

## BUSINESS CASE

(Waste Disposal Service Changes)



### EXECUTIVE SUMMARY

As part of the ongoing modernisation and improvement of Street Scene and Waste services a number of waste disposal services and schemes have been reviewed. The resulting changes are designed to help offset the Council's costs, and in doing so will generally bring the Council in line with the approaches taken by a number of other Local Authorities, and help ensure the continuation of services that keep the city clean and tidy. The proposals are consistent and complementary to our objectives of balancing our economic recovery, safeguarding our environmental commitments and ensuring service changes align with our existing Transformation programme. The services, which are in scope for this business case, include the following:

1. The acceptance of certain materials which are classed as non-household, DIY or construction waste at the Chelson Meadow Household Waste and Recycling Centre (HWRC).
2. Residents Rates Scheme which offers discounted rates, compared to the Commercial Weighbridge, for disposal of large quantities of materials arising from domestic construction work.
3. A commercial landlord scheme which offers an exemption of charges for materials arising from tenanted properties.
4. A commercial cardboard scheme which offers free disposal to customers.
5. A schools scheme which allows for the free disposal of household items from schools.

The first item is the main focus of this Business Case, whilst the others represent very niche historic schemes which are used by a minimal number of residents and commercial waste customers. Against a backdrop of the unprecedented financial pressures the Council are facing a proposal has been put forward to follow the example of our neighbouring Local Authorities and charge for the disposal of certain types of waste at the Chelson Meadow HWRC. Items which arise from DIY, construction and demolition works to a home are not legally classed as domestic waste and Local Authorities are not obliged to accept them, and where they do charges can be levied. The materials in scope are soil and rubble, plasterboard and asbestos. The Council already charges for very large volumes of certain materials<sup>1</sup> but for the vast majority of residents who dispose of non-household waste currently, they do so without charge.

The disposal of the waste materials in scope currently costs the Council £140k a year, including haulage. Under the proposals set out in this business case it is forecast that this cost will almost be completely offset, through the application of charges and reduced disposal costs. Therefore, the proposal offers a sustainable opportunity to enable residents to continue to dispose of non household waste items but also ensure this is no longer effectively subsidised by the Council, and therefore other Plymouth residents.

<sup>1</sup> <https://www.plymouth.gov.uk/binsrecyclingandwaste/recyclingcentres>

It is proposed that charges will initially be set to be in line with the highest of our neighbours to avoid any incentive for cross boarder waste disposal. From the experience of Devon County Council, who introduced these charges in 2011, it is hoped that Plymouth will observe a significant shift in resident behaviour, as charges will incentivise the reduction and reuse of as much of this type of waste as possible within home projects. This will help reduce the environmental impact associated with disposal.

## SECTION I: PROJECT DETAIL

<b>Project Value (indicate capital or revenue)</b>	£0.050m Capital Circa £0.137m Revenue income/savings	<b>Contingency (show as £ and % of project value)</b>	n/a
<b>Programme</b>	Transforming Council Services	<b>Directorate</b>	Place
<b>Portfolio Holder</b>	Cllr Sue Dann, Environment and Street Scene	<b>Service Director</b>	Philip Robinson (Street Services)
<b>Senior Responsible Officer (client)</b>	Phil Rudin	<b>Project Manager</b>	Andy Sharp
<b>Address and Post Code</b>	Chelson Meadow	<b>Ward</b>	Citywide

### Current Situation:

#### I. Non household / DIY / Construction waste at HWRCs

Plymouth City Council has a legal obligation to provide HWRC facilities to accept household waste. This type of waste is defined as waste which arises from the day to day running of a household, items which are unwanted contents of a house and are not part of the house itself. Waste materials and items which result from the repair and maintenance of homes and gardens are classified as construction waste and there is no requirement for the Council to either provide a service for its disposal or accept it without charge. Construction waste also includes waste created from landscaping or garden alterations such as dismantling a rockery or digging up a patio/concrete hardstanding.

Therefore, acknowledging that the opportunity to easily dispose of small volumes of this waste offers an amenity to some residents it is proposed that these materials will continue to be accepted but charges will start to be levied. This follows the example of many other Local Authorities (LAs), including our neighbouring LA's, who apply charges for the acceptance and deposit by residents for materials such as soil and rubble, plasterboard and bonded asbestos. District authorities in Devon also apply charges for the acceptance of UPVC and synthetic composite items for example, windows and doors although this is less common elsewhere in the UK and is therefore not part of the Council's proposals at this stage. Residents undertaking large scale DIY projects that will generate significant volumes of waste will be encouraged to hire a skip or arrange for alternative private disposal using a suitable licensed company.

**Table 1: Charging comparison across Devon and Cornwall.**

Chargeable Waste	Devon Charges 2020 (charging policy first introduced in 2011)	Cornwall Charges 2020 (charging policy first introduced in 2014)
	Price (minimum charge)	Price (minimum charge)
Soil and rubble	£2.40 per bag	£1.90 per sack
Car tyres	£4 each	£4.60 each
Plasterboard	£4.70 per bag/sheet (some sites £4.90 ) Clean no other materials attached (Torrington only accept clean) £8.35 per bag/sheet with materials attached	£6 per bag Only accept Clean no other materials attached
PVC Windows	£4 each	N/A
PVC door/door frame	£4 each	N/A
Bath/shower tray (plastic, fiberglass or composite)	£4 each	N/A
Insulation materials	£4 per bag/sheet	N/A
Roofing felt	£4 per bag/roll	N/A
Plastic pipes, guttering, fascia	£3.80 for up to 5 lengths/pieces	N/A
Bonded asbestos	£11 per sheet/bag	£10.80 per sheet/bag
All DIY plastic (pipes, guttering, fascia, soffit, skirting, claddings, loose plastics)	£4.00 for up to 5 lengths/pieces	N/A
Water tanks, panels, roofing sheets, plastic sanitary ware	£4.00 each	N/A

In 2019/20 Plymouth residents disposed of 5,983 tonnes of the types of materials that are in scope for charging. This is broken down as soil and rubble (94%), plasterboard (5.5%) and bonded asbestos (0.5%). These materials led to direct disposal charges of £140k throughout the year. This excludes further costs for staffing, processing, administration and transportation costs, which are not specifically apportioned in existing budgets, and therefore, the cost of handling and disposal will be significantly greater.

Plymouth's current policy of not charging for these materials does effectively incentivise unsustainable behaviours around waste disposal, indirectly encouraging residents to simply tip unwanted materials as opposed to re considering how that waste can be minimised and reused. After Devon County Council introduced charges in 2011 the author of a report for Scrutiny 6 months later observed the following:

*“The charging scheme does seem to have led to significant behaviour change amongst site users. Anecdotally, people are reporting more re-use of waste (e.g. patio slabs being re-used via Freecycle; sanitary ware sold on eBay), landscaping plans altered to avoid the costs involved in disposing of soil and excess soil being used to create raised flower beds in gardens. These examples indicate that the charges are causing people to think more about the waste they generate and promoting ‘reduction’ and ‘re-use’ on the waste hierarchy, above recycling, which is a good thing. Data obtained from the Environment Agency suggests that skip hire companies are seeing an overall increase in tonnages handled across Devon, suggesting that more people are considering such alternatives to responsibly deal with their waste.”<sup>2</sup>*

## **2. Residents Rates Scheme**

This historic scheme was introduced to assist with residents disposing of large quantities of construction related waste, primarily soil and rubble, by providing a discount through the commercial weighbridge / Refuse Transfer Station. However, only 10 residents used the scheme in 2019 and it will become redundant as part of the proposal for consistently charges for these items through the HWRC.

## **3. Landlord scheme**

A further historic scheme offering free disposal of waste for registered landlords for waste arising from their rental properties. Analysis from 2019/20 shows that the scheme resulted in the Council forgoing £6.8k worth of income over the period and was only used by a small number of users across 238 visits.

## **4. Commercial Cardboard scheme**

A further historic scheme which offers the free disposal of cardboard and glass to commercial customers across the weighbridge / Refuse Transfer Station. 108 businesses are signed up for the scheme and in 19/20 47.2 tonnes was received from 38 customers.

## **5. Schools Scheme**

A further historic scheme which offers free disposal to schools for items which are classed as household waste, which may include furniture for example. Only a very small number of schools are registered and use the service. The Council offers an alternative commercial scheme directly to schools which the scheme in scope conflicts with.

## **Further Background context**

### **Coronavirus pandemic**

Throughout the coronavirus pandemic, the Street Services directorate has prioritised domestic waste collections and disposal, and in a way that keeps our residents and staff safe. Consequently, other services had to be either suspended or adjusted to meet the dynamic nature of government advice and to focus resources on delivering essential services. This afforded time to analyse demand and consider how services could be delivered differently in line with our wider corporate Transformation journey, external policy changes and by learning from approaches other Local Authorities are taking. A key objective within the Council’s Reset recovery plans<sup>3</sup>, for emerging from the pandemic and

<sup>2</sup> Review of Fly-tipping in Relation to Policy Changes for Recycling Centres (Civic Amenity Sites) for the Financial Year 2011/12. Devon County Council, Place Scrutiny Committee, 4 Sept 2012.

<sup>3</sup> Adopted by Cabinet in May 2020

driving recovery, is to ensure ‘Services and infrastructure are restored in such a way as to meet agreed future purposes as well as current needs and statutory responsibilities’ whilst also acknowledging that ‘service change...will be integral to the reset process.’<sup>4</sup> There is a clear opportunity to make some bold changes to ensure that Council services in scope have sustainable models of operation for the future. That means greater efficiencies, improved and consistent customer experiences and ultimately that costs are offset.

### **National Waste Policy**

As we review local service provision, we should be considering the national direction. The Government’s ‘Our Waste, Our Resources: A Strategy for England’<sup>5</sup> sets out the importance of moving to a circular economy for waste management. Plymouth City Council can contribute to the national scheme, and address the local climate emergency through:

- Providing consumers with better information on the sustainability of their purchases;
- Address barriers to reuse;
- Encourage appropriate disposal of used products;
- Work with our partners and stakeholders to develop a shared vision and bold new approach to data on resources and waste.

### **Climate Emergency**

On 18th March 2019, Plymouth City Council voted unanimously to declare a climate emergency and pledged to make Plymouth carbon neutral by 2030. Delivering on this pledge is a significant challenge and the changes needed to our energy, transport and housing infrastructure and a wide range of other areas that impact on the climate challenge agenda are not underestimated. The package of changes to waste disposal services helps meet these goals in general terms by putting in measures which should encourage residents to adhere more closely to the waste hierarchy, reducing and reusing as far as possible. Plymouth’s current policy of not charging for these materials does effectively incentivise unsustainable behaviours around waste disposal, indirectly encouraging residents to simply tip unwanted materials as opposed to re considering how that waste can be minimised.

### **Modernising the Service**

The Street Scene and Waste service has been undergoing a programme of modernisation, guided by the Way We Work design principles and a clear vision that sits at the heart of this modernisation:

*‘To optimise the safe delivery of front line operational street scene and waste services to ensure they meet the expectations of our customers; are considered good value; and help the City become a cleaner, greener and more vibrant place to live.’* **Service vision**

The Programme is the latest phase in a series of improvements to Service over recent years to reach a level where it has all the tools, capacity and resources to consistently get the basics right. Starting with the investment in strategic assets such as the Material Recycling Facility and the Energy from Waste Plant followed by the major reconstruction

<sup>4</sup> <http://democracy.plymouth.gov.uk/documents/s102995/Plymouths%20COVID-19%20recovery%20and%20renewal%20framework.pdf>

<sup>5</sup>

[https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment\\_data/file/765914/resources-waste-strategy-dec-2018.pdf](https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/765914/resources-waste-strategy-dec-2018.pdf)

of waste collection rounds through the Alternative Weekly Collections project. The Service is now on a course to ensure services are consistently good and provide a firm foundation from which further service improvements can be made.

### **Corporate Charging Policy**

The Council's Corporate Charging Policy<sup>6</sup> provides the opportunity for a range of approaches to charging for services, reflecting the various policy drivers the Council have and the individual considerations around a specific service area.

### **Financial case**

The Council is facing unprecedented financial pressures associated with a decade of austerity and the impact of the coronavirus pandemic. It is now more essential than ever before to ensure charges levied for services are fair and where appropriate to ensure the costs of providing those services are recovered. This is especially the case for services which are non statutory or are only used by a small proportion of residents. Charging for non household waste disposal will ensure that the Council no longer effectively subsidises the true cost of home DIY, construction and demolition projects by covering the disposal costs of materials. Charges will hopefully encourage residents to plan projects in a manner that reduces the production of excess materials, such as planning landscaping works carefully to reduce the need to dispose of soil. It will also close the opportunity for commercial companies to avoid charges by encouraging residents to dispose of waste arising from building works which would otherwise be charged for if disposed of commercially. The projected savings will help ensure that the Council can continue to provide high quality services that keep the City clean and tidy.

**Proposal:** *(Provide a brief, concise paragraph outlining your scheme and explain how the business proposal will address the current situation above or take advantage of the business opportunity) and (What would happen if we didn't proceed with this scheme?)*

### **Summary**

With regard to the five schemes detailed in the previous section it is proposed to undertake the following:

- Commence charging at Chelson Meadow HWRC for the disposal of soil, rubble, plasterboard and asbestos. Further detail is given below
- To cease the operation of the remaining four schemes with immediate effect. These include the Resident Rate, Landlord, Cardboard and Schools schemes.

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<http://democracy.plymouth.gov.uk/documents/s75097/Fees%20and%20Charges%20Policy%20to%208%202011%2016%20Cabinet%20-%20V4.pdf>

### **Charging for non household / DIY / construction waste at HWRC**

The charges levied are proposed to be initially aligned to the highest offered by neighbouring Local Authorities to ensure that there is no incentive for non-Plymouth residents to attempt to visit Chelson Meadow to dispose of these items.

The initial charges proposed are as follows:

- Soil & rubble £2.40 per bag or item
- Plasterboard £6 per bag or sheet
- Bonded Asbestos £11 per bag or sheet

The financial benefits of the proposal are twofold, which together will help offset the cost of providing the service. Firstly, it is anticipated that the volume of waste presented will decrease, this is especially the case for soil and rubble, and therefore the Council's disposal costs will reduce accordingly. Secondly, for the waste that is presented the charges will generate a new income stream. VAT will apply to all transactions and has been considered as part of this proposal. Future increases will be aligned with the Council's existing Fees and Charging policy.

It is further proposed that the chargeable materials will only be accepted at Chelson Meadow HWRC for the purposes of clarity, consistency, improving efficiency at Weston Mill and reducing infrastructure requirements. Weston Mill HWRC is currently only open at Weekends due to the ongoing implications of the Coronavirus pandemic on staff availability and none of the materials in scope are currently accepted there. Pre pandemic, the site did accept soil and rubble but not plasterboard or asbestos. Soil and rubble is currently restricted due to size of the site which makes transferring this type of waste challenging.

For those who bring loose rubble into the site using a trailer, doing so is already subject to having an appropriate small or large trailer permit, and fixed standard charges will apply. These charges are to be set at £60 and £120 initially, respective to the relevant trailer size.

### **Site implications – operations and infrastructure**

An initial solution will include card payments only and appropriate shelter for customers whilst making payments. A longer term solution is likely to require minor infrastructure changes such as fencing and site reconfiguration. A total allowance of £50k for these works has been factored into the proposal and the repayment of it is reflected in the forecast financial benefits. To avoid any impact on access to the site and queuing, customers with chargeable waste will be directed from the welcome station to a designated area of the site to undertake the transactions. A full communications plan will be devised to include very clear signage at the site and on the approach.

### **Proposed detail of the scheme and outline terms and conditions**

It is proposed to utilise as far as possible the approaches taken by our neighbouring Local Authorities. This includes using Cornwall Council's definition of Soil and Rubble to include: bricks, breeze blocks, concrete, drainage pipes (ceramic/porcelain), gravel, hardcore, paving slabs, rubble, sand, sanitary ware (ceramic/porcelain toilets, bidets, sinks, shower trays, pipes, etc), soil, slates (non-asbestos, testing may be required), slabs, stones,

tarmac, tiles (ceramic, porcelain, floor, roof, wall) and turf. Whilst plasterboard will also include plaster and gypsum related products.

The following text in italics is taken from Devon County Council's website<sup>7</sup> and is indicative of the approach that Plymouth City Council propose to undertake:

*The charges payable will be based upon the quantity of material to be deposited using the rates given as an indicative guide.*

*Payment for bags/sheets will be whole multiples of 'bags' e.g. 3 x £2.40 not 2.75 x £2.40.*

*A "bag" is defined as "a small, plastic sand/aggregate bag from standard DIY stores that can be safely lifted by one person". A propriety rubble bag is not classed as a small bag and may incur an additional charge.*

*A 'sheet of asbestos' is a 'small domestic roofing sheet or similar'. For the avoidance of doubt; any item which the site staff deem to contain asbestos will be treated as asbestos (regardless of any analysis or certificates that may have been obtained to state the material is asbestos free) and restrictions/charges will apply. Please note that all asbestos must be double wrapped/bagged in strong plastic.*

*Items such as a toilet pan, toilet cistern; sink, sink pedestal, concrete block etc will be charged as single items and the relevant 'per bag' rate will apply.*

*Loose waste/waste in trailers etc will be assessed by the site manager.*

*The site manager's decision on the actual charge to be made is final.*

*The charge payable will be based upon the quantity of the material to be deposited using the stated rates as an indicative guide.*

*Charges, inclusive of VAT, are payable directly to the site contractor. Credit/debit card payments only. Receipts will be offered.*

### **Communicating the changes**

The project team will learn from best practice elsewhere in the Country and ensure a robust communications plan is put together ensuring residents are aware of the changes, the reasons for the changes and everything they need to know is clearly explained.

### **Legal basis**

The key legislation relevant for this decision is the Environmental Protection Act (1990) and the Controlled Waste Regulations (England and Wales) 2012. The Environmental Protection Act (EPA) sets out the principle that for waste presented at civic amenity sites, such as the HWRC's, LA's are able to levy charges for types of waste which aren't classed as household. Whilst the Controlled Waste Regulations (CWR) classifies waste arising from 'construction or demolition works, including preparatory works'<sup>8</sup> as industrial waste.

The Department for Environment, Food and Rural Affairs (Defra) did state within the 2017 Litter Strategy for England<sup>9</sup> that Government's view is that DIY waste is household waste if it arises from 'work a householder would normally carry out.' However, there have been no changes to legislation to either clarify or restrict further the implementation of charges. Therefore, Local Authorities are able to implement a charging regime based upon the legislation set out above.

<sup>7</sup> <https://www.devon.gov.uk/wasteandrecycling/recycling-centres/chargeable-waste/>

<sup>8</sup> <https://www.legislation.gov.uk/ukxi/2012/811/schedule/1/made>

<sup>9</sup> [https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment\\_data/file/630999/litter-strategy-for-england-2017-v2.pdf](https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/630999/litter-strategy-for-england-2017-v2.pdf)



**Summary of other changes to schemes**

The four schemes which are proposed to be removed completely, the Residents Rates Scheme, Landlord scheme, Commercial Cardboard scheme and Schools Scheme, are primarily about removing anomalies in policies and offering greater fairness and consistency to other users.

**Risk**

Charging for the disposal of certain materials will increase the risk that some people will avoid charges through flytipping. This could be residents or commercial businesses who may have previously encouraged clients to dispose of waste directly. Whilst it is unlikely that these charges will drive extensive criminal behaviour, with the associated risks of prosecution this entails, the Council must be prepared to act to do what it can to discourage such behaviour and respond robustly when it occurs. Incidents involving the materials in scope account for approximately 9% of all flytipping incidents observed within the city. Charging for these materials is well established across the Country and by our neighbouring Local Authorities. Devon County Council introduced HWRC charging for non-household waste in April 2011 along with a series of other changes including restrictions on vehicle types and a rationalisation of amenity sites, and Cornwall Council introduced HWRC charges in September 2014; whilst it is understood Torbay are about to introduce charges imminently also. Both Devon County Council and Cornwall Council observed subsequent increases in incidents of flytipping of the materials in scope for this business case, therefore reinforcing the need for Plymouth to take a firm stance.

The Public Protection service work closely with Street Services to secure evidence which enables them to enforce all forms of flytipping, this will continue albeit it is acknowledged that with regards to the materials in scope that unless an incident is witnessed it is unlikely that evidence will be available for a prosecution. A recent camera trial was undertaken in partnership with Highways at a flytipping hotspot on Keswick Crescent to capture evidence.

There are measures which can be implemented to help reduce the likelihood and also tackle instances when they occur, including:

- Expansion of camera enforcement following successful trials.
- Increased education, communication and community involvement. Including continuing to publicise successful prosecutions as a deterrent.
- Better use of digital systems to help coordinate better management of fly tipping incident reporting across cross-functional teams.
- Review of operational resource and capacity to help with both prevention and prosecution.

**Finance overview**

Various scenarios were modelled ranging between 50-85% reductions in the waste tonnages of the materials in scope. For the purposes of the business case an 80% reduction for soil, rubble and plasterboard was used.

The disposal of the waste materials in scope currently costs the Council £140k a year, including haulage. Under the proposals set out it is forecast the net cost will reduce to approximately £10k, from Year 3 when the full capital borrowing repayments will take effect. When the £7k benefit forecasted from the removal of the Landlord Scheme is factored in this brings a total forecast financial improvement of £137k.

Therefore the proposal set out in this business case offers a sustainable option to almost completely offset the costs of providing the service for the disposal of non household waste items.

The following factors were considered as part of calculations: increased Energy from Waste plant disposal costs from diverted waste streams; additional staffing costs; project costs including repayment of capital borrowing charges (which may include utilities, shelter provision, signage, fencing and road markings); payment transaction charges; VAT; income from charges including cessation of Landlord scheme and reduced waste disposal costs.

**Why is this your preferred option:** *(Provide a brief explanation why this option is preferred) and (Explain why this is a good capital investment and how this would be an advantage for the Council) and (explain how the preferred option is the right balance between the risks and benefits identified below).*

Charging for non household waste will ensure that the Council, and thereby residents, no longer effectively subsidises the true cost of home DIY, construction and demolition projects by covering the disposal costs of resulting waste materials. Charges will hopefully encourage residents to, where possible, plan projects in a manner that reduces the production of excess materials, such as planning landscaping works carefully to reduce the need to dispose of soil. It will also close the opportunity for companies to avoid commercial charges by encouraging residents to dispose of waste arising from building works which would otherwise be charged for if disposed of commercially. The removal of historic and outdated schemes on the commercial weighbridge is simply a rationalisation exercise which will offer greater fairness and consistency, whilst also generating a small amount of additional income.

**Option Analysis:** *(Provide an analysis of 'other' options which were considered and discounted, the options considered must be a 'do Nothing' and 'do minimum' and 'viable alternative' options. A SWOT – Strength, Benefit, Opportunity, Threat analysis could be attached as an appendix).*

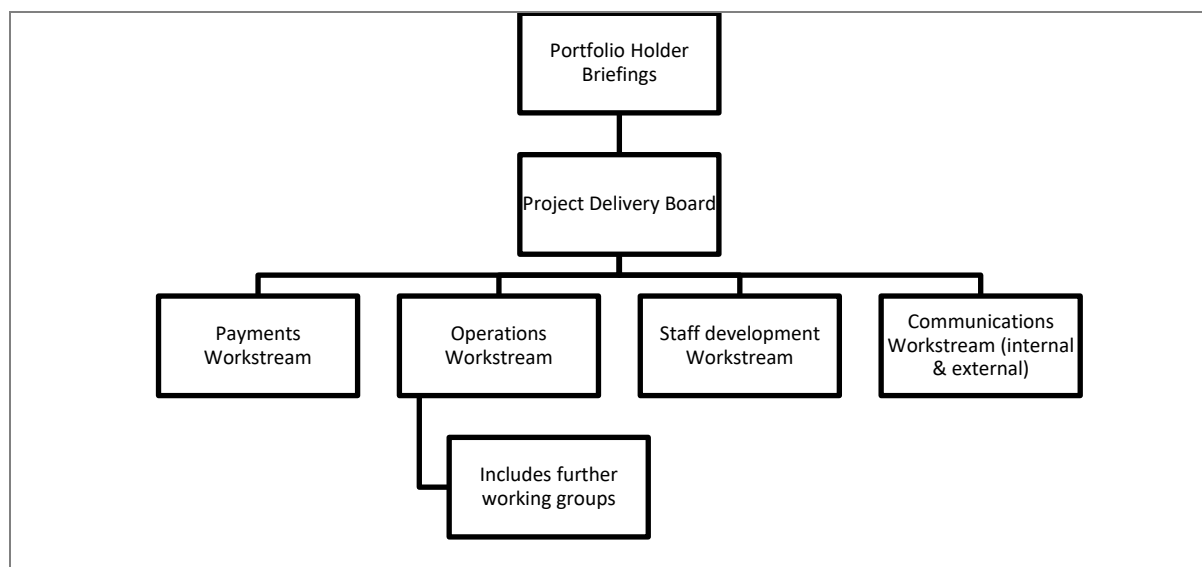
<b>Do Nothing Option</b>	Continue with existing operation
<b>List Benefits:</b>	No requirement for change, no cost implications.
<b>List Risk / Issues:</b>	Failure to offset costs and encourage more sustainable waste disposal practices. Some historic schemes are unfair due the fact so few companies use them.
<b>Cost:</b>	No additional cost
<b>Why did you discount this option</b>	Does not meet objectives set out in this business case.
<b>Do Minimum Option</b>	Implement very low charges
<b>List Benefits:</b>	Would result in partial financial benefit. Less impact on those who will be impacted.
<b>List Risk / Issues:</b>	Charging regime not in line with neighbouring local authorities.
<b>Cost:</b>	Not specifically assessed but obviously lower projected benefit.
<b>Why did you discount this option</b>	Does not meet objectives set out in this business case.

<b>Viable Alternative Option</b>	Charge for the larger range of items as per Devon County Council
<b>List Benefits:</b>	Increased income.
<b>List Risk / Issues:</b>	Increased operational on site requirements to process and manage
<b>Cost:</b>	Increased forecast income.
<b>Why did you discount this option</b>	The materials in scope are generally standard across the industry. Whilst further items may be considered in future it was considered sensible to focus on the standard items at this stage which will balance any impact on the operation of the site.

<b>Strategic Case:</b>	
<b>Which Corporate Plan priorities does this project deliver?</b>	a clean and tidy city
	a green sustainable city that cares about the environment
	a welcoming city
<b>Explain how the project delivers or supports delivery of Joint Local Plan/Plymouth Plan Policies (include policy references)</b>	Environmental factors run throughout the Council's local development policies and are wholly aligned to these changes which will help the City become less wasteful and produce less carbon emissions.

<b>Project Scope:</b> <i>(To avoid scope creep and cost escalation it is important to have an agreed scope of what the project will and will not deliver. List below what is included and not included in the project 'budget'. Projects should be delivered within scope and budget, but should project change happen then the business case requires revisiting, updating and re-approval)</i>	
<b>In Scope</b>	<b>Out of Scope</b>
Agreeing charging policy Communications and signage strategy Interim operational site changes Longer term site changes following review of initial implementation. Staff training and development Payment mechanisms, reporting and accounting changes.	

<b>Project Governance :</b> <i>How the project delivery is structured (amend example chart as appropriate)</i> <i>High Risk Projects will require a Project Board Chaired by Portfolio Holder</i> <i>Low Risk Projects will require a structured Project Team reporting to Portfolio Holder</i>
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<b>Who are the key customers and Stakeholders</b>	Staff, unions, Councillors, commercial weighbridge customers and residents	<b>Which Partners are you working with</b>	n/a
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## SECTION 2: PROJECT RISK, OUTCOMES AND BENEFITS

**Risk Register:** The Risk Register/Risk Log is a master document created during the early stages of a project. It includes information about each identified risk, level of risk, who owns it and what measures are in place to mitigate the risks (cut and paste more boxes if required).

<b>Potential Risks Identified</b>		<b>Likelihood</b>	<b>Impact</b>	<b>Overall Rating</b>
<b>Risk</b>	Increase in illegal disposal of waste, flytipping	Medium	Low	Medium
<b>Mitigation</b>	As outlined in the risk section of the proposal section of the business case	Medium	Low	Medium
<b>Calculated risk value in £ (Extent of financial risk)</b>	Not calculated	<b>Risk Owner</b>		Service Manager
<b>Risk</b>	Potential that increased volumes of non household waste will be placed into domestic wheelie bins to avoid charges.	Medium	Medium	Medium
<b>Mitigation</b>	A proportional increase in disposal fees has been included within the revised disposal cost scenarios.	Medium	Low	Low
<b>Calculated risk value in £ (Extent of financial risk)</b>	Offset by income / savings	<b>Risk Owner</b>		Service Manager
<b>Risk</b>	Risk of queuing at site resulting in tailbacks onto the Highway	Medium	Medium	Medium
<b>Mitigation</b>	Operational plan devised to direct customers with chargeable waste away from reception point so as not to impact on general flow.	Low	Low	Low
<b>Calculated risk value in £ (Extent of financial risk)</b>	£0	<b>Risk Owner</b>		Project Manager

<b>Risk</b>	Risk of aggression and violence towards staff from unhappy members of the public	Medium	Medium	Medium
<b>Mitigation</b>	Staff training and briefings to be undertaken to help avoid and minimise conflict. Further mitigation may include bodycams.	Low	Medium	Low
<b>Calculated risk value in £ (Extent of financial risk)</b>	£0	<b>Risk Owner</b>	Service Manager	

### Outcomes and Benefits

#### List the outcomes and benefits expected from this project.

(An **outcome** is the result of the change derived from using the project's deliverables. This section should describe the anticipated outcome)

(A **benefit** is the measurable improvement resulting from an outcome that is perceived as an advantage. Benefits are the expected value to be delivered by the project, measurable whenever possible)

#### Financial outcomes and benefits:

Reduced disposal costs for materials  
Increased income stream for non household waste  
New income from cessation of landlord and cardboard schemes

#### Non-financial outcomes and benefits:

Greater reuse of materials thus reducing environmental impact of disposal process.  
Staff development and training.  
Better data intelligence on customer waste disposal.

### Milestones and Date:

Complete initial site set up	Commence charging	6 month review complete
15 January 2020	26 January 2021	July 2021

### SECTION 3: CONSULTATION

<b>Does this business case need to go to CMT</b>	No	<b>Date business case approved by CMT (if required)</b>	
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<b>Have you engaged with Planning Department.</b> (If no, please state the reason)	<b>No</b>
<b>If yes, summarise the planning requirements.</b> (If PP is required ensure you engage with planning prior to seeking approval of this Business Case)	Planning may be required for future changes to the site.
<b>Is the budget cost reflective of planning requirements</b>	Yes
<b>Who is the Planning Officer you consulted with.</b>	n/a
<b>Planning Consent Date</b>	n/a

<b>Have you engaged with Building Control.</b> <i>(If no, please state the reason)</i>	<b>No</b>
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<b>Low Carbon</b>	
<b>What is the anticipated impact of the proposal on carbon emissions</b>	Waste disposal processes create emissions, including the transportation of the materials. As this proposal is expected to reduce the volumes of waste disposed this will reduce the overall emissions produced.
<b>How does it contribute to the Council becoming Carbon neutral by 2030</b>	As above box.

<b>Have you engaged with Procurement Service.</b>		<b>No</b>
<b>Procurement route options considered for goods, services or works</b>	Any procurement requirements will be undertaken through existing purchasing processes and procedures.	
<b>Procurements Recommended route.</b>	n/a	
<b>Who is your Procurement Lead.</b>	n/a	

<b>Which Members have you engaged with and how have they been consulted</b> <i>(including the Leader, Portfolio Holders and Ward Members)</i>	Leader and Cabinet Members via Cabinet Planning and portfolio holder meetings.
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<b>Confirm you have taken necessary Legal advice, is this proposal State Aid compliant, if yes please explain why.</b>	Legal advice sought and confirmed proposal is compliant with State Aid legislation because it will follow procurement rules and best practice.
<b>Who is your Legal advisor you have consulted with.</b>	Linda Torney, Assistant Head of Legal Services

<b>Equalities Impact Assessment completed</b> <i>(This is a working document which should inform the project throughout its development. The final version will need to be submitted with your Executive Decision)</i>	<b>Yes</b>
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**SECTION 4: FINANCIAL ASSESSMENT**

**FINANCIAL ASSESSMENT** : In this section the robustness of the proposals should be set out in financial terms. The Project Manager will need to work closely with the capital and revenue finance teams to ensure that these sections demonstrate the affordability of the proposals to the Council as a whole.

**CAPITAL COSTS AND FINANCING**

<b>Breakdown of project costs including fees surveys and contingency</b>	<b>Prev. Yr.</b>	<b>20/21</b>	<b>21/22</b>	<b>22/23</b>	<b>23/24</b>	<b>24/25</b>	<b>Future Yrs.</b>	<b>Total</b>
	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
Allowance forecast for future minor site changes		0.010	0.040					0.050
<b>Total capital spend</b>		<b>0.010</b>	<b>0.040</b>					<b>0.050</b>

**Provide details of proposed funding: Funding to match with Project Value**

<b>Breakdown of proposed funding</b>	<b>Prev. Yr.</b>	<b>20/21</b>	<b>21/22</b>	<b>22/23</b>	<b>23/24</b>	<b>24/25</b>	<b>Future Yrs.</b>	<b>Total</b>
	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
Service Borrowing			0.010	0.040				0.050
<b>Total funding</b>			<b>0.010</b>	<b>0.040</b>				<b>0.050</b>

<b>S106 or CIL</b> (Provide Planning App or site numbers)	No
<b>Which alternative external funding sources been explored</b> (Provide evidence)	N/A
<b>Are there any bidding constraints and/or any restrictions or conditions attached to your funding</b>	N/A
<b>Tax and VAT implications</b>	Yes
<b>Tax and VAT reviewed by</b>	Sarah Scott
<b>Will this project deliver capital receipts?</b> (If so please provide details)	No

Schemes in excess of £0.5m should be supported by a Cost Benefit Analysis. Calculations undertaken should be attached as an appendix to support financial implications shown below. Please contact your revenue accountant for assistance with this section.

<b>Is the capital ask greater than £0.5m</b>	N	<b>If the answer is yes, have you attached the Cost Benefit Analysis</b>	N
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## REVENUE COSTS AND IMPLICATIONS

### Cost of Developing the Capital Project (To be incurred at risk to Service area)

<b>Total Cost of developing the project</b>	Up to £5,000
<b>Revenue cost code for the development costs</b>	1783
<b>Revenue costs incurred for developing the project are to be included in the capital total, some of the expenditure could be capitalised if it meets the criteria</b>	Y
<b>Budget Managers Name</b>	Phil Rudin

### Ongoing Revenue Implications

	Prev. Yr.	19/20 £	20/21 £	21/22 £	22/23 £	23/24 £	Future Yrs.
<b>Revenue cost</b>							
<b>Loan repayment</b>				2,137	10,685	10,685	10,685
<b>Staffing</b>				29,000	29,000	29,000	29,000
<b>Education &amp; Communications</b>			4,500				
<b>Minor initial site and Project costs</b>			2,500				
<b>Total Revenue Cost (A)</b>			7,000	31,137	39,685	39,685	39,685
<b>Service area revenue benefits/savings</b>							
<b>Annual revenue savings (net reduced disposal costs)</b>			(11,500)	(69,000)	(69,000)	(69,000)	(69,000)
<b>Annual revenue savings (net increased HWRC revenue)</b>			(16,800)	(101,000)	(101,000)	(101,000)	(101,000)
<b>Annual revenue savings (increased Commercial Weighbridge revenue)</b>			(1,200)	(7,000)	(7,000)	(7,000)	(7,000)
<b>Total Revenue Savings (B)</b>			(29,500)	(177,000)	(177,000)	(177,000)	(177,000)
<b>Service area net (benefit) cost (B-A)</b>			(22,500)	(145,863)	(137,315)	(137,315)	(137,315)



<b>Has the revenue cost been budgeted for or would this make a revenue pressure</b>		Revenue costs are captured within this proposal and are offset by forecast income & savings.					
<b>Which cost centre would the revenue pressure be shown</b>		n/a	<b>Has this been reviewed by the budget manager</b>			Y	
<b>Name of budget manager</b>		Phil Rudin					
<b>Loan value</b>	£50,000	<b>Interest Rate</b>	2.25%	<b>Term Years</b>	5	<b>Annual Repayment</b>	£10,685
<b>Revenue code for annual repayments</b>		CC 1783					
<b>Service area or corporate borrowing</b>		Service					
<b>Revenue implications reviewed by</b>		Ruth Didymus and Charlie Green					

### SECTION 5: MONITORING PERFORMANCE & POST PROJECT REVIEW

*To conclude, the purpose of a business case is to outline the business rationale for undertaking a project and to provide a means to continually assess and evaluate project progress throughout delivery. It is the responsibility of the project manager to ensure the project remains on time and within budget during delivery and to monitor the project throughout and provide a Post Project Review on completion.*

#### **Investment Team Monitoring:**

*The Investment Team are required to report on completed projects and what they have achieved. To do this information will need to be captured during delivery and on completion of the project from your Post Project Review including:*

Did the project deliver the intended outcomes and benefits as stated in the business case.

Which company was the contract awarded, is this a local company.

How many jobs did this project provide.

How much income from Council Tax and NHB will be collected.

How has the carbon omissions been mitigated and how much did this cost

Was the project delivered on time and on budget (including contingency)

#### **Finance Monitoring :**

It is essential for Capital Finance Team to monitor the financial element of projects during delivery for reporting purposes. Monthly spend profiles against budget, matching with finance profiles will be collected monthly during delivery and on completion of the project.

**Version Control:** *(The version control table must be updated and signed off each time a change is made to the document to provide an audit trail for the revision and update of draft and final versions)*

<b>Author of Business Case</b>	<b>Date</b>	<b>Document Version</b>	<b>Reviewed By</b>	<b>Date</b>
Andy Sharp	16/10/2020	1.1	Phil Rudin	19/10/2020
Andy Sharp	23/10/2020	1.2	Martin Butler	25/10/2020
Andy Sharp	13/11/2020	1.3	Phil Rudin	24/11/2020

**SECTION 6: RECOMMENDATION AND ENDORSEMENT****Recommended Decision**

**It is recommended that Cllr Sue Dann, Cabinet Member for Environment & Street Scene:**

- Approves the Business Case
- Allocates £0.050m for the project into the Capital Programme funded by Service borrowing
- Authorises the:
  - cessation of Landlord, Residents Rates, Cardboard and Schools schemes for the Commercial Weighbridge.
  - the implementation of a charging regime for the acceptance of non-household waste at Chelson Meadow Household Waste and Recycling Centre.

<b>Cllr Sue Dann, Cabinet Member for Environment &amp; Street Scene</b>		<b>Philip Robinson, Service Director (Street Services)</b>	
<b>Email dated:</b>	<i>1 December 2020</i>	<b>Email dated:</b>	<i>1 December 2020</i>