



Mark Brazil – Head of Environmental Services

Cheshire West and Chester Borough Council



SERVICE AWARDS 2023

Best Service Team:
Waste Management
and Recycling
Service
- WINNER



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Waste/Recycling 2019/20



59% recycling rate and in top 20 LA's nationally



Front facing service undertaking over 1.4 million collections each month, with over 99.97% successfully completed.



Locally employed staff with high retention rate



High levels of resident satisfaction



Kerbside sorting model working very effectively



Service continuity imperative as we approach April 2020

Make or Buy

Kier

Kier Group plc Strategic Review (led by CEO) HS1&2 A New Direction for Kier

Deed of Exit and Parent Company Guarantee executed 28th June 2019

Service will transfer on 27th March 2020

Council now has legal ownership of vehicles, bins, and other plant

What's next?

To establish the new company that is ready and able to deliver the waste and recycling service from 27th March 2020 from the Kerbside

A company aligned with the Council's ethos and values

Delivers on Co-operative principles

Operates as a business with a social and environmental mission/purpose.

Aligned with the emerging Council Plan themes / outcomes

Locally responsive and flexible to change

Engages its residents

Delivers for the Council and its communities not private sector shareholder

Staff have a meaningful and influential stake in the operation of the company



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Democratic member control through specified matters reserved to the shareholder board including reinvestment of any surplus



Potential **employee and stakeholder representation on the Board** in order to provide greater influence and strategic control



Clear service specification, performance management arrangements and reporting



Separate commissioning role to design future service provision



Option to **second staff** from the Council to provide shared values and expertise



Staff education, training, information and trade union involvement to contribute effectively to the management of the organisation



Cooperation with other similar organisations to share best practice and explore opportunities for growth



Provides additional **social value**



Co-operative Principles



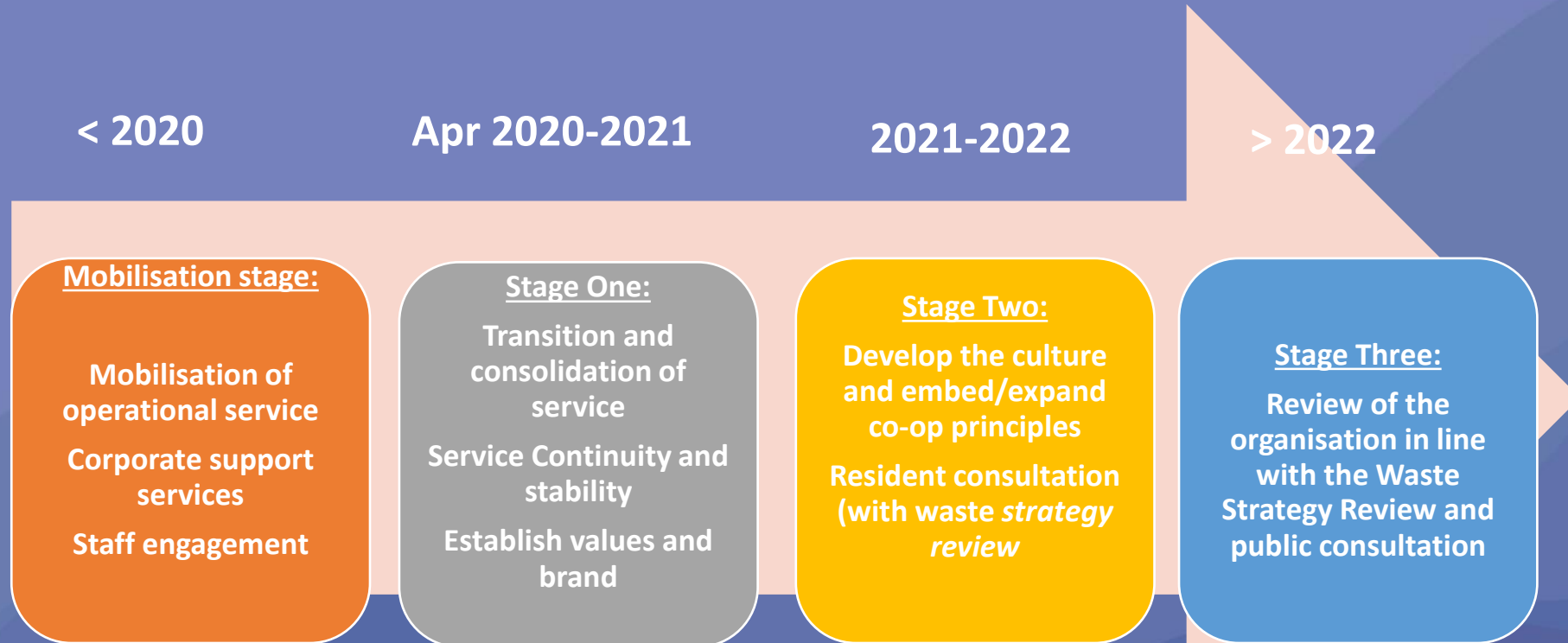
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Co-operative Principles – In Action



Community	Staff	Council
<ul style="list-style-type: none"> ✓ Give residents opportunity to influence by providing views on direction of organisation and ways the service could be improved 	<ul style="list-style-type: none"> ✓ Reduced reliance on temporary and agency labour, focusing on a stable, supported and local workforce 	<ul style="list-style-type: none"> ✓ Collaborative working with partners and other council companies (e.g. Vivo – offering vulnerable people work experience)
<ul style="list-style-type: none"> ✓ Community waste forums or Annual Meeting 	<ul style="list-style-type: none"> ✓ Employee ‘Have your Say’ programme - acted on by the board 	<ul style="list-style-type: none"> ✓ Fulfilling a “community stewardship “ role, acting as eyes and ears
<ul style="list-style-type: none"> ✓ Bespoke locality based initiatives to tackle issues that matter to people in their own community 	<ul style="list-style-type: none"> ✓ Actively recruit from vulnerable and disadvantaged group that the Council supports (e.g. workzone, care leavers) 	<ul style="list-style-type: none"> ✓ Business plan aligned to Council priorities – including digital and technology
<ul style="list-style-type: none"> ✓ Engage voluntary sectors, charity organisations, schools 	<ul style="list-style-type: none"> ✓ Staff represented at Board level 	<ul style="list-style-type: none"> ✓ Aspire to be zero waste and carbon neutral business
<ul style="list-style-type: none"> ✓ Commitment to local employment of workforce and supply chains 	<ul style="list-style-type: none"> ✓ Partnership working (e.g. with Brio - health & wellbeing for staff) 	<ul style="list-style-type: none"> ✓ Delivery of service spec and truly accountable for its performance
<ul style="list-style-type: none"> ✓ Empower communities with information and support to recycle more and waste less 	<ul style="list-style-type: none"> ✓ Employee incentive scheme linked to company values, principles and performance 	

Timeline for embedding co-operative culture



Day one focus

1. Collect bins
2. Pay staff
3. Core IT in place



Proposed Governance Model

Company Limited by Guarantee

- ✓ **Teckal compliant:** Able to directly award the contract
- ✓ **Social enterprise:** An organisation with 'social values' at its core
- ✓ **Staff:** An organisation where staff meaningfully influence change and future direction
- ✓ **Residents:** An organisation where residents are engaged and can influence service delivery and direction
- ✓ **Future collaboration:** Opportunity for other councils or partners to join in the future
- ✓ **Future Growth:** Opportunity to include other services in the future
- ✓ **Asset Flexibility:** Flexibility to use Assets in different ways to suit both organisation and Authority
- ✓ **Flexibility to change model:** Flexibility to change to alternative governance model if desired in the future



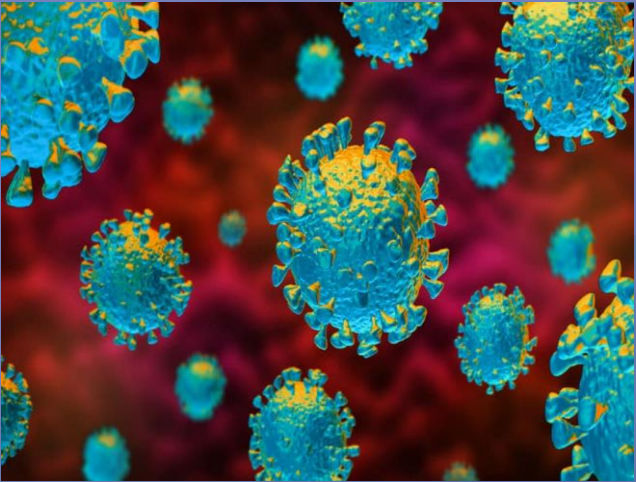
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Proposed Next Steps

- ✓ Complete Cabinet Report and approvals for consideration at meeting on 11th September 2019
 - ✓ Continue to prioritise project tasks to ensure service continuity on 28th March 2020
 - ✓ Following Cabinet approval :
- ✓ Register company to ensure entity is able to commence business development functions – by Oct 19
- ✓ Commence Staff and Member engagement to develop corporate vision and branding – by end of Oct 19
 - ✓ Recruit to Managing Director, by Nov 19
 - ✓ Recruit to Non Executive Director roles (to operate in Shadow for initially)– by Nov 19
- ✓ Finalise service business plans, including agreeing finance management agreements with Authority – by Nov 19



Go Live Weekend!



Background – why, why Now?

- Last strategy covered the period 2002 - 2020
- Significant financial pressures for the service
- Changes in waste market, the waste we produce and numbers of properties
 - The Council has declared a Climate Emergency
- Kerbside Collection Service Fleet and equipment is at the end of its life and needs to be replaced
 - Some of our key contractual arrangements around Waste Management are ending in 2023 (HWRCs) and 2024 (Waste Treatment)



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Key Service Challenges



Waste Treatment and Processing – Rising Costs and Environmental Impacts



Volatile Materials Income



Increasing number of households



Climate Emergency and Environmental impact of our kerbside collection service



Garden Waste Collection Service

Governance Timeline



Consultation Starts in 18th January for 8 weeks (delay maybe 20th Tech)



Outside of Purdah



April/May 21 Governance/ Management Board (Key Dates)



End of May Scrutiny



June Cabinet



July Full Council (Yes Written into the Council Constitution)



Implement 2022 Autumn

Don't let your future go to waste.

What will the consultation look like?

Consultation Channels



Virtual Exhibition

<https://virtual.woodplc.com/VirtualSpace/151998>



Participate Now

<https://participatenow.cheshirewestandchester.gov.uk/waste-strategy-consultation>



Paper copies

Communication & promotion

- Staff toolkits and i-west information
- Stakeholder toolkits
- Focus groups
- Member meetings
- Parish and Town Council meetings
- Internet banners
- Social media messages
- Dedicated email addresses for both public and members



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Kerbside Collection Service – The Service That Was

Current Kerbside collection service: weekly recycling, two weekly garden and residual waste collections

Waste type	Frequency
Household waste	2 weekly
Container	180 Litre bin



Waste type	Frequency
Recycling	Weekly kerbside
Container	2 x boxes



Waste type	Frequency
Garden	2 weekly
Container	240 Litre bin



Waste type	Frequency
Food	Weekly co-collect
Container	Food bin

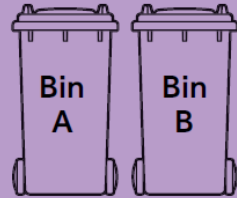


Option A

Waste type	Frequency
Household waste	2 weekly
Container	180 Litre wheeled bin



Waste type	Frequency
Recycling	2 weekly
Container	2 x wheeled bin



Waste type	Frequency
Garden	2 weekly
Container	240 Litre wheeled bin



Waste type	Frequency
Food	Weekly
Container	Food bin



Kerbside Collection Service – Option A

Collections would remain the same as the current service except;

- Recycling bins on wheels will replace boxes for more capacity
- Recycling will be collected fortnightly (on rotation – food will remain weekly)
- There will no longer be a kerbside sort by the crews

Exception processes would remain in place for properties that cannot accommodate the standard service (e.g. flats and homes with limited outdoor space)



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Option B

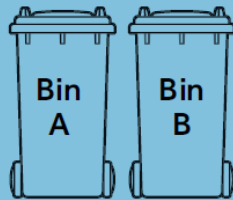
Waste type	Frequency
Household waste	3 weekly

Container 240 Litre wheeled bin



Waste type	Frequency
Recycling	3 weekly

Container 2 x wheeled bin



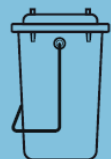
Waste type	Frequency
Garden	3 weekly

Container 240 Litre wheeled bin



Waste type	Frequency
Food	Weekly

Container Food bin



Kerbside Collection Service – Option B

Collections would remain the same as the current service except;

- A larger household waste bin (for residual waste) will be provided
- Collections will be on a three-weekly rotation (except for food waste which will remain weekly)
- Recycling bins on wheels will replace boxes for more capacity
- There will no longer be a kerbside sort by the crews

Exception processes would remain in place for properties that cannot accommodate the standard service (e.g. flats and homes with limited outdoor space)



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Kerb Side Collection Service – Options appraisal

	Option A	Option B
Recycling Rate (Current service 59.4-59.7%)	59.2%- 59.5%	59.5%-60.1%
Carbon Saving (compared to current service)	220,000KgCO2	295,000KgCO2
Financial Considerations	£0.75m - £0.95m pa saving Saving mainly due to reduced numbers of rounds/vehicles	£2.1m - £2.6m pa saving Larger reduction in rounds and fleet size
Public Consultation Response – Closed Question*	10,696 people noted a preference for this option	1,808 people noted a preference for this option

Garden waste

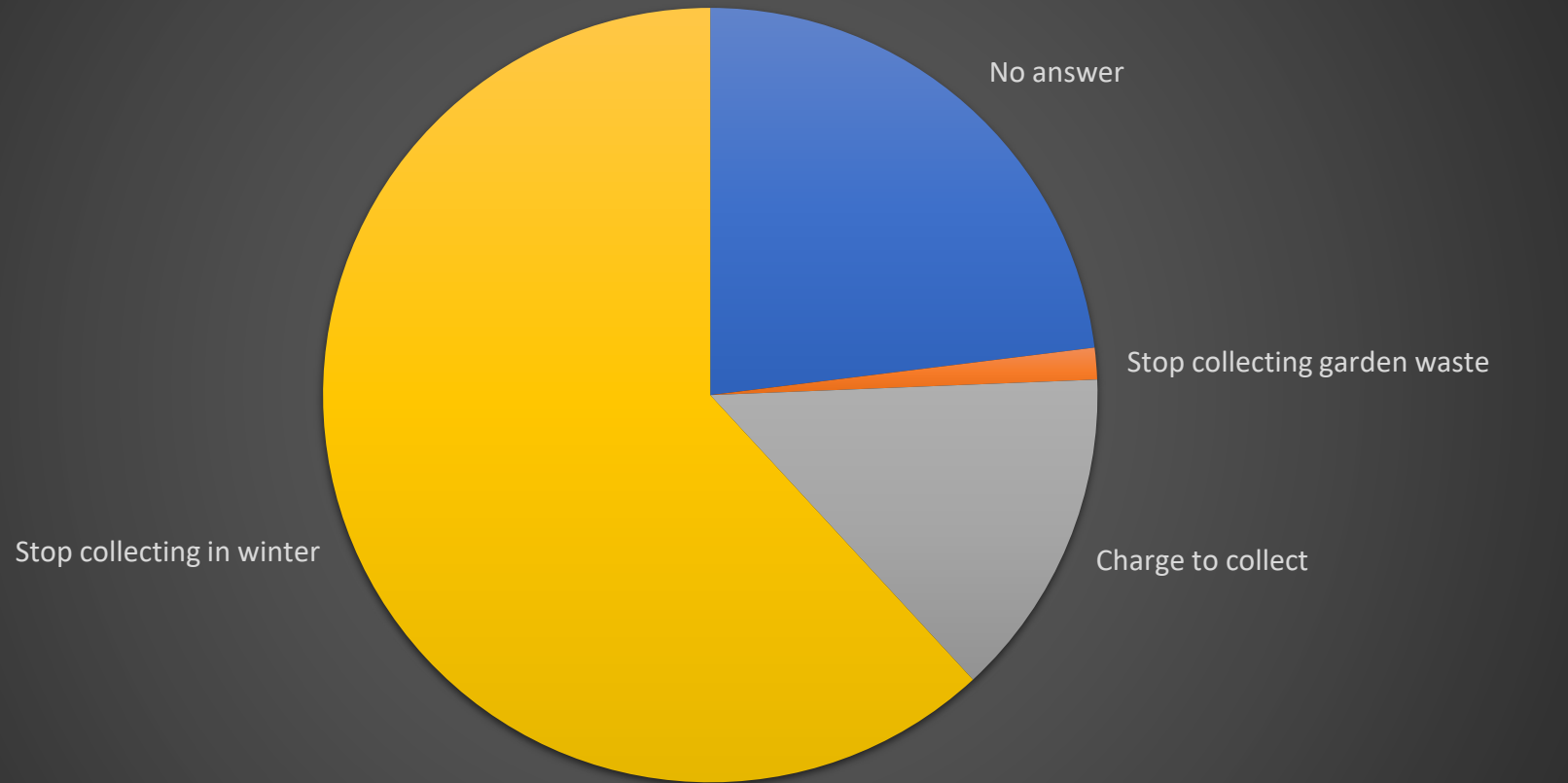
- Chargeable Garden Waste In March 2022 a chargeable 'opt in' Garden Waste service was introduced.
- The service needed to be affordable whilst helping to tackle our climate change challenges.
 - Collections are fortnightly over 40 weeks at a cost of £40. This allowed major routing efficiencies that helped to reduce unnecessary collection vehicle mileage and carbon emissions.
- Our joined-up approach to clear communication and sharing information with stakeholders resulted in exceeding 87,000 subscriptions in Year 1, equating to nearly £3.5 million in income. This represents an over-achievement of more than 230% against target.



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Emerging Results from Consultation

Which options do you think we should explore?



■ No answer

■ Stop collecting garden waste

■ Charge to collect

■ Stop collecting in winter

Roll out



- As a partnership, in the space of 12 months CWR and CW&C have worked together to deliver: - 300,000 new wheeled bins –
- A new Twin bin collection service to over 320,000 bins refuse, recycling and garden waste household kerbside collections each week



Communication is key!



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Your garden waste collections are changing

-subscribe now

We will empty your garden waste bin fortnightly for **£40 a year.**

 Cheshire West Recycling

 Cheshire West and Chester


What our Communication Plan Included

- The significant Event (Publication date, Decision dates, Rollout date)
- What was happening (Launch, Cabinet, Scrutiny)
- The Audience (who)
- The How (social media, Radio, Member Brief, Parish and Town Council)

Media

Working with our partners we were able to realise greater efficiencies and returns.

- For every £1 spent on communications generated more than £174 in income.
- 36 social media posts were issued, generating 10,200 total link clicks
- Facebook reach of 266,200, achieving 334,300 impressions



Our 'Digital First' approach resulted in a significant channel shift. Making it easier for residents to apply online and to manage demand on our Contact Centre partner organisation QWEST: - Online: 70,642 (86%) - Contact centre: 11,098 (13%), - Via letter: 805 (1%)

Fleet

New Fleet of vehicles - Reduced carbon emissions of the kerbside collection service by around 220,000kg of CO2.

	Renewable Diesel (HVO)	Bio-CNG	Hydrogen Dual Fuel	Battery Electric
Action Priority for 2022	Quick Win	Major Project	Optional	Incremental Gain
Risk of Implementation for 2022	L	H	M	M
Average Daily Fuel Use* (% of gas tank / battery capacity)	53 l	47 kg (44%)	4.5 kg (45%)	166 kWh (56%)
Additional Capital for Vehicles	+£0.00 m	+£2.11 m	+£2.09 m	+£2.16 m
Additional Capital per Vehicle	+£0	+£27,000	+£40,250	+£240,000
Number of Vehicles (% of fleet)	78 (100%)	78 (100%)	52 (67%)	9 (12%)
Total Difference in Running Costs (2022-2030)	+£1.44 m	-£2.15 m**	+£2.73 m	-£0.48 m



Our future steps

Building a New MRF

HWRC

Residual Waste Contract

Third Sector

PROTOS

Thank you.



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