81.4%	7.7%

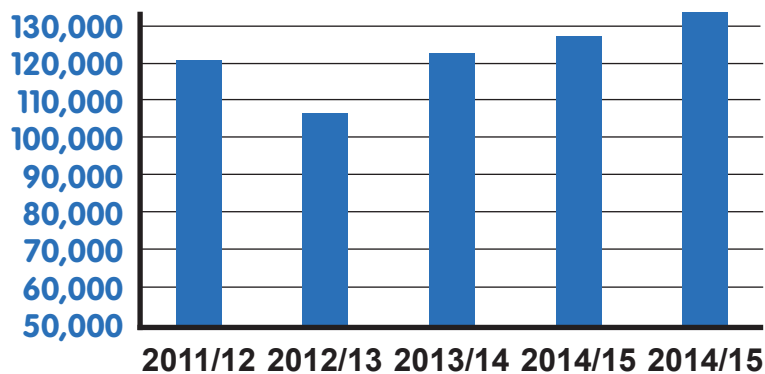
(source: Hertfordshire Waste Partnership)

Dry recycling 2011/12 - 2015/16



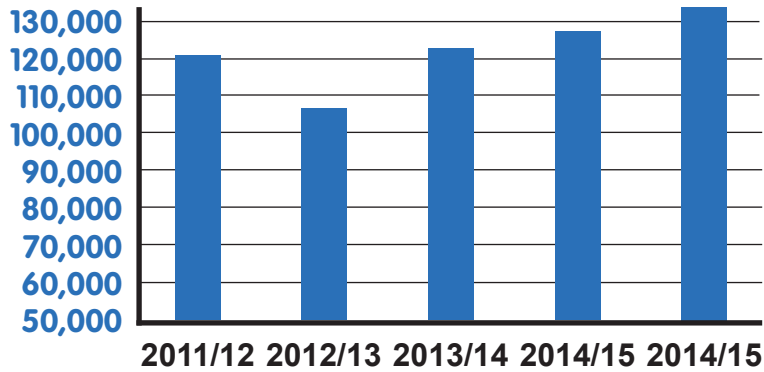
2015/16 repeated the theme of recent years with a steady increase in the tonnage of dry recyclables collected for reprocessing with new services in Broxbourne as well as further improvements in Dacorum, Stevenage and Three Rivers. However, the figures also reflect the diversion of cardboard from the organic waste into dry recycling collections from the kerbside.

Composting 2011/12 - 2015/16



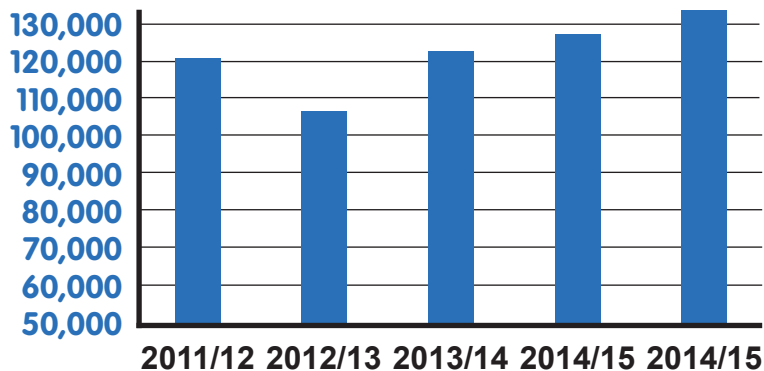
For the second year running composting tonnages have declined. However, at least part of the reduction will be in response to the diversion of cardboard into the dry recycling stream following the rollout of new and enhanced recycling services across the county.

Total household waste 2011/12 - 2015/16



Despite the recent economic upturn including the resumption of house building across the county, total household wastes have actually declined over the last two to three years. The long term success of the HWP's waste management strategy will be further declines in total household per household waste as residents become increasingly WasteAware combined with a bigger percentage being recycled, composted or recovered. However, the HWP is also anticipating overall increases in residual waste tonnage as the number of households continues to increase.

Diversion from landfill 2011/12 - 2015/16



Perhaps second only to re-establishing a 50% recycling rate during 2015/16 was further significant improvements in the level of overall recovery. The HWP's use of landfill reduced by almost 40,000 tonnes during 2015/16 with an additional 31,200 tonnes of waste not recycled by residents sent for energy recovery.

3. Highlights – 2015/16

3.1 Street Sweepings Recycling

Historically each year the HWP Partners collect and dispose of approximately 10,000 tonnes of street sweepings which contain a significant quantity of materials which are potentially recyclable.

As a result, from April to May 2015 Broxbourne, Dacorum, St Albans, Stevenage and the County Council working together in partnership, initiated a trial to see if it would be possible to reprocess street sweepings at a lower cost compared to landfilling the same material. The trial also determined if the resultant material could be re-used or recycled for potential use in new applications. The trial was successfully completed in late 2015. As a result the Partnership, with the County Council acting as the lead authority, let two new contracts for the county wide

processing of street sweepings collected by all 10 boroughs and districts in Hertfordshire. Both contracts started in January 2016 and will run until April 2018.



Street sweepings being bulked up prior to collection



Ferrous metals are removed and then water is added to separate organics and general litter.

Key to this latest example of joint working, and in common with the HWP's other consortium contracts is the quality of the materials collected for reprocessing. By working closely together the HWP has

been able to ensure that the materials sent for reprocessing have met the necessary quality standards with no rejected loads since the contract started. As a result over a 20 week period including the latter half of quarter 4 - 2015/16, as well as the first quarter of 2016/17, 3987 tonnes of street sweepings were collected and sent for reprocessing saving the HWP just over £186,000. Full year savings are anticipated to be in the region of £480,000 per annum the majority of which will be passed back to the boroughs and districts through the Partnership's Alternative Financial Model (AFM). The AFM is a financial model which passes on additional reward to the boroughs and districts for making operational changes which result in savings in waste disposal for the County Council.



Sand and gravel recycled from Hertfordshire's street sweepings

Organics contained within the street sweepings are reused for landfill remediation as well as in biomass for energy generation. The element which is recycled can be recorded on the government's official

Wastedataflow system, and as such will contribute to the HWP's efforts to push beyond 50% recycling so more and more of the waste arising in Hertfordshire is diverted from both landfill and energy recovery.

3.2 Joint Working in Waste – East Herts & North Herts



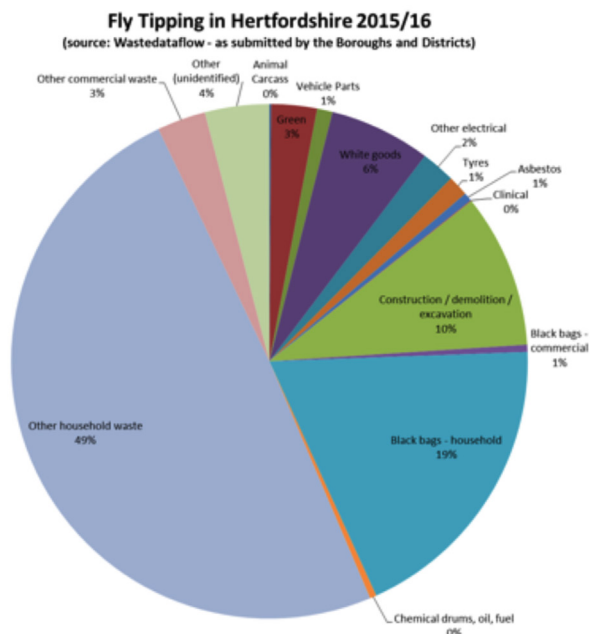
An important and strategically significant part of the 2015/16 work programme saw a number of independent work streams completed in support of the East Herts and North Herts joint waste project. The purpose of the project was to identify potential efficiencies that might be derived from working together to provide a single unified service covering both districts and as such would represent Hertfordshire's first joint contract for waste, recycling and street cleansing services.

The work streams included an independent study by external consultants, internal reports from both authorities as well as detailed round optimisation work by the Partnership unit working with lead officers. Each piece of work independently demonstrated the potential for significant savings and as a result, earlier this year the Partners formally agreed to let a joint contract for waste, recycling services and street cleansing services. Subject to the final specification, the new contract, which is due to start in May 2018, is anticipated to deliver savings of up to £700,000 per annum and almost £5 million over the initial term of the contract.

It is anticipated that savings will arise as a result of being able to rationalise the number of collection rounds needed for all three services across the combined East Herts / North Herts area. This in turn should be reflected in savings in support assets such as depots and spare vehicles as well as additional efficiencies through the creation of a single client team that will manage the contract on behalf of both authorities.

3.3 Fly-Tipping

Fly-tipping is the illegal dumping of waste and can be liquid or solid in nature. It can vary in scale significantly from a single bin bag of waste to large quantities of waste dumped from commercial vehicles.



The causes of fly-tipping are many and varied, as are the motivations of the perpetrators, although financial gain or financial saving is clearly a principal reason in a significant number of cases. Laziness and an attitude that someone else will clear up the waste, all have a part to play.

During 2015/16 Hertfordshire’s local authorities recorded 14,716 incidents of fly tipping across the County as shown in the graph opposite. This is a 17.9% increase on the numbers recorded in 2014/15 and is part

of a national trend. The Partner Authorities estimate that costs associated with the clearance and disposal of fly tipped materials during 2015/16 cost an estimated £800,000. This is money that cannot be spent on more important local services. In response the HWP working with the Hertfordshire Fly Tipping Group recently put together the County’s first dedicated work programme to tackle fly tipping. This involves a range of different agencies including Hertfordshire’s local authorities, the Hertfordshire Constabulary; the Office of the Police and Crime Commissioner, Hertfordshire Fire & Rescue, and the National Farmers Union.

The work programme includes eight distinct work streams ranging from proactive campaigns to remind residents and businesses of their ‘duty of care’ responsibilities; establishing a county wide approach to the use of fixed penalty notices as provided for under the Unauthorised Deposit of Waste (Fixed Penalties) Regulations 2016; to working with Hertfordshire magistrates to improve how cases are presented for prosecution with a view to ensuring that court judgements reflect both the seriousness of crime as well as the full costs faced by the both the public sector as well as private landowners where possible.

3.4 Clean for the Queen



Cllr Lynda Needham, Leader of North Herts District with pupils from the William Ransom Primary school

Clean for The Queen was a campaign launched in early 2016 to celebrate the Queen's 90th birthday. The initiative encouraged community groups, service organisations, local councils, businesses, individuals and schools to do their bit by cleaning up their local areas.

In response, over 100 events were staged across Hertfordshire a number of which it is hoped to repeat on an annual basis involving schools and local volunteer groups and businesses.

Highlights included:

- Broxbourne Borough Council targeted an area known for fly-tipping.
- 41 separate events were held in Dacorum with over 1000 volunteers involved.
- 18 events were held in East Herts which received lots of local support.
- In Hertsmere a number of litter picks were organised with local schools. In addition the Authority organised a schools 'crown' competition with the Mayor presenting a prize.

- North Herts ran a schools 'poster' competition with winning designs placed on the sides of street cleansing vehicles (see photo on page 15)
- St Albans focused efforts on local schools and groups. This included over 200 volunteers and equipment donated by the Authority to support litter picks.
- Stevenage Borough Council held an event with a local school which included a talk and a visit from the Mayor.
- Three Rivers held a number of local schools and group events.
- In Watford a number of schools, community groups and businesses took part with the council also running a special two week 'spring clean' clear up alongside the Clean for the Queen events.
- Three public events were held organised by Welwyn Hatfield Borough Council along with a number of local volunteer groups. Local schools got involved carrying out their own events.

3.5 Anaerobic Digestion

The 2014/15 annual report noted that separate food wastes collected by Dacorum and Three Rivers were being bulked up at two different locations in Hertfordshire before being transported to Agrivert's anaerobic digestion (AD) facility in Chertsey. The bulking operation itself as well as the distances involved add significantly to the costs incurred in managing this particular waste stream.

Indeed food waste stubbornly remains the single biggest 'recyclable' fraction making up approximately 30% of Hertfordshire's residual waste bin costing approximately £100 per tonne to dispose of compared to an average cost of £45 per tonne to process via anaerobic digestion. This equates to a potential saving of approximately £3.6 million per annum if this food waste was diverted to AD.

However, one of the HWP's long term aims has and continues to be the development

of innovative contracts of 'sufficient critical mass' to support the development of local sorting, reprocessing and treatment capacity for each of the three main waste streams including dry recyclables, organic wastes and residual household waste.

Under this context the HWP's organic waste management programme has encouraged and supported the development of two 'in county' In Vessel Composting facilities (IVCs) that between them accept approximately 72,000 tonnes of commingled food and garden waste processed each year with the final compost product distributed locally. To both supplement this local capacity as well as provide an 'in-county' solution for separate food waste towards the end of 2015/16, on behalf of the HWP, the County Council exercised options in the existing contracts that allow for the separate treatment of food wastes.

The new Anaerobic Digestion facility being built at Coursers Farm near St Albans



These options will support the development of a new anaerobic digestion facility at Coursers Farm near St Albans. The development of local AD capacity represents an important strategic development in how Hertfordshire is addressing the challenges faced by organic waste management. The new AD plant will allow a number of authorities to direct deliver separate food wastes as well as significantly reduce costs for those that currently have to bulk. Development of the facility will also support the establishment of a new dedicated food waste service recently implemented by St Albans and is well placed to support other Hertfordshire boroughs and districts should they also wish to develop dedicated food waste services to tackle what remains the single biggest waste fraction left in Hertfordshire's residual waste.

The facility, which is currently under construction, is due to begin accepting food wastes from Dacorum and Three Rivers from November onwards when it is also due to start exporting power to the national

grid. Tonnages handled by the facility will count towards existing minimum guaranteed tonnages making it potentially easier long term to accommodate changes which could see the implementation of charges for garden waste.

This development reflects the very significant progress that has been made with respect to removing cardboard wastes from the organic waste stream as featured in previous reports. As such the HWP has been able to implement new procedures for the treatment of approved waste which will see the overall cost of treatment (per tonne) reduce significantly.

In future gate fees will only increase if loads contain contamination above 10% with costs directly apportioned to the Partner responsible. Finally, the variation also removes the need for costly and time consuming audits. However, audits can still be requested by the Partners or indeed Agrivert if there is a re-occurrence of the contamination issue.



Integral to the new facility will be the engines shown above that convert gas generated by the AD process into electricity for export to the national grid

3.6 Risk Management

Risk management issues for the HWP during 2015/16 were predominantly linked to end markets for recyclable materials and how these impacted on HWP waste and recycling services, either in terms of changes in quality specifications, and/or significant market events which impacted on the value of the materials handled by the HWP.

The MF Regulations

The Materials Facilities Regulations implemented in 2015 underline the need to continuously scrutinise the quality of materials collected at the kerbside in order to minimise the amount of material rejected at the various recycling plants used by HWP Partners to process their kerbside collected materials. The testing of incoming materials, as required by the regulations, identified that the amount of non-target materials and

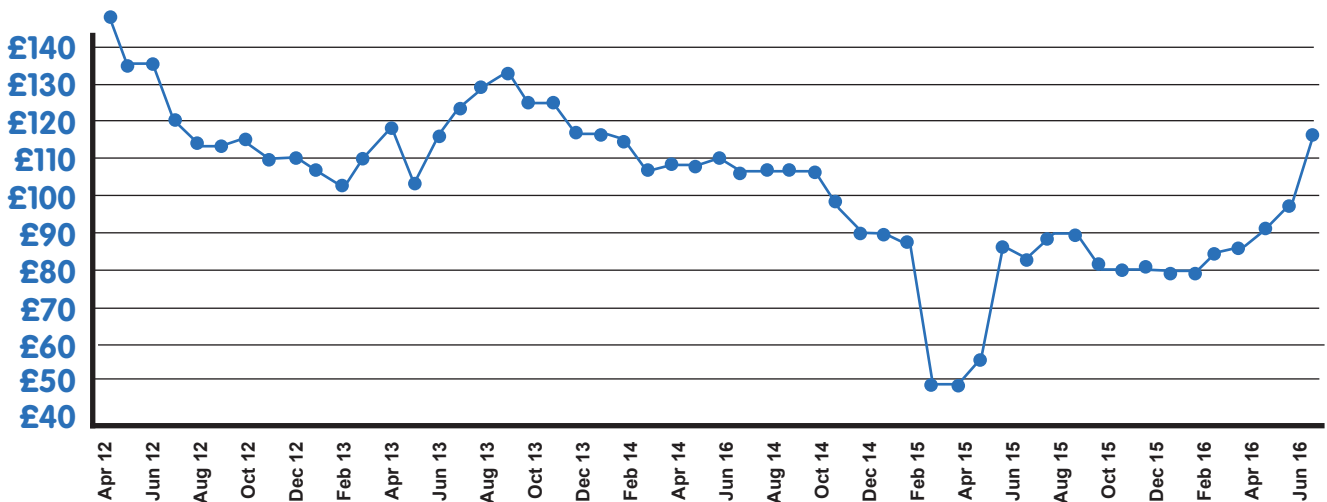
prohibited materials combined ranged from 4% - 8.5% across the Partnership. This was one of the reasons that 2015/16 saw the HWP's WasteAware team roll out the new 'Recycle Right for Herts' campaign as discussed in detail on page 21.

The Paper Market

The 2014/15 report noted the closure of the Aylesford Paper mill in Kent which used to purchase 450,000 – 500,000 tonnes of recycled newspapers and magazines each year from local authorities across the UK. The shock closure caused an immediate and significant supply / demand imbalance. As a result the price the market was prepared to pay for what remains a significant portion of the recyclable waste stream declined dramatically as demonstrated in the graph below:

News & Pams - Market Price

(April 2012 - July 2016 source: Letsrecycle.com - 11th August 2016)



Whilst the fixed price approach of the HWP's Paper Consortium mitigated the impact of the Aylesford closure; those authorities working with 'basket prices' for commingled dry recyclables did see a drop in their value leading to imposition of gate fees for the receipt and processing of dry recyclables.

The paper 'price' has since undergone a significant recovery with the HWP recently re-tendering both the Paper Consortium as well as the Commingled Consortium both of which have benefitted from increases in the paper price as shown in the graph above. More on this in next year's report.

4. WasteAware Campaign – 2015/16

4.1 Recycling Quality

As noted above in response to contamination levels and the new MRF Code of Practice coming into effect, during 2015/16 the HWP's WasteAware team, including officers from the boroughs, districts, county council and Partnership unit, initiated a major push to improve the quality of the dry recyclables collected and delivered for reprocessing. This saw a county wide campaign to explain which items can be included in kerbside recycling bins, and which should be placed elsewhere.

Due to minor differences in collection methods, one of the key challenges was to create a simple message that was relevant across all boroughs and districts. To solve this problem WasteAware established a special task and finish group.

The result was a campaign, entitled 'Recycle Right for Herts'. The group came up with messages and branding that were positive, clear and engaging, rather than 'telling residents off'. Following initial work by the group a design company was engaged to create the branding as shown in the example opposite. The logo and related iconography was then used in everything from leaflets to campaign merchandise to co-ordinated social media. The campaign formed the backdrop to the HWP's participation in the 2015 County Show, and also set the scene for the HWP's social media presence during Recycle Week using the branding and related infographics. A competition linking the two saw County Show visitors being asked to share a photo of their mini wheelie bin on social media with the hashtag #Wheresyabin. This saw a number of applicants, and generated some interesting photos as shown below. Boosted posts to advertise our presence at the County Show reached over 3,000 and Recycle Week had over 1,000 with no boosting. Nearly 70 people engaged with the posts by commenting, liking or sharing across their own networks further expanding the reach of HWP messages.



New branding was developed to underpin the main theme of the 2015/16 programme



In October, a photoshoot was held at the Stevenage HWRC with the HWP Chairman, Cllr Richard Thake who is also the County Council portfolio holder for Community Safety & Waste Management. Sharing this image and a related article successfully captured the interest of local press and social media attention. The Facebook post had a reach of 374.



HCC Portfolio Holder and HWP Chairman Cllr Richard Thake helping to launch Hertfordshire's Recycle Right campaign

A twitter competition in November last year to like and share a post to win a goody bag of WasteAware merchandise was a successful experiment, gaining nearly 100 new followers over the two weeks it ran. In addition to the social media presence and online competitions, other elements to the campaign included a video and a radio advert. Whilst it is hard to gauge the effectiveness of a campaign like this, anecdotal evidence from speaking to people at the County Show and other events suggests that the clear and simple summary format of the leaflet was welcomed by residents.

Each time an infographic was posted on social media a large number of likes and shares were seen, indicating the messages and style are both engaging. The Government's Waste Resources Action Programme (WRAP) offered an endorsement at the Communications workshop we hosted, saying that they were a good example of positive engagement. Various Partners have since used the branding, including a number who have traditionally run their own campaigns. All authorities have used various items from the campaign on a range of media including collection calendars, magazine articles, Agripa adverts on vehicles, council websites, at events, in articles and on posters.



Agenda Pack 39 of 90
 One of the infographics designed by the WasteAware team as part of the 2015/16 campaign

4.2 Real Nappies

In early April 2015 WasteAware launched the new Hertfordshire Real Nappy Campaign ready for Real Nappy Week 2015 (RNW), which began on Monday 20th April. The new campaign included a range of new promotional ideas and products as summarised below:



The new WasteAware video on real nappies is proving popular

- **A promotional video:** with 30 Hertfordshire babies and toddlers as the stars, filmed at a local soft play activity centre. Photographs taken at the filming session formed the basis of the branding, with the printed material linking well with the video. This was viewed over 500 times during RNW on You Tube and reached 1000 views by the end of the 15/16 financial year. Paying only £14 to promote the new video on Facebook, resulted in over 3500 views during RNW, and was watched by an additional 60 people during the remainder of the year meaning that a minimum of 4560 people have seen the video in the opening year. This has since risen to well over 10,000 as of June 2016 following further promotion during RNW 2016. The video can be viewed at <http://youtu.be/mzxGQv3sk3k>
- **New real nappy starter kit:** to complement the existing £50 reward for those who use cloth nappies during 2015/16 the upgraded campaign allowed Hertfordshire residents to choose whether they would like to apply for the £50 reward after purchasing real nappies, or take the opportunity to try real nappies for free with a starter kit worth over £100. The kits are supplied by local companies both of which offer after care support for answering questions on nappy use and provide a discount code if residents would like to buy more.
- **www.wasteaware.gov.uk/realnappies** The HWP's website continues to be kept up to date and relevant with details of the above, plus more on 'why real nappies rock'. On average the webpages receive between 150 and 300 views a month.

- **A new leaflet detailing the benefits of using real nappies:** The leaflet combines the previous Real Nappy leaflet and “real nappy reward” claim form into a single A5 leaflet with simplified information and a new design to provide a fresh and engaging brand. Printed copies, using the same branding as the video are made available at our Real Nappy Week events, to all Partners and to both of the nappy libraries in Hertfordshire.
- **Social media promotion** of our campaign launch and Real Nappy events was scheduled throughout RNW week, with ongoing coverage throughout the year via Facebook: <https://www.facebook.com/WasteAwarePartnership> and Twitter: @HertsWasteAware
- **Real nappy week events** took place around the county all week. Stalls offered the new leaflets, banners and demonstration examples of the starter kit.
- **A Real nappy week competition** was available from our website and social media. People were asked to watch the video and then answer a few simple questions. Entries were accepted via Rafflecopter, a competition platform, with ‘bonus’ entries for liking WasteAware on Facebook or following WasteAware on Twitter.
- **Hospital advertising.** During 2015/16 the WasteAware group refreshed its use of hospital advertising, which had previously been utilised several years ago. A contract was taken out with Baby TV for the new video to be shown in antenatal wards at the three main Hertfordshire hospitals; including Watford General, St Albans City Hospital and Hemel Hempstead Hospital. The video was shown four times in each 120 minute ‘loop’ and will further promote the new real nappy starter kit and information in general to our target audience of expectant mums and their families.



Analysis shows that real nappy reward claims had largely remained static since 2011 at around 200 claims a year. However, the introduction of the new campaign and starter kit generated significant additional interest amongst new and expectant parents as demonstrated in the table below:

Table 6: Real Nappies

Year	Real Nappy Reward Claims	Starter Kit Applications	Total
2011/12	208	-	208
2012/13	199	-	199
2013/14	198	-	198
2014/15	201	-	201
2015/16	131	229	360

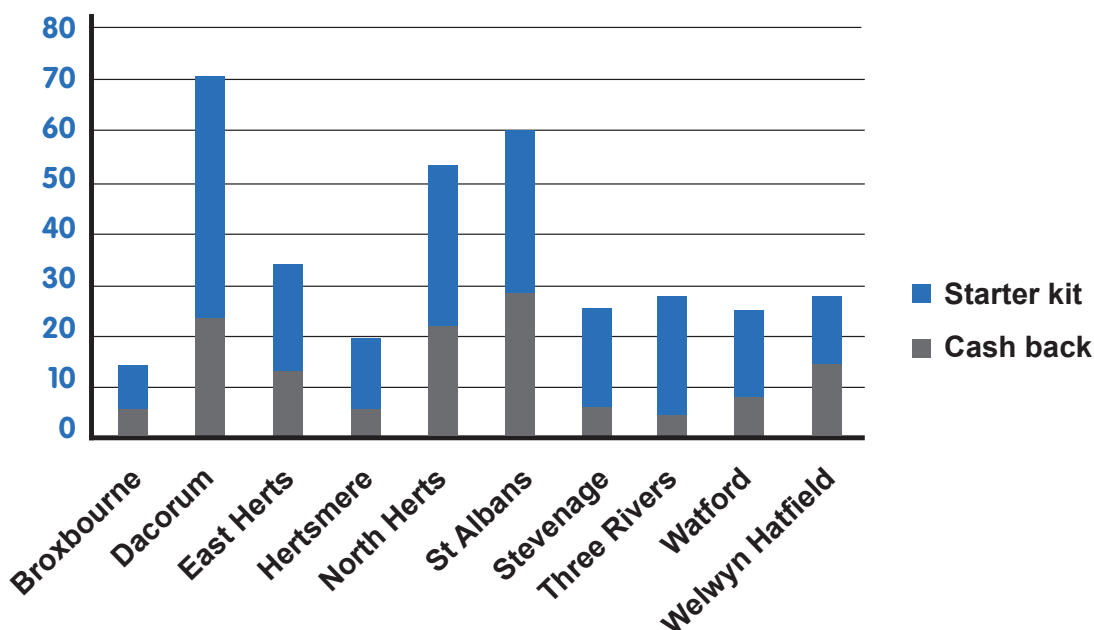
Historically, there has been no target set for real nappy applications. Partners have budgeted £1,000 annually to fund the nappy claims, although this has seldom been exceeded. Following the launch of the new campaign, four Partners had claims in excess of the threshold with the total value of claims from districts in 2015/16 in excess of £10,000, compared to under £6,000 in both

Agenda Pack of the previous two years.

The total spent on real nappy applications across the county in 2015/16 was £17,900. Further analysis of the results following the campaign indicates that 960,000 disposable nappies were avoided during 2015/16 equating to 220 tonnes. At current prices this is a saving in landfill costs alone of £18,635. In addition there will also be savings in waste collection costs including bulking and haulage. If families use real nappies from

birth to potty for the vast majority of nappy changes, this savings figure increases to approximately £33,000 per annum.

The following chart offers a breakdown of applications per district. Over half of applications in each district were for the starter kit underlining the popularity of the enhancements to the scheme.



With each application for a starter kit or cashback, residents are asked where they found out about the scheme so the HWP can track the most successful publicity methods. Personal referrals remain the most popular method, followed by websites, council magazines and HWP presence at local events.

As expected, there are differences between districts. For example, more referrals were received in North Herts than other districts because of their active nappy library. Several referrals in Dacorum came from a particular National Childbirth Trust group. However, 'word of mouth' or 'online' was specified by the majority of applicants in all districts. This reinforces the need to make sure that online resources such as websites and social media are kept up to date, engaging, relevant and co-ordinated so residents and other potential service users can find the information they need quickly regardless of whether using a desktop computer or smartphone.

Going forward WasteAware is keen to explore the possible correlation between residents applying while pregnant or after the baby was born and the type of incentive they applied for, starter kit or cashback. Evidence from Go Real, the national real nappy campaign group, suggests that the earlier people become interested in real nappies, the more likely they are to use them long-term. Given that the majority of applications came from people during pregnancy, it would be worth finding out the percentage of each group who continued to use real nappies after applying. It is proposed that an online survey will be sent to all applicants who indicated they were happy to be contacted to determine if and for how long they used real nappies. This information and responses to other questions asked can help to improve the diversion away from disposable nappies.

4.3 Social Media

During 2015/16 WasteAware continued to develop its presence on Twitter, Facebook and YouTube. Interaction via social media with residents increased over the year, with questions being received more regularly online, particularly regarding what can be taken to the Household Waste Recycling Centres.

The following statistics are a selection of those recorded and reported on monthly:

Table 7: Social Media

Month	Facebook			Twitter		
	Monthly Reach*	People engaged	End of Month Page likes	Monthly Reach	People engaged	End of month Followers
Apr	13,332	219	148	12,800	642	1,276
May	4,403	189	168 (+20)	5,777	599	1,303 (+27)
June	1,948	95	174 (+6)	13,900	387	1,309 (+6)
July	4,315	209	179 (+5)	6,700	260	1323 (+14)
Aug	499	41	184 (+5)	7,115	263	1,327 (+4)
Sept	671	39	189 (+5)	3,721	278	1,333 (+6)
Oct	596	57	193 (+4)	6,589	195	1,350 (+17)
Nov	2,509	142	195 (+2)	18,200	582	1,449 (+99)
Dec	3,884	358	197 (+2)	13,400	285	1,449 (0)
Jan	633	35	197 (0)	3,522	198	1459 (+10)
Feb	1,757	123	208 (+9)	5,390	194	1466 (+7)
Mar	1,083	75	220 (+12)	4,709	695	1473 (+7)
Total	35630	1582	72	101823	4578	197

* The 'reach' of a social media post or tweet is the number of people who saw it in their news feed. The 'engagement' is those who then took action following seeing the post, such as liking or commenting on it in Facebook, or re-tweeting on Twitter.

The reach of social media posts can vary greatly. This depends on the content and frequency of posts and often reflects a particular campaign. The large numbers witnessed in April 2015 for example, related to publicity for Real Nappy Week where some posts were 'boosted' to reach a certain audience. July 2015 saw the Recycle Right infographics being shared; whilst November included the #OurDay initiative (see below); and December's reflected social media posts related to Christmas.

Although numbers of page likes and followers has risen on both platforms, overall the numbers in 2015/16 did not increase as

anticipated. Gaining nearly 100 new followers in two weeks on Twitter in November 2015 shows what is possible – this was as a result of a competition to follow WasteAware and retweet a post in order to win a goody bag. A number of followers from this competition then removed themselves, but the majority remain. Consequently numbers for the monthly reach remain impressive.

As mentioned elsewhere, social media has been used to promote a variety of WasteAware campaigns and messages during 2015/16 including real nappy week, home composting awareness week and recycle week.

4.4 Website Update

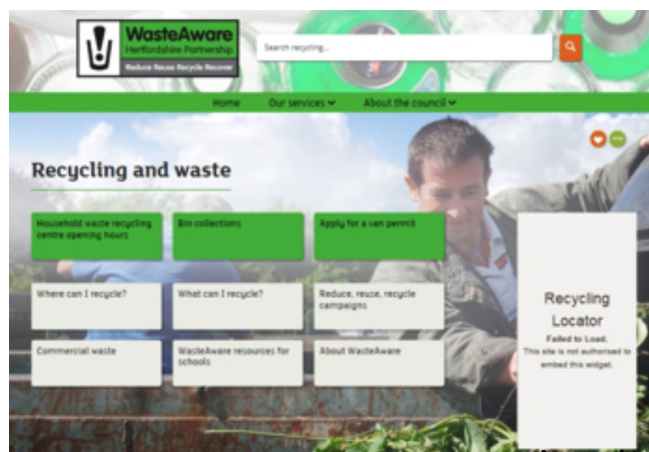
During 2015/16 WasteAware has been working with the County Council's web team to review, refresh and create new and up to date content in preparation for moving to a new website designed to work on multiple platforms.

The website forms the "public face" of WasteAware, and as such is one of the most important sources of WasteAware information. The new branding complements the work carried out last year to update content, and will ensure that WasteAware continues to have an accurate and engaging web presence. In addition user satisfaction surveys have been carried out in order to



understand current customer experiences with the old website so these can be improved upon with the new one making key information easier to find.

The Website has been used alongside an enhanced social media profile to support interaction with residents in new ways. One example of this is that WasteAware has run several competitions whereby details are available on social media and the website, linking through to a specialist platform where people can submit their entry. On first use during real nappy week, this was popular with 80 entries and lots of 'views'.



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4.5 Electrical Waste

Schools Free Electrical Collections

2015/16 saw WasteAware continue to work with partner organisation European Recycling Platform (ERP) to provide the popular twice-yearly collections of Waste Electrical and Electronic Equipment (WEEE) from schools. ERP pick up anything with a plug or a battery free of charge from Hertfordshire schools, so long as there are 10 or more items for collection. This is the sixth year that the collections have been offered.

Details about the collections are circulated to all Hertfordshire schools via Hertfordshire's School Grid and electronic bulletin. Following the last three collections, an email database has been compiled with permission from all applicants so they can be contacted directly about the service, ensuring that details go direct to those involved. Schools then apply via an electronic form on the WasteAware website, detailing the number and type of items they have for collection. Schools are advised that unwanted functional items could be sent for reuse at a number of local outlets, to encourage only those items that have

reached the end of their useful life to be recycled.

A select number of schools were approached to request photos taken during the collection to use for publicity purposes. Six schools responded with photos and the relevant permissions, some of which have since been used in press releases, on our website and in social media. ERP fund these events, so we can offer them free of charge to all schools in Hertfordshire. The cost is estimated at a 'value in kind' of approximately £10,000 for each take back event. HWP's contribution takes the form of officer time for co-ordinating the events and liaising with schools and the collection company. Three events were held during 2015/16. The first in April 2015 invited parents and pupils to bring in WEEE items from home for the first time. This saw 143 schools take part who between them collected over 36 tonnes of equipment, which is the largest collected to date in a single event. Since the initiative was introduced in 2011 just under 300 tonnes of material has been collected for recycling, which is equivalent to the weight of an Airbus A340.



Children from Chaulden Infants School in Dacorum participating in one of the specials School's WEEE events run by WasteAware during 2015/16

**Table 8: Summary of School WEEE Collections
June 2011 – March 2016**

Date	No of Schools Participating	Tonnage Collected	No of Electrical Items
June 2011	173	41.30	4,266
Feb 2012	149	34.12	4,381
Sept 2013	97	23.14	2,829
Mar 2013	107	34.00	3,568
Sept 2013	102	28.30	3,399
Mar 2014	84	27.55	2,708
Sept 2014	118	20.68	3,944
Apr 2015*	143	36.38	4,920
Sept 2015	94	22.94	2,917
Mar 2016	140	24.32	3,800
TOTAL	1207	292.73	36,732

Following the events, all participating schools are provided with a copy of the relevant Certificate of Destruction(s) and are made aware of the number of schools who took part and the tonnage raised.

4.6 Re-Use Campaign

This campaign was initiated in November 2015. The brief for this group was ambitious, with many ideas and potential project areas to work on. The nature of reuse often involves external partners and this made progress difficult at times.

The group identified a number of easy reuse ideas that residents could try and filmed videos of WA reps creating their ideas to share with residents on social media, YouTube and the website. The 'makes' included a bag from an unwanted t-shirt, bird feeder from a plastic drinks bottle, racing cars from toilet roll tubes and a 'rocket jet pack' from two plastic bottles.



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Child's fancy dress rocket pack!! created using 2 plastic bottles

- St Albans Council held a successful repair workshop during Sustainable St Albans Week which was given great feedback by those who attended. It is hoped that this will be repeated during the next Sustainable St Albans Week in late 2016.
- The group created a comprehensive guide to 'swishing' – how to set up and run a clothes swapping event. This has been shared with a school and two community groups to date.
- North Herts and Dacorum councils arranged a gift exchange after Christmas for staff to swap unwanted presents. These had limited attendance but did see items being exchanged. Internal publicity needs to be considered if these events are to be run again.
- WRAP were engaged to run a reuse workshop whereby delegates could learn more about potential links with Furniture

Reuse Networks (FRNs) for the reuse of district collected bulky waste. The workshop was hosted by Restore in Tottenham, and was attended by 16 HWP representatives. The workshop was useful for sharing ideas, gaining knowledge on contractual issues and for gelling the team as a group.

Following this workshop, North Herts Council investigated the possibility of working directly with a local charity for their bulky collections. Negotiations were positive with the charity keen to re-skill their staff to be able to offer repair and refurbishment of items. A new script for the contact centre was written with a view to introducing it. Unfortunately, the charity requested a delay as staffing limitations meant they were unable to commit fully to the new arrangement. It is hoped to progress during 2016/17.

4.7 Home Composting

In 2015/16 WasteAware continued to promote home composting by offering advice to residents via the website, on social media and at events. The provision of low cost home composters is also ongoing. WasteAware promote Straight as an outlet for householders to purchase low cost home composters through the IESE/WIN home composter framework contract. Publicity has taken place in the form of leaflets and banners (available at events and placed in contact centres across the County), information on the WasteAware and Partner websites, through an advert in the County Council residents' magazine "Horizons" and smaller adverts in district magazines such as the "Three Rivers Times" and "Hertsmere News" to make sure maximum coverage is

obtained for the campaign. Press releases were sent out during National Composting Awareness week in April.

Under the Straight contract, WasteAware continues to provide two free compost bins and two free kitchen caddies for schools to compost their food waste. Uptake of this has been steady although overall sales across the county have continued to decline, following trends of recent years. The cost of composters via the Straight scheme has remained the same, and is therefore not thought to be a factor. More likely, it is the availability of food waste collections at the kerbside from districts that is reducing the need to compost at home for all but the most dedicated of recyclers or avid gardeners.

Table 9 – compost bins sales

Year	Schools uptake (number of items)	Household Compost items sold*
11/12	Data not available	1,485
12/13	52	1,100
13/14	66	1,040
14/15	32	693
15/16	32	581

*These figures include composters and accessories e.g. caddies, compost bin bases

4.8 Christmas Recycling

During December 2015, a daily social media post was sent out using a ‘Christmas A-Z’ theme relating to different elements of Christmas reuse or recycling. The simple tips or reminders for residents seemed popular, with engagement on Facebook spiking to 2,560 in the week of 17th-24th December 2015, from a weekly average of 500 in the two months before that. See examples below.

WasteAware Partnership
Published by Helena WasteAware [?] · 18 December 2015 · 🌐

O is for... Oil and fats.
Britons will apparently pour 15 million cups of roast turkey fat down the kitchen sink on Christmas Day, enough to nearly fill an Olympic swimming pool. Once it enters sewers it transforms into a hard, soapy material. Scientists estimate removing fat, oil and grease from sewer pipes adds up to £50m a year to our household bills. Yuck. Instead, use leftover fats to feed the birds - Pour it into a pinecone rather than down the sink. You could even add left over nuts and fruit.



2,279 people reached Boost post

WasteAware Partnership
Published by Helena WasteAware [?] · 8 December 2015 · 🌐

H is for... Helping small businesses
For gifts, food and other supplies this year, consider supporting small businesses. You'll find more variety, great customer service and it will help the local economy. Craft fairs and Christmas markets are a fun way to do this.



106 people reached Boost post

4.9 #OurDay



On 18th November 2015 the WasteAware Group took part in an annual ‘tweetathon’ for local government to show what it does in a typical day; with five tweets over the day, and 10 retweets of other #OurDay tweets from seven different districts. Our tweets earned 1617 impressions, six likes and eight retweets.



5. End Destinations – where does our waste go?

5.1 Introduction

The HWP believes that as part of raising awareness about the waste management services provided in partnership across Hertfordshire it is increasingly important to illustrate how and where specific waste streams are processed.

In doing so we hope to achieve a better understanding amongst waste producers, including residents and local businesses, which will lead to the longer term adoption of

better ‘waste behaviours’ in order to mitigate the logistical and financial consequences of having to deal with the c.530,000 tonnes of waste handled by the HWP each year.

This section of the report looks at 3 distinct waste streams including organic wastes, residual wastes and dry recyclables explaining where these materials were dealt with during 2015/16.

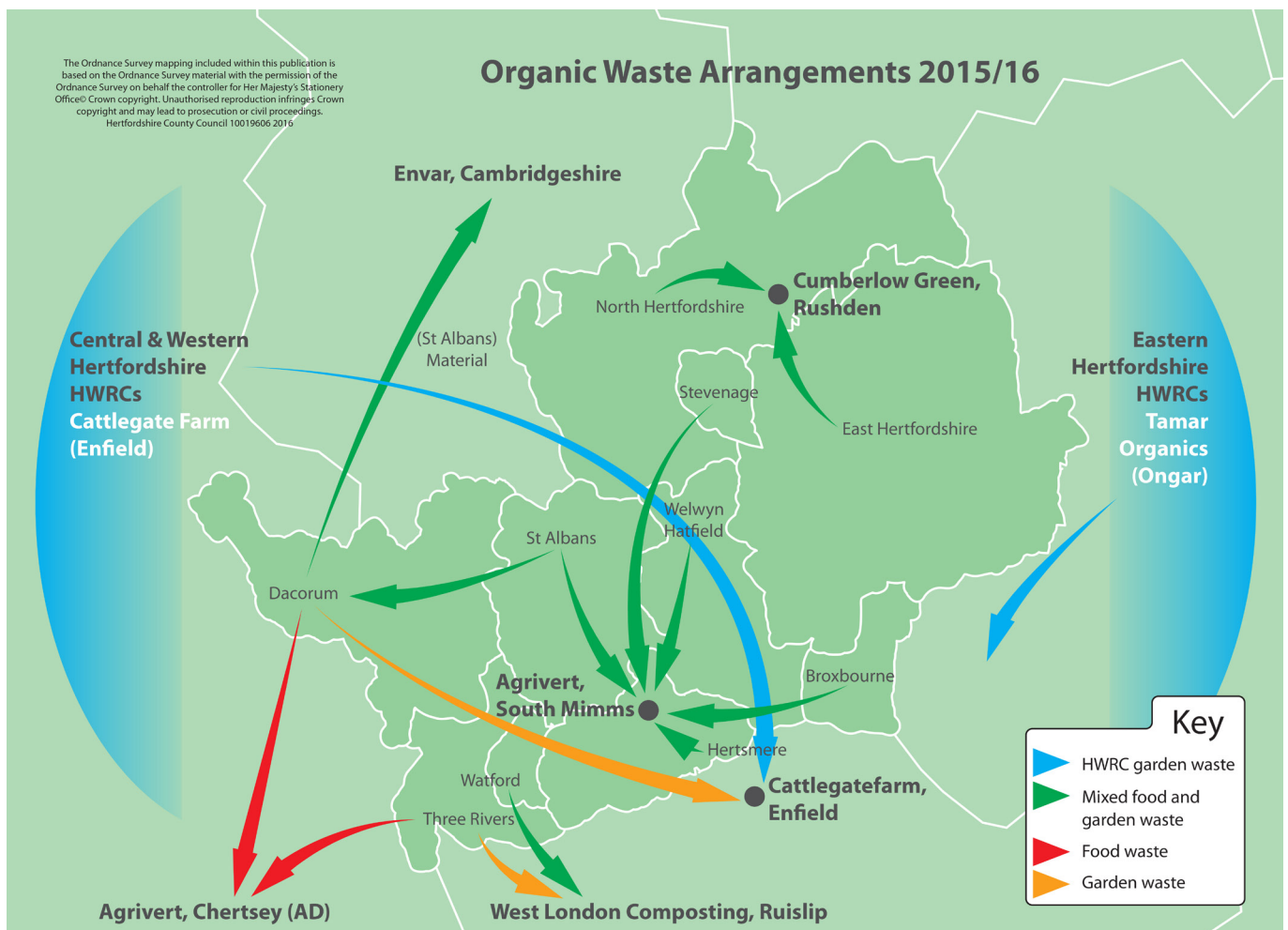
5.2 Organic Waste

Under the context of the annual report the HWP's organic waste management operations refer to the kerbside collection of 3 distinct organic streams including separate garden wastes, separate food wastes and commingled garden and food wastes. In addition the HWP also collects approximately 8100 tonnes of separate garden waste each year via the HWRC network.

Historically, and still largely true today, the vast majority of this operation is based around the collection of commingled food and garden wastes which are then delivered to a total of 4 different In Vessel Composting

facilities including 2 based in Hertfordshire; one just over the County border in the London Borough of Hillingdon as well as one based in Cambridgeshire which receives a combination of both separate garden wastes as well as commingled food and garden wastes.

2015/16 saw little change to the previous 12 months except for the redirection of separate garden wastes from the County's 'western HWRCs' from Material Change's processing facility in Bedford to the Cattlegate Farm facility in Enfield as shown on the map over leaf.



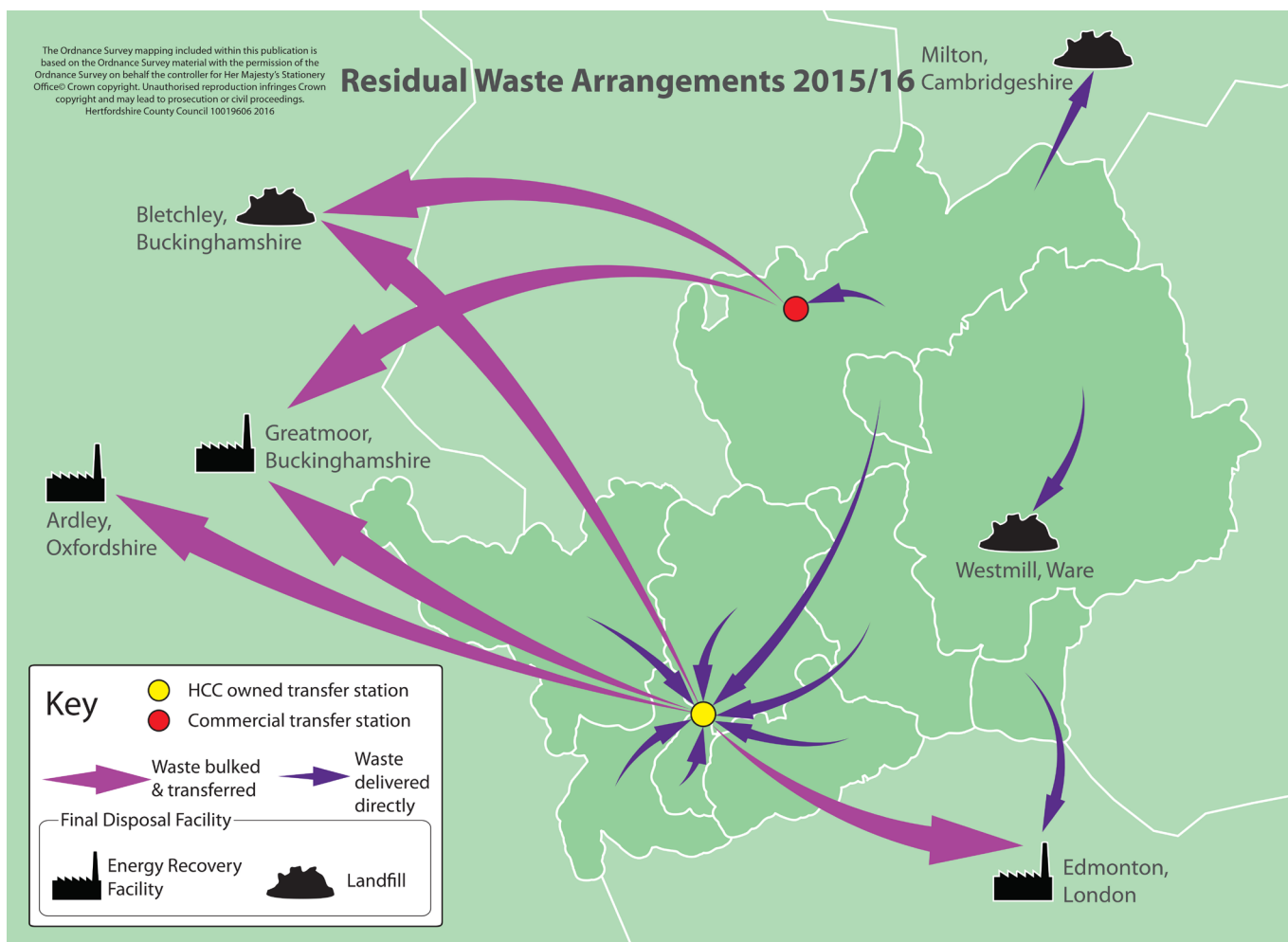
The map shows how organic wastes were managed during 2015/16.

5.3 Residual Waste

2015/16 saw significant changes to how residual household waste (wastes not recycled) were handled. The full year impact of interim arrangements put in previously saw the amount of household residual waste being diverted to energy recovery increase by 25% during 2015/16 from 121,931 tonnes the previous year to 153,131 tonnes during 2015/16.

At the same time taking into account improvements in the level of recycling during 2015/16 there was also a 31% reduction in the amount of residual waste sent to landfill dropping from 127,526 tonnes in 2014/15 to 87,962 tonnes in 2015/16. This is the first time residual waste landfill has dropped below 100,000 tonnes per annum.

Whilst the significant increase in diversion from landfill as illustrated by the 2015/16 results is to be welcomed, the map overleaf highlights Hertfordshire's current over reliance on 'out-of-county' facilities which also require significant resources to bulk and transfer before final disposal. That is why on behalf of the HWP the County Council continues to work with the private sector to establish a long term 'in-county' solution which will allow a significant proportion of Hertfordshire's residual waste to be direct delivered. More about this in next year's report.



The 2015/16 residual waste maps highlights that 5 out of the 6 disposal sites used by Hertfordshire are outside the County requiring the use of waste transfer assets at significant additional costs.

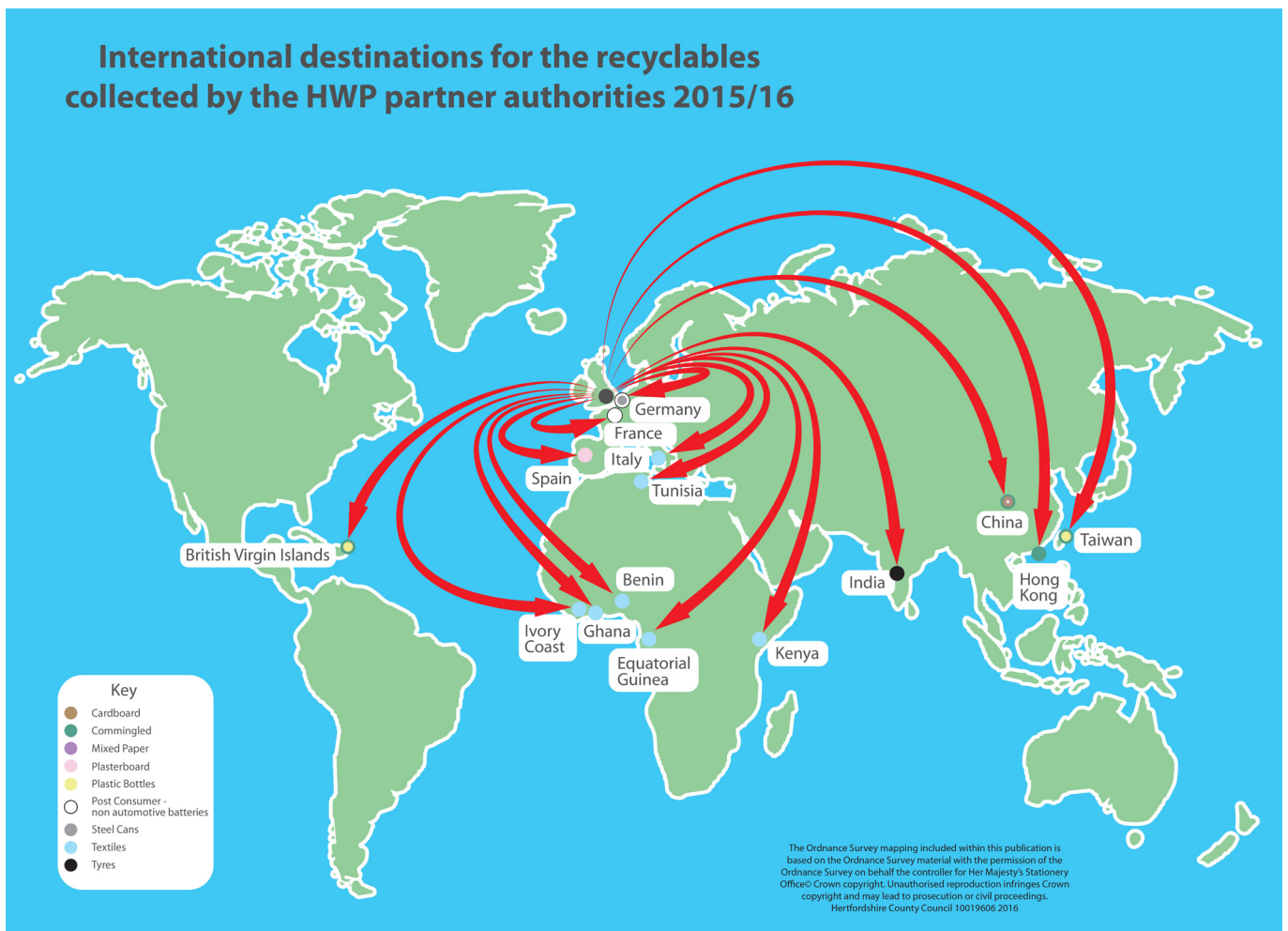
5.4 Recycling

As noted in last year's annual report the common denominator between organics and residual waste is that ultimately the material is dealt with on a regional basis, either through some form of composting or waste disposal facility.

However, whilst in an ideal world this would also be the case for recycling, on a national basis recycling services can only function

as a result of the international trade in the materials collected which see recyclables processed all across the world.

This point is illustrated by the map and analysis overleaf which looks at a number of key materials highlighting where in the world they ended up being processed during 2015/16.



The success of the UK's recycling operations is dependent on the sale of material on the international market

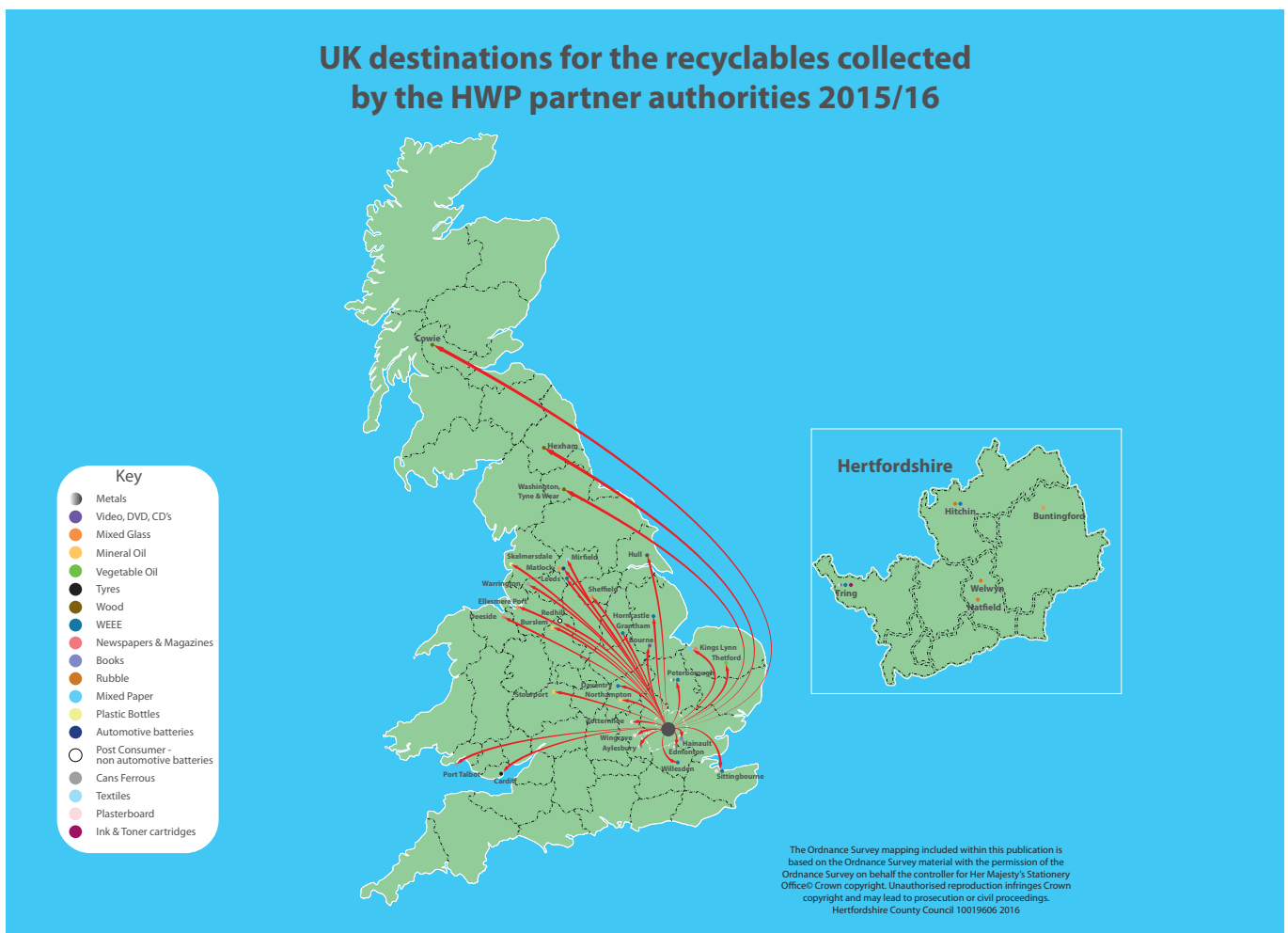
5.4.1 Cans

In Hertfordshire steel and aluminium food and beverage cans are recycled via either kerbside recycling services provided by each borough and district or at HWRCs provided by the County Council.

As a result cans take a number of different routes to end markets as they are processed through a number of different facilities including materials recycling facilities in St Albans and Crayford where they are

separated from other materials before onward sale or via more traditional scrap metal routes when collected from the HWRCs.

As a result during 2015/16 end markets for cans recycled in Hertfordshire ranged from UK facilities in Port Talbot and Warrington to international destinations including Germany and the Far East.



Whilst international markets are important the UK does still represent the end destination for a significant range of material. Long term by working in Partnership the HWP wants to encourage the right conditions to improve UK reprocessing capacity in order to repatriate materials which are currently sent abroad.

5.4.2 Cardboard

As with cans the majority of mixed cardboards collected during 2015/16 were recycled via kerbside recycling services. Across the boroughs and districts this ranged from fully commingled collections in a number of authorities to some still providing separate collections for mixed paper grades. This difference in approach also means that mixed papers were sent to a number of different end markets.

In UK terms during 2015/16 HWP mixed papers collected as a separate fraction at the kerbside and not commingled with other materials were sent to Palm Recycling in Norfolk with mixed papers separated from commingled materials being sent abroad to paper mills in China.

5.4.3 Glass

As noted in last year's report glass along with materials such as scrap metal and separately collected paper and cardboard has been reprocessed in the UK for many years. As a consequence the vast majority of the glass recycled by residents in Hertfordshire

during 2015/16 went to glass recycling plants in Ellesmere Port and Sheffield for reprocessing into glass as well as Buntingford and Little Canfield for recycling into aggregates.

5.4.4 Newspapers and magazines

The HWP's current consortium contract for paper provides an end market for newspapers and magazines collected separately. In 2015/16 this resulted in separately collected newspapers and magazines being sent to the Shotton paper mill in Deeside operated by UPM Kymmene (UK) Ltd. Here they are turned into 'new' recycled newsprint.

Via an individual contract, and following the shock closure of the Aylesford paper mill as reported elsewhere, during 2015/16 Hertsmere Borough Council entered into a short term contract with Palm Paper to supply their new state of the art paper mill

in Kings Lynn with their newspapers and magazine tonnage which is still collected separately by the Authority.

A number of authorities in Hertfordshire collect newspapers and magazines as part of 'a fully commingled mix' which depending on the specific authority results in their materials being sent to a materials recycling where the different fractions are separated before onward sale. In these circumstances newspapers and magazines are separated out as mixed paper grades which during 2015/16 largely ended up in the Far East including mainly China.

5.4.5 Plastics

Plastics collected for recycling in Hertfordshire also come from both the kerbside recycling services operated by the boroughs and districts as well as the HWRCs. The end markets for this material

include outlets in the UK as well as a number of international destinations including China, Hong Kong, Taiwan and even the British Virgin Islands.

5.4.6 Textiles

Since April 2011 the HWP has operated a consortium contract for textiles recycled and reused in Hertfordshire. The current consortium covers 9 of Hertfordshire's waste authorities with separate arrangements in place for the HWRCs and no textile bank network in the North Hertfordshire

District Area. Combined these different arrangements see textiles collected in Hertfordshire being sold across Europe including Hungary, Italy and Spain as well as in Africa predominately including countries such as the Ivory Coast, Benin, Ghana and Equatorial Guinea.

6. So far in 2016/17...

2016/17 is so far proving to be just as challenging with the HWP having to address a range of issues some of which are noted below and will be reported on fully in the next annual report.



2016/17 has seen Three Rivers District Council implement Hertfordshire's first chargeable garden waste service. Work to support this change at the Partnership level has included the adoption of a new organic waste management framework which details how the Partner Authorities will work together as inevitably more Partners look at introducing similar changes.



As a result of continued reductions in funding the Partners agreed to a significant reduction in the amount of funding available from the Partnership's Alternative Financial Model. £1 million is to be taken from the model on a phased basis between April 2017 and March 2020. However, at the same time it is hoped that new initiatives being introduced by the HWP will largely compensate.



St Albans District Council is the latest HWP Partner Authority to implement significant new services as part of their latest seven year contract with Veolia Ltd for the provision of waste, recycling and street cleansing services. The new service includes a simplified collection service for dry recyclables as well as a new dedicated weekly collection service for food waste. Locally the new service is designed to achieve a 60% recycling rate by September 2017 which will also make a significant contribution to the Partnership as a whole.



After months of detailed work in July 2016 the County Council as part of the HWP agreed a new contract with Veolia for the provision of an energy waste recovery facility to be located at Rye House in Hoddeson. If approved the new facility will provide an important 'in county' solution for dealing with Hertfordshire's residual waste, significantly reducing the need to transport waste for disposal outside of Hertfordshire as well as addressing some of the longer term risks associated with the County's current approach.



The HWP is nationally recognised for its work on developing consortium arrangements for a number of waste streams. 2016/17 has seen this work continue with new consortium contracts put in place for commingled dry recyclables; newspapers and magazines; and organic wastes.

7. How to contact us

If you have any questions about this report or any other matter relating to the Hertfordshire Waste Partnership please contact us via:-

Tel	01992 556150
Email	duncan.jones@hertfordshire.gov.uk
Web	www.wasteaware.org.uk
Facebook	www.facebook.com/WasteAwarePartnership
Youtube	www.youtube.com/HertsWasteAware
Twitter	@HertsWasteAware

Alternatively you can write to:

Mr Duncan Jones – Partnership Development Manager
Hertfordshire Waste Partnership
c/o Waste Management Unit
Ground Floor – North East Block
County Hall
Pegs Lane
Hertford, SG 13 8DN

To find out more about the HWP why not try our quick response code:-



8. Glossary

Action Plan(s)	refers to the action plan published as part of the 2007 Joint Municipal Waste Management Strategy for Hertfordshire;
Anaerobic Digestion	is a collection of processes by which microorganisms break down biodegradable material in the absence of oxygen. The process is used for industrial or domestic purposes to manage waste and/or to produce fuels.
Composting	means a biological process in which biodegradable wastes, such as garden and food wastes, are decomposed in the presence of air to produce compost or soil conditioner;
Disposal	means any waste management operation serving or carrying out the final treatment and disposal of waste;
EPA	means the Environmental Protection Act 1990;
Food Waste	biodegradable waste derived from food materials typically consisting of cooked and uncooked fruit and vegetables, meat and fish scraps, excess or spoiled prepared food, and other discards from domestic kitchens;
Green Waste	biodegradable waste such as green catering waste (i.e. raw fruit and vegetables), vegetation and plant matter (includes trimmings, leaves, shrubs, plants, grass, and trees etc.) from household gardens, local authority parks and gardens, and commercial landscaping;
Household Waste	as defined in the Controlled Waste Regulations 1992 and includes wastes from household collection rounds, street cleansing, bulky household waste collections, household hazardous waste and clinical waste;
Hertfordshire Waste Partnership Agreement/ HWP	means the agreement signed by the county Council and the 10 boroughs and districts in January 2012.
HWP	means the Hertfordshire Waste Partnership which includes Hertfordshire County Council as the waste disposal authority and the 10 district and borough waste collection authorities;
HWRCs	Household Waste Recycling Centres;
HWRS	Household Waste Recycling Service;

In Vessel Composting	generally describes a group of methods that which confine the composting materials within a building, container, or vessel. In-vessel composting systems can consist of metal or plastic tanks or concrete bunkers in which air flow and temperature can be controlled, using the principles of a “bioreactor”. Generally the air circulation is metered in via buried tubes that allow fresh air to be injected under pressure, with the exhaust being extracted through a biofilter, with temperature and moisture conditions monitored using probes in the mass to allow maintenance of optimum aerobic decomposition conditions.
Joint Municipal Waste Management Strategy/ JMWMS	means the Joint Municipal Waste Management Strategy for Hertfordshire agreed by the Partners in 2007;
Landfill	a landfill (also known as a tip, dump, rubbish dump or dumping ground) is a site for the disposal of waste materials by burial and is the oldest form of waste treatment;
Local Government Association	the LGA works with councils to support, promote and improve local government. It is a politically-led, cross-party organisation that works on behalf of councils to ensure local government has a strong, credible voice with national government;
Materials Recycling Facility	a materials recycling facility is a specialized plant that receives, separates and prepares recyclable materials for marketing to end-users;
Member (Councillor)	an elected Member from one of the HWP’s partner authorities;
Open Windrow Composting	is the production of compost by piling organic matter or biodegradable waste, such as animal manure and crop residues, in long rows (windrows). This method is suited to producing large volumes of compost. These rows are generally turned to improve porosity and oxygen content, mix in or remove moisture, and redistribute cooler and hotter portions of the pile. Windrow composting is a commonly used farm scale composting method.
Organic Waste	Food waste and / or green waste collected by the WCAs pursuant to section 45 of the EPA;
Partner(s) or Party	means a party or partners to the Hertfordshire Waste Partnership Agreement;
Peer Review	a process to evaluate the work of an organisation or individual conducted by one or more people of relevant competence.

Recovery	means (i) the recovery of waste by means of recycling or, re-use or any other process with a view to extracting secondary raw materials; or (ii) the use of waste as a source of energy;
Recycling	means the collection and separation of selected materials and subsequent processing to produce marketable products;
Reduce	means the reduction of waste at source, by understanding and changing processes to reduce and prevent waste;
Residual Waste	waste other than that collected for re-use, composting or recycling;
Re-Use	the use of waste items for their original or for another purpose without reprocessing;
Revised Waste Framework Directive	means EU Directive 2008/98/EC which sets a framework for waste management in the EU, promoting both reuse and recycling, including energy recovery as a recovery activity within the revised waste hierarchy;
Waste Collection Authority or WCA	means a waste collection authority pursuant to section 30(3)(a) of the EPA;
WasteDataFlow	means the online “WasteDataFlow” scheme established by the Department for Environment Food & Rural Affairs for the collation of the information returns (www.wastedataflow.org);
Waste Disposal Authority or WDA	means a waste disposal authority pursuant to section 30(2)(a) of the EPA;
Waste Resources Action Programme or WRAP	WRAP is a registered charity. It works with businesses, individuals and communities to achieve a circular economy through helping them reduce waste, develop sustainable products and use resources in an efficient way.

**COMMUNITY SAFETY & WASTE MANAGEMENT CABINET PANEL
THURSDAY 30 MARCH 2017 AT 2:00PM**

RE-USE PROVISION AT HOUSEHOLD WASTE RECYCLING CENTRES

Report of the Chief Executive & Director of Environment

Author: Tim Forster, Waste Management Project Officer
[Tel: 01992 556344]

Executive Member: Richard Thake, Community Safety & Waste Management

1. Purpose of report

- 1.1 To update the Panel on the current provision of re-use services for items brought to Hertfordshire Household Waste Recycling Centres (HWRCs); and
- 1.2 To set out a proposed approach to further develop re-use provision and inform the Panel of the timescales associated with these service developments.

2. Summary

- 2.1 Hertfordshire's 17 HWRCs are managed on behalf of the Council by Amey under the Household Waste Recycling Service (HWRS) contract, which encompasses all aspects of the service. The Council and Amey are working in partnership to bring about improvements to the way in which this frontline service is provided.
- 2.2 On-site re-use provision within the HWRC network began in March 2012 and currently consists of one purpose built re-use centre at the Harpenden HWRC operated by Sue Ryder and a further 14 smaller 'pop-up' units operated by Amey.
- 2.3 Research into re-use provision by other local authorities and an assessment produced on behalf of the national Waste Resources Action Programme (WRAP) has identified that there is a potential for further development of re-use in Hertfordshire.
- 2.4 The current re-use provision has shown that there is significant interest from residents in purchasing items at HWRCs, with 112 tonnes of material diverted from the waste stream to be sold, generating an income to the council of £47,000 in 2015/16.
- 2.5 In order to improve the re-use service, two new purpose built re-use centres are currently being designed for the Rickmansworth and Waterdale HWRCs, together

with an extension to the existing Harpenden centre. Planning permission will be applied for, and, if successful, it is anticipated that these centres will be constructed by late summer 2017.

- 2.6 Officers will procure a re-use retail contract to appoint an experienced retailer who will collect suitable items from across the HWRC network and manage the re-use facilities. The procurement will be an outcome-based specification allowing bidders to recommend how the benefits will be maximised.
- 2.7 Evaluation criteria for considering proposals will incorporate an assessment of income generation, service quality, and social value improvements in order to achieve a balance between the benefits that the re-use service is expected to bring.

3. Recommendations

The Panel is invited to:

- 3.1 endorse the proposed approach identified by officers to use an outcome-based specification when procuring for a re-use retail partner, as outlined in section 8; and
- 3.2 note the proposed approach identified by officers to establish evaluation criteria for the re-use retail tender which will ensure a healthy balance between service quality, profitability and social value is achieved; and
- 3.3 note the proposed approach identified by officers to use a profit sharing mechanism between the re-use retailer, Amey and the Council to incentivise all parties to maximise their re-use efforts.

4. What is Re-use?

- 4.1 'Re-use' refers to diverting items, which are no longer wanted, away from the waste stream, to be used again as a product, rather than being sent for recycling or disposal.
- 4.2 Re-use can include cleaning, repair, refurbishment and up-cycling (adding value to a product by improving its appearance), as well as simply diverting items directly for resale. In terms of the Waste Hierarchy re-use sits just below prevention as shown in Figure 1.

Figure 1 – Waste Hierarchy



- 4.3 For the purpose of this report, re-use is referred to as the diverting of items, which have been brought to HWRCs, away from the waste stream by sale of goods on-site, such as CDs, crockery and other bric-a-brac; this may also include certain items being repaired off-site such as furniture and / or bicycles.

5. Background Research

- 5.1 Current re-use provision generates a revenue income for the Council as well as bringing about environmental benefits by diverting items from the waste stream.
- 5.2 In April 2016, a consultant called Resource Futures, working on behalf of WRAP as part of a government led initiative to divert waste from disposal, produced a report which indicates there is potential to improve re-use provision at Hertfordshire HWRCs. The report focused on constructing a purpose built re-use centre at the Waterdale HWRC and indicated that a potential sales turnover of £83,000 could be achievable within 2-3 years, which could result in an additional 153 tonnes of items being sold for re-use.
- 5.3 Between December 2015 and January 2017, council officers carried out a number of visits to re-use centres operated by other local authorities to help inform developments in Hertfordshire and to learn from problems experienced by others and reflect best practise identified.

6. Current re-use service

- 6.1 The Harpenden re-use centre was opened in March 2012 and has since been operated by Sue Ryder, under contract with the HWRS provider. Appendix 1 shows the position of the Harpenden re-use centre, which is adjacent to the HWRC enabling ease of diversion of items but is self-contained, which means that visitors wishing to take time browsing do not delay other residents wishing to access the HWRC to dispose of their waste.
- 6.2 The stock is a combination of directly donated items and diversion by operatives from the adjacent HWRC. Additional 'preparation' activities are carried out through on-site Portable Appliance Testing (PAT) and function testing of electricals and bicycles being serviced through a prisoner rehabilitation scheme.
- 6.3 Sue Ryder's approach has been to mimic a high street charity shop by presenting good quality items to try to achieve high prices. Despite this approach limiting the tonnage diverted, there is an estimated 5,000 items sold per annum at the Harpenden re-use centre. Table 1 shows a breakdown of the number of items sold.

Table 1 – Number of items sold at the Harpenden re-use centre

<u>Item Category</u>	<u>Number of Items Sold</u>
Bric-a-Brac	3,550
Furniture	1,200
Electrical Items	250
TOTAL	5,000

- 6.4 Experience of operating the Harpenden re-use centre has shown that improvements in performance are limited by the size of the retail space available. Although Sue Ryder have erected temporary storage facilities and endeavour to make use of outdoor sale areas during periods of good weather, a purpose built expansion to the facility would be beneficial.
- 6.5 In July 2013, the Council installed a 'pop-up' unit at the St Albans HWRC in the form of a converted shipping container, which enables site operatives to securely store and sell items suitable for re-use. As part of Amey's service changes in 2015, they have introduced similar units at 13 other sites. The two remaining sites are Buntingford and Cole Green which are limited by size and existing third party arrangements.
- 6.6 Amey's experience of operating these smaller 'pop-up' units suggests that, although popular with residents, their provision needs to be considered alongside a need to try to avoid increased pressure on the network from users wishing to simply dispose of waste quickly and who do not want to be delayed by those visiting to browse the re-use items.

7. Construction of purpose built re-use centres

- 7.1 Officers have identified that the Rickmansworth and Waterdale HWRCs are suitable locations to construct two new purpose built re-use centres. Additionally, there is sufficient space available to extend the existing Harpenden re-use centre (see Appendix 2).
- 7.2 Following a competitive tender process Ingleton Wood LLP has been appointed to design the three larger re-use centres.
- 7.3 Once the final designs are agreed Ingleton Wood will appoint a construction firm and, if planning consent is achieved, will project manage the builds to the point that the re-use centres are complete, which is expected to be late Summer 2017. Table 2 shows the anticipated timescales associated with the construction of the re-use centres.

Table 2 – Construction Timescales

<u>Action</u>	<u>Date</u>
Appointment of consultant	December 2016
Designs agreed	March 2017
Planning application submission	April 2017
Construction firm procurement	April to May 2017
Planning approval decision	July 2017
Construction period	July to September 2017
Re-use centres complete	September 2017

8. Retailer Appointment

- 8.1 During the second half of 2015/16, officers carried out a Pre-Procurement Market Engagement (PPME) exercise to seek the market's views on how to make the most of re-use at the HWRCs.
- 8.2 A good level of participation in the PPME was seen with nine questionnaire responses, 11 organisations attending an open day and a total of 13 one-to-one meetings. Responses were from a broad range of organisations, including local and national charities.
- 8.3 The key feedback was:
- Suppliers highlighted that maintaining a close relationship with Amey would be a key success factor for a re-use retail contract due to the reliance on HWRC operatives segregating a sufficient quantity of suitable items. Suppliers suggested that an operatives' incentive scheme for maximising diversion to re-use would be critical to meet the full re-use potential.
 - The markets preferred approach would be a profit sharing arrangement between the council, Amey and the third party retailer rather than paying a fixed amount for the 'rights' to operate the centres. Suppliers

wanted a profit sharing mechanism to incentivise all parties to maximise re-use effort and share the risks more evenly.

- The quantity of items diverted for re-use can be increased through a series of techniques, such as strong branding, sales of electricals, repairing / up-cycling furniture, and the use of online sales for higher value items.
- In addition to achieving the objectives of greater financial income and an increased quantity of items diverted from disposal, there is potential for the re-use project to result in wider social value improvements.
- There is concern from certain charities that if they are not successful in their bid to work with the council the increased competition could be detrimental to their local operations.

8.4 It is proposed to appoint a third party to run the retail operation, including collecting items from across the HWRC network, arranging repair / up-cycling and safety testing, recording and providing data, and conducting sales. Table 3 details the anticipated timescales for developing re-use retail at HWRCs.

Table 3 – Re-use retail project timescales

<u>Action</u>	<u>Date</u>
Presentation of re-use report to panel	March 2017
Preparation of Tender Documents	March to April 2017
Advertise retailer opportunity	April 2017
Tender evaluation	June 2017
Contract award	July 2017
Retailer mobilisation period	July to October 2017
Re-use centres open	October 2017
Initial contract period	October 2017 to March 2023
Potential extension period	April 2023 to March 2030

8.5 A number of decisions that need to be made prior to advertising a tender to retailers are detailed in Appendix 3.

9. Financial Implications

9.1 The costs of construction and expansion will be met using the remaining £333,000 of Waste Infrastructure Capital Grant (WICG) funding which was part of a larger amount historically awarded for the promotion of waste up the Waste Hierarchy. No further capital bid for additional funding will be required at this time.

9.2 It is anticipated that the expansion of re-use has the potential to increase income received and to reduce disposal costs by diverting material from the waste stream. The arrangements are expected to have a positive

effect on the revenue budget and this is recognised through a series of stretch targets in the council's integrated Plan, which, following an underspend in 2016/17, allocates an initial £50,000 revenue budget reduction in 2017/18, followed by an additional £50,000 income expected during 2018/19 and a further additional £50,000 income anticipated in 2019/20.

- 9.3 The 'Financial Arrangements' row in Appendix 3 describes the relative advantages and disadvantages of possible financial mechanisms which could be used in the re-use retail contract. It is proposed that a profit share will be used to incentivise all parties to maximise re-use efforts.

10. Legal Implications

- 10.1 Officers have worked with Legal Services to ensure that the provision of further re-use across the HWRC network is permissible (as a change control) under the existing HWRS contract.
- 10.2 The council will enter into a new contract with the successfully appointed third party re-use retailer, which will include details of the profit sharing mechanism.
- 10.3 A Service Level Agreement (SLA) will need to be drawn up between Amey, the council and the successfully appointed re-use retailer to agree which party is responsible for which part of the service and address any other operational matters.

11. Equalities Implications

- 11.1 When considering proposals placed before Members it is important that they are fully aware of, and have themselves considered the equality implications of the decision that they are making.
- 11.2 Rigorous consideration will ensure the proper appreciation of any potential impact of that decision on the Council's statutory obligations under the Public Sector Equality Duty. As a minimum this requires decision makers to read and carefully consider the content of any Equalities Impact Assessment (EqIA) produced by officers.
- 11.3 The Equality Act 2010 requires the Council when exercising its functions to have due regard to the need to (a) eliminate discrimination, harassment, victimisation and other conduct prohibited under the Act; (b) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it and (c) foster good relations between persons who share a relevant protected characteristic and persons who do not share it. The protected characteristics under the Equality Act 2010 are age; disability; gender reassignment; marriage and civil partnership; pregnancy and maternity; race; religion and belief, sex and sexual orientation.

11.4 For completeness the EqIA for the re-use retail procurement is included in Appendix 4. This takes into consideration the potential impact of the re-use retail operation on service users and officers have worked with the Equality and Diversity Team to ensure that issues that may arise are capable of mitigation.

12. Background papers

Community Safety and Waste Management Cabinet Panel

Household Waste Recycling Centre Service 1 July 2016

<http://cmis.hertfordshire.gov.uk/hertfordshire/Calendarofcouncilmeetings/tabid/70/ctl/ViewMeetingPublic/mid/397/Meeting/416/Committee/53/Default.aspx>

Household Waste Recycling Centre Service 21 October 2015

<http://cmis.hertfordshire.gov.uk/hertfordshire/Calendarofcouncilmeetings/tabid/70/ctl/ViewMeetingPublic/mid/397/Meeting/411/Committee/53/Default.aspx>

Highways & Waste Management Cabinet Panel:

Household Waste Recycling Centres – New Contract Implementation- 17 March 2015



Recycling Report.doc

Household Waste Recycling Centres – Procurement of a New Service 18 September 2014



140918 04 HWRC
Procurement of a new

Included within this report:

Appendix 1 Current Re-use Centre Provision

Appendix 2 – Locations identified for re-use centres

Appendix 3 – Detailed Considerations for Retailer Procurement

Appendix 4 – Equality Impact Assessment for Re-use Retail Procurement

Appendix 1 – Current Re-use Centre Provision





Appendix 2 – Locations identified for re-use centres

Harpenden



Rickmansworth



Waterdale



Appendix 3 – Detailed Considerations for Retailer Procurement

<u>Consideration</u>	<u>Description</u>	<u>Advantages</u>	<u>Disadvantages</u>	<u>Action</u>
<u>'Pop-up' Unit Sales</u>	Amey operatives could continue to make sales from 'pop-up' units, or the units could simply be used for secure storage of items for onward transfer to re-use centres, where they would be sold by the re-use retailer.	<p>Promotes the local circular economy.</p> <p>Increases accessibility of the re-use service as it would enable residents to continue purchasing items from their local HWRC rather than travel to the larger re-use centres.</p>	<p>Could cause complications / friction between Amey and the retailer if operatives wish to sell an item which the retailer decides to collect.</p> <p>There is a risk of abuse by HWRC operatives if cash sales continue on sites.</p> <p>Retailers are concerned that their brand will be associated with the re-use operation, but it would not be their staff making sales from the 'pop-up' units.</p> <p>The full price potential of an item might not be achieved if an operative sells it from a 'pop-up' unit rather than an experienced retailer transferring it to a re-use centre; therefore revenue generation may be reduced.</p>	<p>An output-based specification will enable retailers to state whether sales would continue at 'pop-up' units.</p> <p>Tenderers will be required to state how they will work with Amey to maximise the benefits, including promoting the local circular economy.</p>
<u>Local Benefits</u>	Some smaller enterprises have expressed concern that the turnover requirements will prevent them from bidding.	Enabling smaller scale, local enterprises to provide this service may maximise the social value benefits for local communities within Hertfordshire.	<p>The turnover thresholds are in place to ensure that the successful organisation has the capacity to provide this service and that the organisation would be in a position to continue trading when this contract comes to an end.</p> <p>Larger organisations may benefit from economies of scale, such as being able</p>	<p>The Council will accept proposals for local organisations to carry out parts of the service under sub-contract with the main re-use retailer.</p> <p>Bids from consortia</p>

			<p>to collect from all 'pop-up' units with one van and therefore may be in a position to offer a more competitive bid.</p> <p>Existing local organisations may not have the expertise of retailing on an HWRC, which may require a different approach to a traditional retail unit.</p> <p>If the opportunity was awarded to multiple organisations having been advertised as 'lots', there would be an increased contract management resource required from both Amey and Council officers.</p>	<p>made up of a number of organisations will be welcomed.</p> <p>Officers will assess the practicality of advertising the opportunity as smaller 'lots' to further increase accessibility to local organisations.</p>
<u>Social Value</u>	<p>The re-use project has the potential to bring about social value improvements in addition to increased revenue and environmental benefits.</p> <p>Examples of social value which may be seen are job creation / volunteering opportunities, supporting wider charitable aims, and providing social care through outreach programmes and running hostels or hospices.</p>	<p>Further benefits may arise from the expansion of re-use, which would have positive social impacts.</p> <p>There may be opportunities to work with other Council teams, such as Community Wellbeing to support their existing work portfolio, for example furniture may be provided to those in need of Crisis Care from re-use centres, rather than a voucher given for purchase from third parties.</p>	<p>An organisation may offer a broad provision of social value improvements; however this could limit the financial return which would be received.</p> <p>There is potential that a national charity may offer a more comprehensive / competitive re-use service; however the local social benefits seen may be limited.</p>	<p>There will be a separate social value section in the evaluation process.</p> <p>Tenderers will receive a higher social value evaluation score for benefits which will be seen within Hertfordshire.</p>

<p><u>Financial Arrangements</u></p>	<p>Retailers have generally indicated that they would prefer to enter into a profit share arrangement between the Council, Amey and the retailer, rather than paying a fixed rental amount.</p>	<p>In general, retailers have suggested that they would be willing to pass greater sums to the Council and Amey through a profit share.</p> <p>Using a profit share would incentivise all parties to maximise re-use efforts, which would in turn enhance the success of the re-use operation.</p> <p>If the retailer failed to meet their projections having guaranteed a fixed rental amount, the contract could become a cost to them, which could mean an early end to the contract and disrupt this frontline service.</p> <p>Evaluating tender responses which offer a combination of a profit share and a fixed rental amount would be complicated.</p>	<p>There is a risk that the Council may only receive a limited financial return in a profit sharing scenario if the re-use operation fails to achieve sufficient profitability.</p> <p>A fixed rental agreement would guarantee a figure and therefore provide budget certainty.</p>	<p>It is proposed that a profit share will form the financial mechanism for the retail contract. Retailers will be assessed on how they propose to maximise profits as well as the percentage of profits that the Council will receive.</p> <p>A proportion of the profit generated will be used to incentivise site operatives to maximise segregation of suitable stock for sale.</p>
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<p><u>Contractual Relationships</u></p>	<p>A three way relationship between Amey, the Council and the retailer may be complicated to manage.</p>	<p>If the Contract is directly between the Council and the retailer, a greater level of control will be held by the Council during the procurement process and contract period.</p> <p>If the HWRS contract with Amey is not extended beyond 2023, the third party re-use retail contract could only continue if the contract was direct with the Council.</p>	<p>Considerations as to how relationships between the re-use retailer and Amey will be maintained are required.</p>	<p>The retailer will enter into a contract directly with the Council.</p> <p>A Service Level Agreement (SLA) will be drawn up to agree who is responsible for each part of the service.</p>
<p><u>Scope of Items for Retail</u></p>	<p>A decision is required over which materials / items would be made available for sale by the re-use retailer, such as books, textiles and electricals.</p> <p>Electrical items such as flat screen TVs can be PAT and function tested and sold as working. 'Lots' of electrical items can also be sold in bulk to trade customers, who would carry out repairs to make them suitable for retail.</p>	<p>Incorporating a wider diversity of materials / items into the re-use retail contract is likely result in a greater tonnage diverted for re-use and so move some materials up the Waste Hierarchy.</p> <p>The sale of electrical items has the potential to yield significant financial returns.</p>	<p>Amey currently has fixed contracts in place for some materials / items, such as textiles, which bring about an income to Amey and the Council.</p> <p>There are some risks that electrical items sold to trade customers at auctions could enter illegitimate disposal streams, which may bring about negative publicity to the Council.</p>	<p>An output-based specification will enable retailers to state which items they propose to incorporate into the re-use retail operation.</p> <p>A pragmatic assessment will be carried out whether to incorporate a proposed material stream into the re-use retail contract or continue with Amey's existing arrangements; however textiles will need to remain outside the scope of this</p>

				<p>contract.</p> <p>The retailer will be required to explain how they will manage the sale of electrical items to maximise the return and minimise the risks in terms of onward disposal routes. It is anticipated that risks could be minimised by advertising a strict policy (e.g. for UK market only), recording serial numbers and retaining buyer details.</p>
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<p><u>Operational Model</u></p>	<p>Considerations need to be given to the operational model which re-use retailers will be required to adopt.</p> <p>Two possible models currently identified are:</p> <p>High Street model – good quality items are neatly displayed and high prices are achieved.</p> <p>Emporium model – larger quantities of items are sold at lower prices.</p>	<p>A high street model may maximise financial returns. This approach has proved successful at the existing Harpenden re-use centre.</p> <p>An emporium style model may maximise tonnage diversion. This approach has been successfully implemented by other Local Authorities.</p>	<p>A high street style model may limit the quantity of items diverted.</p> <p>An emporium style model may return a lower financial sum.</p>	<p>An output-based specification will enable retailers to identify which operational model they will implement.</p>
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<p><u>'Preparation for Re-use' Activities</u></p>	<p>'Preparation for re-use' refers to activities such as cleaning, up-cycling, repair, refurbishment and function testing.</p> <p>The size of areas available for re-use centres is not sufficient for such activities; therefore on-site provision will be limited to storage, PAT testing and sales of items.</p> <p>Market research has shown there are a number of organisations local to Hertfordshire who can provide such services off-site.</p>	<p>Such activities could increase the quantity of items diverted for re-use.</p> <p>Local organisations may carry out 'preparation' activities as part of a training or outreach programme; therefore additional social value benefits may be achievable.</p>	<p>Costs of employing additional staff to carry out such activities, especially those requiring skilled labour may limit any additional revenue return received.</p>	<p>Proposals will be welcomed for items to be taken off-site for 'preparation' activities either by the retailer or by sub-contracted third parties.</p> <p>It will be permitted for items removed from site to be either returned for sale or sold off-site providing suitable tracking is in place for data collection and income sharing purposes.</p>
<p><u>Opening Hours</u></p>	<p>The Harpenden and Rickmansworth re-use centres will be designed to enable them to open to the public seven days a week. This will not be possible for Waterdale because it is within the main HWRC.</p>	<p>Seven day a week opening is likely to maximise the number / tonnage of items sold.</p>	<p>There are potential conflicts if residents bring their waste to the re-use centres when the adjacent HWRC is closed.</p> <p>The footfall may also be significantly reduced on HWRC closed days and therefore the revenue return may not cover the extra costs of opening the re-use centres.</p>	<p>An output-based specification will enable tenderers to advise how they would maximise benefits, including which days / times the re-use centres would be open to the public.</p>

<p><u>Re-use Centre Locations</u></p>	<p>The proposed re-use centres are all to the West of the County.</p>	<p>The HWRCs identified are those which have sufficient space available to construct re-use centres.</p> <p>The HWRCs identified are better placed than others in the network to accommodate extra demand from visitors wishing to browse re-use items.</p>	<p>Accessibility to residents living centrally or to the East of the County is limited.</p> <p>Widespread collection of items from across the County will be required, which will have financial and environmental impacts.</p>	<p>All future HWRC developments will incorporate a purpose built re-use centre, including the redevelopment of the Ware HWRC, which is currently in the design stage.</p>
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Appendix 4 – Equality Impact Assessment for Re-use Retail Procurement

STEP 1: Responsibility and involvement

Title of proposal/ project/strategy/ procurement/policy	Expansion of Re-use Retail Provision	Head of Service or Business Manager	Matthew King
Names of those involved in completing the EqlA:	Tim Forster	Lead officer contact details:	Tim Forster Ext. 26344
Date completed:	16 February 2017	Review date:	July 2017

STEP 2: Objectives of proposal and scope of assessment – what do you want to achieve?

<p>Proposal objectives: – what you want to achieve – intended outcomes – purpose and need</p>	<p>Expand the provision of re-use at Household Waste Recycling Centres (HWRCs) to enable a greater quantity of discarded items to be diverted for sale as reusable goods rather than being broken down for recycling or being disposed of.</p> <p>There are three intended outcomes of this re-use retail project:</p> <ol style="list-style-type: none"> 1. Bring about environmental benefits by increasing the quantity of items diverted from the waste stream for re-use. 2. Generate financial income through the sale of reusable items, which will result in a net saving on the cost of HWRC service provision. 3. Achieve wider social value improvements through the running of the retail operation. <p>It is intended that following an initial capital investment in infrastructure to build and expand purpose-built re-use centres, a third party re-use retailer will be appointed to run the centres.</p> <p>Low key re-use retail activities already in place across the HWRC network have indicated that there is a demand for the service and market research has indicated that the most effective way of improving the service will be to focus on constructing larger, purpose built re-use centres.</p>
<p>Stakeholders: Who will be affected: the public, partners, staff, service users, local Member etc</p>	<p>Internal Council Officers County Councillors Existing retail provider’s staff</p> <p>External Hertfordshire residents / site users The Household Waste Recycling Service (HWRS) service contractor Existing off-site re-use operations local to the HWRCs New re-use retailer (to be appointed)</p>

STEP 3: Available data and monitoring information

Relevant equality information For example: Community profiles / service user demographics, data and monitoring information (local and national), similar or previous EqlAs, complaints, audits or inspections, local knowledge and consultations.	What the data tell us about equalities
<p>Re-use is currently provided at 15 HWRCs across the network from a series of 'pop-up' units, together with one purpose-built re-use centre.</p> <p>Data is collected in terms of the quantity of items sold and income achieved, both of which have remained steady across the first two years of the HWRS contract with Amey.</p>	<p>The information collected relates to materials and value, not to individuals. All sales are completed in cash and thus no credit card information is collected.</p>

STEP 4: Impact Assessment – Service Users, communities and partners (where relevant)

Protected characteristic	Potential for negative impact	What reasonable mitigations can you propose?
Age	<p>The re-use retail service will be made available to all visitors to the three HWRCs which will host re-use centres – no negative impacts currently identified.</p>	<p>Review and monitor.</p>
Disability Including Learning Disability	<p>The re-use centres will be formed of new modular buildings which will be accessible to site visitors. The layout and design of the shops could negatively impact disabled site users if they are unable to access all retail areas, for example if stairs are the only way to access a second floor.</p> <p>The re-use centres will be located away from the main part of the HWRCs and will have their own dedicated parking bays.</p>	<p>Step-free access will be incorporated into the designs of the two new re-use centres. A wheelchair ramp is already in place at the Harpenden centre.</p> <p>The Rickmansworth and Harpenden centres will be single storey. There is the potential for the Waterdale centre to incorporate a second floor below the main part of the centre, which would only be accessible by stairs. In the event that the below ground floor is constructed, this area would not be open for members of the public, but would instead be made available for storage of some smaller items by staff members.</p> <p>The re-use retailer will be required to display items of stock in a manner which allows suitable passageways for wheelchair users to navigate around the whole retail area.</p> <p>At each location, there will be at</p>

Protected characteristic	Potential for negative impact	What reasonable mitigations can you propose?
		<p>least one disabled parking bay, which will be the bay located in the closest proximity to the disabled entrance.</p> <p>Specifications for accessible premises will be incorporated into the re-use centre designs and the retail tender documents will state a requirement for such access to be maintained at all times. A requirement for information on accessibility, including in easy read and other languages will also be included in the retail tender.</p>
Race	There are potential language barriers between site visitors wishing to purchase items and retail staff.	Trained members of staff will be available to assist any language related needs using the telephone interpreting service as necessary.
Gender reassignment	The re-use retail service will be made available to all visitors to the three HWRCs which will host re-use centres – no negative impacts currently identified.	Review and monitor.
Pregnancy and maternity	The re-use retail service will be made available to all visitors to the three HWRCs which will host re-use centres – no negative impacts currently identified.	Review and monitor.
Religion or belief	The re-use retail service will be made available to all visitors to the three HWRCs which will host re-use centres – no negative impacts currently identified.	Review and monitor.
Sex	The re-use retail service will be made available to all visitors to the three HWRCs which will host re-use centres – no negative impacts currently identified.	Review and monitor.
Sexual orientation	The re-use retail service will be made available to all visitors to the three HWRCs which will host re-use centres – no negative impacts currently identified.	Review and monitor.
Marriage & civil partnership	The re-use retail service will be made available to all visitors to the three HWRCs which will host re-use centres – no negative impacts currently identified.	Review and monitor.
Carers (by association with any of the above)	The re-use retail service will be made available to all visitors to the three HWRCs which will	Review and monitor.

Protected characteristic	Potential for negative impact	What reasonable mitigations can you propose?
	host re-use centres – no negative impacts currently identified.	
Opportunity to advance equality of opportunity and/or foster good relations (Please refer to the guidance for more information on the public sector duties)		
<p>It is intended that the re-use retailer opportunity will be made available to third sector organisations and therefore there may be an opportunity to work with organisations that provide social benefits, including employment opportunities and training, as well as wider social value improvements, which may have a positive impact on equality.</p> <p>The design of existing ‘pop-up’ units is prohibitive to individuals with certain physical disabilities, as their limited size and design prevents them being accessible to wheelchair users. It is likely that the re-use retailer will have a system in place to transport items collected at the ‘pop-up’ units for retail at the new re-use centres, which will have disabled access incorporated into the designs and layouts, meaning all individuals will now be able to access the retail spaces.</p>		

Impact Assessment – Staff (where relevant)

Protected characteristic	Potential for negative impact	What reasonable mitigation can you propose?
Age	No impact currently identified.	Review and monitor.
Disability Including Learning Disability	<p>Disabled access to all areas will be made available at the Rickmansworth and Harpenden shops; however disabled access is only possible for the main retail space at the Waterdale centre. The below ground storage space at Waterdale will only be accessible via an existing staircase.</p> <p>There is potential that the re-use retailer’s staff may be required to carry out some activities on the HWRCs, such as the segregation / collection of stock. The nature of these working waste sites means that they are not suitable for individuals with certain disabilities due to Health and Safety limitations</p>	<p>Employees of the re-use retailer with physical disabilities based at the Waterdale re-use centre will not be able to access the below ground storage facility, but will be able to work within the main retail area.</p> <p>During the procurement process for a re-use retailer checks will be carried out to ensure they have equalities policies in place. The re-use retailer will be responsible for ensuring the appointed staff are suitable to meet the Health and Safety requirements of the HWRCs.</p> <p>It will be made clear in the tender process that accessibility must be maintained at all times and there will be a requirement for clear signage including easy read and in other languages as appropriate to be in place.</p>
Race	No impact currently identified.	Review and monitor.
Gender reassignment	No impact currently identified.	Review and monitor.
Pregnancy and maternity	No impact currently identified.	Review and monitor.

Protected characteristic	Potential for negative impact	What reasonable mitigation can you propose?
Religion or belief	No impact currently identified.	Review and monitor.
Sex	No impact currently identified.	Review and monitor.
Sexual orientation	No impact currently identified.	Review and monitor.
Marriage & civil partnership	No impact currently identified.	Review and monitor.
Carers (by association with any of the above)	No impact currently identified.	Review and monitor.

STEP 5: Gaps identified

Gaps identified Do you need to collect more data/information or carry out consultation? (A 'How to engage' consultation guide is on Compass). How will you make sure your consultation is accessible to those affected?	This EQIA is to be reviewed in July 2017 once the final designs have been granted planning permission and the retailer has been appointed following a tender process. Following this, an annual review at the start of each financial year will take place, beginning April 2018.
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STEP 6: Other impacts

Consider if your proposal has the potential (positive and negative) to impact on areas such as health and wellbeing, crime and disorder and community relations. There is more information in the guidance.

STEP 7: Conclusion of your analysis

Select one conclusion of your analysis	Give details
<input type="checkbox"/> No equality impacts identified – No change required to proposal.	
<input checked="" type="checkbox"/> Minimal equality impacts identified – Adverse impacts have been identified, but have been objectively justified (provided you do not unlawfully discriminate). – Ensure decision makers consider the cumulative effect of how a number of decisions impact on equality.	The re-use retail service will be available to all HWRC visitors and will not be restrictive. Disabled access to retail spaces for both staff members and service users will be improved compared to the current provision; however the area available at the Waterdale site means that disabled access will not be possible for the proposed below ground storage area.
<input type="checkbox"/> Potential equality impacts identified – Take 'mitigating action' to remove barriers or better advance equality. – Complete the action plan in the next section.	

Select one conclusion of your analysis	Give details
<input type="checkbox"/> Major equality impacts identified <ul style="list-style-type: none"> - Stop and remove the policy - The adverse effects are not justified, cannot be mitigated or show unlawful discrimination. - Ensure decision makers understand the equality impact. 	

STEP 8: Action plan

Issue or opportunity identified relating to:	Action proposed	Officer Responsible and target date
<ul style="list-style-type: none"> - Mitigation measures - Further research - Consultation proposal - Monitor and review 		
Ensure all bidders are aware of their commitments under the Equality Act 2010 including; <ul style="list-style-type: none"> • Disabled access • Availability of information into other languages as appropriate including in Easy read format 	To evaluate through the tendering process	Tim Forster, June 2017
Ensure smooth communication between staff and customers regardless of their ability to communicate into English due to language or deafness related sensory needs	To discuss the use of translation and interpreting service including; <ul style="list-style-type: none"> -Telephone interpreting service for limited English speakers and -Sign Language service for Deaf customers 	Tim Forster, October 2017

HERTFORDSHIRE COUNTY COUNCIL

**COMMUNITY SAFETY & WASTE MANAGEMENT CABINET
PANEL
THURSDAY, 30 MARCH 2017 AT 2:00 PM
COMMUNITY PROTECTION QUARTER 3 PERFORMANCE REPORT
2016/2017**

Agenda Item No.

7

Author: Darryl Keen, Deputy Chief Fire Officer- [Tel: 01992
507502}

Executive Member: Richard Thake, Community Safety and Waste
Management.

1. Purpose of report

- 1.1 To provide the Panel with an overview of Community Protection Directorate (CPD) Quarter 3 (Q3) performance for 2016/17. This report aims to highlight areas where the Directorate is performing well and areas for further investigation or action.

2. Summary

- 2.1 CPD performance at end of Q3 2016/17 remains good with most targets being met or exceeded. Of the 25 targets, 13 have been met or exceeded and 5 are within 5% of being met.
- 2.2 Areas where performance has not met target and is more than 5% worse than for the same period last year include:
- Deliberate primary fires
 - Primary fires
 - Secondary fires
 - Uniformed Sickness
 - Attendances to false alarms caused by Automatic Fire alarms
- 2.3 After a number of years of consistent reduction in fire related statistics the decline appears to be slowing. Nationally, primary fires have increased by 3% with deliberate primary fires increasing by 11%. Statistics in Hertfordshire look set to mirror the national situation.
- 2.4 Uniformed sickness figures are particularly affected by a number of long term sickness cases, primarily from illness rather than injury. The Service Occupational Health Team are working closely with managers to ensure that staff return as quickly as possible to full duties, however in some cases relatively minor injuries that would allow office based staff to return will prevent a firefighter from being able to fulfil their role.

- 2.5 Areas where Directorate targets were met but performance is not as good as last year include:
- All deliberate fires (arson)
 - Deliberate secondary fires
 - % First fire engine to attend a Road Traffic Collision (RTC) on major roads within 12 minutes
 - Non-uniform sickness
- 2.6 Although the targets for deliberate arson and secondary fires have been met they are responding in line with national trends; that is to say that the general trend remains downward in Hertfordshire but in the last year numbers appear to be beginning to rise.
- 2.7 Areas where performance has shown improvement since last year include:
- Home Fire safety Visits
 - 7(2)d inspections
 - Days lost to injuries
 - Near misses
 - Volunteer hours provided
- 2.8 Attendance standards for second and third appliances to a property fire were above target at the Q3 stage, at 92.7% and 95.0% respectively. In cases where it was estimated by the Computer Aided Despatch system that appliances would arrive within the standards and they did not the most common reasons provided for the delay were heavy traffic and the location of the incident being updated en-route following additional information being obtained by HFRS Fire Control.

3. Recommendations

- 3.1 That Panel notes the performance of the Community Protection Directorate to the end of Q3 2016/17.

4. Financial Implications

- 4.1 There are no financial implications associated with this report.

