

Thurrock - An ambitious and collaborative community which is proud of its heritage and excited by its diverse opportunities and future

Cabinet

The meeting will be held at **7.00 pm** on **14 October 2020**

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Venue (for Members only)

Membership:

Councillors Robert Gledhill (Chair), Shane Hebb (Deputy Chair), Mark Coxshall, James Halden, Deborah Huelin, Andrew Jefferies, Barry Johnson, Ben Maney, Allen Mayes and Aaron Watkins

Agenda

Open to Public and Press

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4 Declaration of Interests	
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Queries regarding this Agenda or notification of apologies:

Please contact Lucy Tricker, Democratic Services Officer by sending an email to Direct.Democracy@thurrock.gov.uk

Agenda published on: **6 October 2020**

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DECLARING INTERESTS FLOWCHART – QUESTIONS TO ASK YOURSELF

Breaching those parts identified as a pecuniary interest is potentially a criminal offence

Helpful Reminders for Members

- *Is your register of interests up to date?*
- *In particular have you declared to the Monitoring Officer all disclosable pecuniary interests?*
- *Have you checked the register to ensure that they have been recorded correctly?*

When should you declare an interest *at a meeting*?

- **What matters are being discussed at the meeting?** (including Council, Cabinet, Committees, Subs, Joint Committees and Joint Subs); or
- If you are a Cabinet Member making decisions other than in Cabinet **what matter is before you for single member decision?**



Does the business to be transacted at the meeting

- relate to; or
- likely to affect

any of your registered interests and in particular any of your Disclosable Pecuniary Interests?

Disclosable Pecuniary Interests shall include your interests or those of:

- your spouse or civil partner's
- a person you are living with as husband/ wife
- a person you are living with as if you were civil partners

where you are aware that this other person has the interest.

A detailed description of a disclosable pecuniary interest is included in the Members Code of Conduct at Chapter 7 of the Constitution. **Please seek advice from the Monitoring Officer about disclosable pecuniary interests.**

What is a Non-Pecuniary interest? – this is an interest which is not pecuniary (as defined) but is nonetheless so significant that a member of the public with knowledge of the relevant facts, would reasonably regard to be so significant that it would materially impact upon your judgement of the public interest.

Pecuniary

If the interest is not already in the register you must (unless the interest has been agreed by the Monitoring Officer to be sensitive) disclose the existence and nature of the interest to the meeting

If the Interest is not entered in the register and is not the subject of a pending notification you must within 28 days notify the Monitoring Officer of the interest for inclusion in the register

Unless you have received dispensation upon previous application from the Monitoring Officer, you must:

- **Not participate or participate further in any discussion of the matter at a meeting;**
- **Not participate in any vote or further vote taken at the meeting; and**
- **leave the room while the item is being considered/voted upon**

If you are a Cabinet Member you may make arrangements for the matter to be dealt with by a third person but take no further steps

Non- pecuniary

Declare the nature and extent of your interest including enough detail to allow a member of the public to understand its nature



You may participate and vote in the usual way but you should seek advice on Predetermination and Bias from the Monitoring Officer.

Our Vision and Priorities for Thurrock

An ambitious and collaborative community which is proud of its heritage and excited by its diverse opportunities and future.

1. **People** – a borough where people of all ages are proud to work and play, live and stay
 - High quality, consistent and accessible public services which are right first time
 - Build on our partnerships with statutory, community, voluntary and faith groups to work together to improve health and wellbeing
 - Communities are empowered to make choices and be safer and stronger together

2. **Place** – a heritage-rich borough which is ambitious for its future
 - Roads, houses and public spaces that connect people and places
 - Clean environments that everyone has reason to take pride in
 - Fewer public buildings with better services

3. **Prosperity** – a borough which enables everyone to achieve their aspirations
 - Attractive opportunities for businesses and investors to enhance the local economy
 - Vocational and academic education, skills and job opportunities for all
 - Commercial, entrepreneurial and connected public services

Minutes of the Meeting of the Cabinet held on 16 September 2020 at 7.00 pm

The deadline for call-in is Wednesday 30 September 2020 at 5.00pm

Present: Councillors Shane Hebb (Deputy Leader), Mark Coxshall, James Halden, Deborah Huelin, Andrew Jefferies, Barry Johnson, Allen Mayes and Aaron Watkins

Apologies: Councillors Robert Gledhill (Leader) and Ben Maney

In attendance: Les Billingham, Interim Director of Adult Social Care and Community Development
Lyn Carpenter, Chief Executive
Sean Clark, Director of Finance, Governance and Property
Ian Hunt, Assistant Director Law and Governance and Monitoring Officer
Andrew Millard, Director of Place
Ian Wake, Director of Public Health
Lucy Tricker, Democratic Services Officer

Before the start of the Meeting, all present were advised that the meeting was being recorded and live-streamed onto the Council's YouTube channel.

25. Minutes

The minutes of the Cabinet meeting held on 22 July 2020 were approved as a true and correct record.

26. Items of Urgent Business

There were no items of urgent business.

27. Declaration of Interests

There were no interests declared.

28. Statements by the Leader

The Deputy Leader explained that the Leader's statement would be discussed at the upcoming meeting of Full Council.

29. Briefings on Policy, Budget and Other Issues

The Deputy Leader stated that an initial investment committee scoping meeting had taken place earlier in the week, and had been attended by a number of Members including himself, the Leader, Councillors John Kent,

Fraser Massy and Gary Byrne; as well as senior officers including the Section 151 Officer and the Monitoring Officer. He felt this had been a good session where they had discussed the work undertaken by external advisors since July, and what potential democratic oversight of investments could look like, including an investment briefing. He commented that a shadow investment board would be set up to cover the remaining municipal year and would discuss the Terms of Reference for the committee to ensure it had the right aims and targets. He stated that any Members who sat on the investment committee would receive appropriate training and briefings, so the committee could move forward knowing how to handle investments and the governance surrounding this process.

30. Petitions submitted by Members of the Public

No petitions had been submitted by members of the public.

31. Questions from Non-Executive Members

No questions had been submitted from non-Executive Members.

32. Matters Referred to the Cabinet for Consideration by an Overview and Scrutiny Committee

No matters had been referred to Cabinet for consideration by an overview and scrutiny committee.

33. Stanford-le-Hope Station Redevelopment (Decision: 110527)

Councillor Coxshall introduced the report and stated that the project was now moving forward after a brief pause and reflect period, which had made the scheme more deliverable. He explained that the project was now looking to go to market to tender main works contractors, which would be at a fixed price to stop 'mission creep' within the project. He added that as the scheme had changed, new planning permission would need to be sought but felt that this would be worthwhile as the new scheme had more improvements for local residents and commuters. He summarised and stated that the project should begin work sometime in 2021.

The Deputy Leader stated that he was a resident in Stanford-le-Hope as well as a Councillor for the area and felt that all local residents wished to see the project completed, and this report would help this goal. He stated that one of the reasons why the project would need new planning permission was because it increased commuter parking at the station, but felt this would help reduce pressure on the local road network, which was a local issue for residents who lived close to the station.

RESOLVED: That Cabinet:

1. Agreed the strategy and approach to progress the scheme as set out in the report.

2. Gave approval to commence a tendering process for a main works contractor for both Phase 1 and Phase 2.

3. Delegated to the Director of Place, in consultation with the Portfolio Holder for Regeneration, authority to award the subsequent main works contract subject to compliance with the Council's procurement rules and terms and conditions being approved by the Section 151 Officer and the Monitoring Officer

*Reason for decision: as outlined in the report
This decision is subject to call-in*

34. Proposed Consultation on Adult Social Care (Non-Residential) Fees and Charges 2021/22 (Decision: 110528)

Councillor Halden introduced the report and stated that this was the first step in helping to stabilise the adult social care budget for the long-term, particularly in a post-COVID world, to ensure the most vulnerable residents were protected. He explained that it currently cost users £13 per hour for domiciliary care, but this service actually cost the Council £17.06 per hour, which meant that the service was not recovering costs. Councillor Halden added that there were currently 1200 service users, of which almost 1000 users only paid a portion of the costs or nothing at all. He added that the adult social care market was experiencing increased financial pressures because of COVID, which included the added expense of appropriate PPE. He mentioned that Thurrock also had to remain in parity with Essex County Council, which currently paid 90p per hour more than Thurrock, which could leave Thurrock uncompetitive. Councillor Halden stated there were three options going to consultation, which were being presented to Cabinet, which included taking no action; increasing to the maximum charges immediately; or increasing the charges over a period of three years. He mentioned that increasing the charges gradually was the proposed course of action so residents had time to adjust to the changes whilst ensuring that the service was stable and reliable in the future. He stated that this report recommended the Council go out to consultation on these three options to ensure residents could have their say. He explained that the Council would listen to any feedback carefully and was keen to hear views from those using the service and those on the edge of care, for example family and friends of care users. He stated that Cabinet had listened to overview and scrutiny and had extended the consultation from 30 days to 8 weeks to ensure that as many residents could take part as possible.

Councillor Coxshall questioned how the consultation would work and make sure that all residents had the opportunity to take part, as overview and scrutiny and Full Council often commented that consultations regularly received low turnout. Councillor Halden responded that due to COVID face-to-face consultation was limited, but that the consultation was being designed with HealthWatch, who were an independent third party organisation, and would help to make sure that the consultation was up to standard. He added that a paper consultation questionnaire would be delivered to all service users,

and a link to the online consultation would be added to the Council's newsletter. He stated that the Local Plan consultation had used direct phone questionnaires, and this would also be considered for this consultation. He added that the Council were also currently looking at ways in which socially distanced consultation events could occur. Councillor Johnson asked how the Council would protect vulnerable residents who were not able to pay. Councillor Halden clarified that the full charge increase would only apply to 160 service users out of 1200, who were means assessed and able to pay or who had not filled out the means test self-assessment form. He stated that 148 service users did not pay for the service at all, and the remainder only paid a portion. He felt that therefore the maximum charge increase only had a limited scope and officers would retain the ability to use their discretion to offset the charge in exceptional circumstances. He stated that the means test criteria would not change, but was open to resident's feedback in the consultation.

The Deputy Leader summarised and felt it was good to see the consultation had been extended to eight weeks based on the views of overview and scrutiny.

RESOLVED: That Cabinet:

- 1. Reviewed the three options for charging regarding the services in scope detailed in section 3.1.**
- 2. Approved that the three options go out to public consultation.**
- 3. Approved that the consultation with providers can start as soon as possible regarding the rates the Council pays with the presumption of an above inflation increase to stabilise the market and reflect the increased costs arising from COVID.**

*Reason for decision: as outlined in the report
This decision is subject to call-in*

35. Procurement to Provide Autism Specialist Support - Medina Road (Decision: 110529)

Councillor Halden introduced the report and stated that this was a good report that would provide specialist autism support in the borough. He felt proud of Thurrock's special schools which were both rated as outstanding, and led to a higher proportion of people with disabled children moving to the borough. He stated that in 17 years Thurrock would see an increase of 30% of people in the borough with autism, and therefore the Council were looking at supported accommodation to ensure those people received the care they needed. Councillor Halden stated that this was both a housing and a pastoral offer, as it would also provide help with training, jobs and education. He explained that the centre contained six specialist units, a garden, and a common room and

services provided would be weighted towards increasing independent living. He summarised and stated that whoever was tendered would need to work with Thurrock and other agencies such as Aspire to ensure the highest level of care and support was provided.

RESOLVED: That Cabinet:

1. Agreed the future design of the service model to support people living in Medina Road.

2. Agreed to commence the procurement of support for Medina Road and delegated authority to award the contract to the Corporate Director of Adults, Housing and Health in consultation with the relevant Portfolio Holder.

*Reason for decision: as outlined in the report
This decision is subject to call-in*

36. Annual Report of the Director of Public Health 2019/20 - Serious Youth Violence and Vulnerability (Decision: 110530)

Councillor Mayes introduced the report and thanked the Director of Public Health and his team for their excellent report, which focussed on youth violence and vulnerability. He stated that from a public health perspective this included surveillance, identifying risks, intervening to reduce those risk factors and implementation. He outlined that the report covered the first three stages and worked to move to the implementation stage. He stated that the report outlined youth violence as a communicable disease which could infect a community and needed a whole system approach, including multiple agencies, to tackle. He described that the report considered trends in youth violence which had been increasing since 2013, but Thurrock's work with Essex Police and the C17 gang injunction had helped to keep figures down. He felt it was disappointing to see high levels of youth violence with weapons, but on a ward basis only six wards within Thurrock had higher than average youth violence, and these were wards where there was easy access to the C2C train line, which led to criminal migration. He commented that the public health team were working with the British Transport Police to tackle the problem of criminal migration. Councillor Mayes moved on to describe how deprivation was a poor predictor of youth violence and explained the crime paradox, which meant that young people who were convicted of crimes and sent to juvenile detention centres were more likely to come from a deprived background, but those from a deprived background were not any more likely to commit crimes. He explained the casual variables which could also affect increased youth violence such as exposure to criminal activity; time spent unsupervised in town centres; low morality; and low self-control. He felt that Thurrock were good at working with some external agencies such as Aspire as well as promoting good family outcomes and quality primary education; but needed to work better with NHS services and other agencies to improve upon the good work already being undertaken.

Councillor Halden thanked the public health team and Director of Public Health and stated that the report presented a clear picture on what areas the Council were doing well at and which areas needed improvement. He felt that Thurrock had achieved in areas such as the C17 gang injunction, which had helped put gang members in prison for a total of 42 years, and working with Essex Police on operations such as Operation Compass, as well as the utilisation of targeted stop and searches. He added that Thurrock were also increasing resources such as increasing the Youth Offending Service team and introducing a specific gang officer. He felt that external contracts with public health partners needed to be improved, but this report would add weight to contractual discussions such as with NELFT and EPUT.

The Deputy Leader felt the report was very comprehensive and meaningful, and would help when working with external organisations such as Essex Police, including continuing successes such as holding the C17 gang to account. He was also pleased to see work was being carried out with the British Transport Police to help tackle criminal migration into the borough.

RESOLVED: That Cabinet:

- 1. Noted and commented on the content and recommendations contained within the report.**
- 2. Considered how the findings and recommendations contained within the report can be best implemented and used to influence broader council strategy in this area.**

*Reason for decision: as outlined in the report
This decision is subject to call-in*

37. Medium Term Financial Strategy Update and Revenue Budget Monitoring - Quarter 1 2020/21 (Decision: 110531)

The Deputy Leader introduced the report and explained that it outlined the economic impact of COVID-19, as Thurrock moved away from a balanced MTFs budget, which had been in place since 2018, and towards a deficit. He stated that some local authorities were having to bring an in-year emergency budget to Council due to their deficits, but Thurrock were not in that position as the Council were better equipped due to reserves and other income sources. He stated that at the beginning of the 2020/21 municipal year, Thurrock had been in a £4million surplus, but due to COVID, that would be used to reduce the new in-year deficit down to £2million. He stated that central government had given Thurrock £10.8million in support, but the Council would experience £6.3million of pressure above this government support, due to a reduction in fees and charges, the cessation of some capital strategy activity, a reduction in council tax and business rate income, and other COVID-related pressures. He added that last municipal year the Council had reversed deficits of £1.5million, and felt that the Council could do it again

this municipal year.

The Deputy Leader outlined other pressures that the Council would potentially face in the future, and gave examples such as an increased number of Local Council Tax Scheme (LCTS) claimants, an increase in the number of people presenting as homeless, and a reduction in income from Thameside Theatre. He added that the Ministry of Housing, Communities and Local Government would be outlining potential additional support for local authorities towards the end of 2020, but as this was not confirmed, was not included in future budget plans. He confirmed that investments were still yielding income as the renewable energy sector had not been influenced by the global pandemic. He mentioned that following the pandemic the Council could see a potential deficit of £19million in 2021/22.

The Deputy Leader moved on and outlined pressures to services which would also potentially reduce the level of Council income, but felt that Thurrock would be in a worse position if surpluses had not increased by 131% since 2016. He stated that council tax and business rates were accounted using national working practices, but Thurrock had made representation to the IRRV and LGA to ensure that accounting practices had been relaxed over the summer to ease with problems associated with lack of receipts. He added that the Council would still experience £13million directly related COVID pressures, and that if COVID had not occurred adult social care would be experiencing £50,000 underspend currently; the Place directorate experiencing £0.2million pressure and other teams such as environment and finance would be breaking even. He summarised and stated that the Council would be in a balanced position if COVID had not happened.

The Deputy Leader outlined the need to look at the social care sector's financial base in a post-COVID world. He stated that Children's Services were expecting to see increased pressure because of COVID as more unknown and new children entered the system, which would lead to potential additional spend of £0.9million, but Thurrock were committed to ensuring that every child was safe and received a positive outcome. He added that the Council had also lost £1million income from education and care providers due to the closure of schools and nurseries during lockdown. He explained why the environment team were experiencing increased pressures, which included lost income from the closure of Impulse Leisure during lockdown, who had now been trading for three weeks. He added that the environment team had also seen increased pressured due to increased PPE spend; reduction of trade waste income; and reduction of car park fees income. He outlined pressures on the place directorate due to COVID, which included lost income from the closure of Thameside during lockdown and reduction in income from planning fees and charges. He stated that Cabinet had approved £1million of the dedicated growth reserve being spent on the third stage of the Local Plan, as this would help boost the local economy through house and infrastructure building.

The Deputy Leader explained that families were experiencing financial struggle in many ways, and the questions families were asking, were the

same questions the council were asking itself. For example, when a family fell into hard financial times they looked to savings to help them. Thurrock also used savings in the form of general reserves and investments, which had been endorsed by Full Council in 2017. He felt that if the Council were prudent with their surpluses then the Council could absorb some COVID pressures, but the current plan was not to let the general fund reserve fall under the 2016 level of £8million. The Deputy Leader added that when a family fell into financial difficulties they tried to increase income, and the Council would need to do the same. He explained that Council tax was modelled as increasing during every year of the MTF5, as it was always modelled, and there were no plans to change that. He added that the Council would also need to consider adopting any future Adult Social Care precept to support sector resilience. He stated that when the market for investments was open, it was the plan to help the Council reform services over the longer-term, and that the Council would need to begin to work towards self-sufficiency from government revenue funding, but was also a Council which was smaller and more rationalised. He stated that the Council Spending Review would be continued and quickened, and that elements of the capital programme were under review, and like households across the borough, the Council needed to look at what could be done in a few years, rather than what it may have planned to do at the start of the year.

The Deputy Leader summarised and stated that Thurrock were working hard to ensure a balanced budget and an update would be presented at October's Cabinet meeting.

RESOLVED: That Cabinet:

1. Commented on the MTF5 and the forecast outturn position for 2020/21.

*Reason for decision: as outlined in the report
This decision is subject to call-in*

38. Backing Thurrock: A Five Year Strategy for Economic Recovery, Resilience and a Return to Growth

Councillor Coxshall introduced the report and stated that Thurrock had excellent business links and a business community, as the borough was adjacent to London, and had good transport links to the rest of the country and the world. He added that the private sector wanted to invest in the borough over the next twenty years, but highlighted that infrastructure would come first in order to ensure benefits for residents and businesses. He outlined the draft plan, which recognised the strength of local communities, whilst highlighting the impact COVID would have on jobs and prosperity within Thurrock. He commented that Thurrock needed to work collaboratively with other communities and external organisations to deliver the scheme, which would start to be implemented at the same time as consultation to deliver a start time of 2021. He summarised and stated that members, officers and

residents should endeavour to buy locally to support local businesses and boost the economy.

Councillor Halden commented that it was good to see care leavers and learning disabled adults were included in the scheme, and help with retraining or up-skilling would be provided if needed. He felt the report considered the needs of the vulnerable and looked at how health and education can support the strategy. The Deputy Leader added that it was also good to see those in hospitality were included in the report as people working in this sector had been disproportionately affected by the pandemic and might financially struggle. Councillor Coxshall replied and stated that all areas of society would be included in the strategy as every resident deserved an opportunity to prosper and have a good job. He thanked the previous administration for developing the original plan, as this had helped bring forward the current proposals.

RESOLVED: That Cabinet:

1. Approved the draft Backing Thurrock strategy for consultation.

2. Agreed to co-design the related Implementation Plan with anchor institutions, key businesses, the voluntary and community sector and other stakeholders and to return to Cabinet with a further report seeking approval of the final Strategy and Implementation Plan.

39. Quarter 1 (April to June 2020) Corporate Performance Report 2021 and End of Year Corporate Performance Summary 201/20

Councillor Huelin introduced the report and stated that although Council's planned for emergencies, no one had been able to predict the global COVID pandemic and subsequent lockdown. She highlighted that quarter one began a week into lockdown, but despite the pandemic, 2000 council staff and continued to work hard to deliver services. She stated that some services had had to reconfigure their entire way of working, for example bin collections which needed to maintain a 2m social distance for three people in a lorry cab, whilst also training and recruiting new staff in a socially distanced way. She stated that council staff and volunteers had worked hard to help residents, for example care homes received daily check-ins from the council and food packages and prescriptions were delivered to those that needed it. She felt proud that 500 council staff became Thurrock Coronavirus Community Action volunteers within one week of lockdown starting. Councillor Huelin stated that in 2019/20 74% of key performance indicators had met their targets, and although this had decreased to 65.5% in the first quarter of 2020/21, ten out of eleven missed targets were due to COVID. She highlighted some missed targets, such as percentage of waste recycled which had decreased because Household Waste and Recycling Centres (HWRCs) had been shut during the pandemic. She stated that the baseline for key performance indicators in 2020/21 would remain at 2019/20 levels, to be able to determine the impact of COVID on council services. She summarised and stated that she felt proud that Thurrock Council had persevered during the pandemic and that overview

and scrutiny had no additional recommendations on the report.

Councillor Watkins thanked the environment team for all their hard work during the pandemic, and highlighted that the environment team were still dealing with effects of COVID such as staff shortages and waste collection issues. He thanked the trade unions for their help in providing agency staff to cover these shortages, and thanked residents for their patience when waste collection services had been delayed due to increased tonnage as more people worked from home. He stated that the HWRC's had been closed throughout the height of lockdown, but were now gradually re-opening in incremental stages. He also felt pleased to announce that the communal bin store recycling project was now live after a successful pilot, and he hoped to see the percentage of waste being recycled in flats increasing because of this. He also added that the report from the Waste Management Working Group would be brought to Cleaner, Greener and Safer Overview and Scrutiny Committee and Cabinet in October.

RESOLVED: That Cabinet:

- 1. Noted and commented upon the performance of the key corporate performance indicators in particular those areas which are off target and the impact of COVID-19.**
- 2. Identified any areas which require additional consideration.**
- 3. Noted the End of Year outturns 2019/20.**

The meeting finished at 8.09 pm

Approved as a true and correct record

CHAIR

DATE

**Any queries regarding these Minutes, please contact
Democratic Services at Direct.Democracy@thurrock.gov.uk**

14 October 2020		ITEM: 10 Decision: 110532
Cabinet		
Waste Strategy Update		
Wards and communities affected: All	Key Decision: Key	
Report of: Councillor Aaron Watkins, Cabinet Member for Environment, Sports and Leisure		
Accountable Assistant Director: Daren Spring, Assistant Director, Street Scene and Leisure		
Accountable Director: Julie Rogers, Director of Environment, Highways and Counter Fraud		
This report is Public		

Executive Summary

The Council's Waste Strategy expires in 2020 and requires a refresh to ensure that it is in line with the National Strategy, as well as being forward looking and ambitious in its targets. As part of the strategy re-refresh, three streams of work have emerged that are inter-dependent:

- A Cross Party Working Group was established by Cleaner, Greener and Safer Overview and Scrutiny Committee in August 2019. The group paused in March 2020, in response to Covid measures, recommencing in June 2020. The Working Group were to investigate the declining recycling levels and ways in which the current level of 34.76%, in the Borough, could be increased to meet the national target of 50% in 2020 and 65% in 2035. The other focus was understanding the national strategy and how it impacts on Thurrock, while contributing to the development of the new Waste Strategy.
- The suite of Waste Disposal Contracts required to be re-procured; and
- A review of Waste Collection options undertaken, while considering the required changes for implementation, including vehicle procurement.

This report seeks to provide an overview of each of the work streams, identifying the interdependencies and providing the necessary background and analysis of implications for decisions to be made with regard to the future configuration of the Waste Service.

- 1. Cabinet is recommended to:**
 - 1.1 Agree the new Waste Strategy, attached as Appendix 1.**
 - 1.2 Review the options relating to potential changes in the Waste Collection Service, and agree option 2b as outlined in the report.**
 - 1.3 Delegate authority for the re-procurement and/or extension of the Waste Disposal contracts to the Corporate Director of Finance, Governance and Property and the Director of Environment, Highways and Counter Fraud in consultation with the Portfolio Holder for Environment, Sports and Leisure.**
 - 1.4 Delegate authority for the procurement of waste containers, collection vehicles and communication materials to facilitate the change in collection to the Corporate Director of Finance, Governance and Property and the Director of Environment, Highways and Counter Fraud in consultation with the Portfolio Holder for Environment, Sports and Leisure.**
- 2. Introduction and Background**
 - 2.1 Central Government published its “Waste, our Resources: A strategy for England” in December 2018. It identified a number of proposals designed to drive up recycling performance. The proposals include:
 - Improve recycling rates by ensuring a consistent set of dry recyclable materials is collected from all households and businesses;
 - Reduce greenhouse gas emissions from landfill by ensuring that every householder and appropriate businesses have a weekly separate food waste collection, subject to consultation;
 - Improve urban recycling rates, working with business and local authorities.
 - 2.2 The National Strategy has a number of statutory implications for the Council that requires implementing changes to the way that waste is collected and disposed of. These include:
 - Provide residents with separate food waste collections by 2023 (subject to consultation);
 - Vastly improve recycling rates to work towards the 2035 National Recycling Target of 65%, (Thurrock’s recycling rate is currently 34.76%);
 - Reduce the amount of municipal waste to landfill by 10%; and
 - Ensure that dry recycling collections are consistent with Governments requirements and ensure that a cost effective collections system is in operation.

2.3 Cross Party Working Group - Cleaner, Greener and Safer Overview and Scrutiny Committee

2.3.1 The Cross Party Working Group Chaired by Councillor Mike Fletcher was established specifically to identify ways in which the recycling rate in Thurrock, which has been stagnant for some years, could be increased. The activities of the group were wide ranging and have been documented in the report prepared and presented at Cleaner, Greener and Safer Overview and Scrutiny Committee on 1 October 2020.

2.3.2 The recommendations of the Cross Party Working Group have been incorporated fully in the refreshed Waste Strategy, in summary the key proposals are:

- Replacing the residual waste collections with a new weekly food waste collection to all households, with the associated supporting containers, and an alternate weekly residual collection. The benefit of this change, which has been adopted successfully at many other Local Authorities, is that it encourages residents to consider more carefully what can be recycled and to ensure that they have capacity in their residual bins for items that can only be disposed of in that way;
- Retaining the weekly collections of co-mingled dry recycling;
- Retaining the fortnightly collections of garden waste, implemented during the Covid-19 response period;
- Redevelopment of the Household Waste and Recycling Centre;
- Review of Thurrock's waste collection fleet to ensure a reduction in carbon footprint and fuel usage whilst ensuring that maximum efficiency and effectiveness is achieved;
- Ensuring that any future waste disposal contract negotiations include the following principles:
 - Reduction in distance travelled to disposal sites;;
 - Identifying opportunities for additional recycling and re-use; and
 - Ensuring a reduction in waste sent to landfill;
- Reducing the occurrence of single use plastics within the Borough and within Council activities where the use of alternatives should be prioritised. This will require a detailed work programme covering all service areas and operations, with specific focus required from procurement and communications;
- Investigate the feasibility of creating a transfer station within Thurrock to support alternative disposal options; and
- Investigate the feasibility of building an energy recovery facility in the Borough as both a means of reducing disposal costs for residual waste and generating income.

2.3.3 The Cross Party Working Group initiated an investigation into the impact of service changes on the recycling rate. The Working Group were clear that the decisions they would make were purely in relation to linking to the national strategy and increasing recycling rates. No financial implications were presented, considered or discussed by the group and it is therefore important

they be fully considered in this report.

2.3.4 The Council were asked to provide an outline of collection models that the top quartile high performing recycling authorities were using to drive up recycling rates. A number of options were discussed such as:

- Kerb side sorted collections – This was not progressed due to the number of containers required at each property.
- Three and Four weekly collection schedule.
- Paid for garden waste service – This was considered to be too much of a significant change for residents at this time.

2.3.5 The financial impact of COVID-19 and the impact on the Medium Term Financial Plan could not have been predicted when the Waste Working Group commenced this work; however, it cannot be overlooked when considering findings. The table below provides the range of collection options considered in detail, the recycling potential and the high-level financial implications. This illustrates the change in both collection and disposal costs and the potential efficiencies that could be realised:

Thurrock Council Cost Modelling

Note: all options, excluding Baseline, include flats recycling)	Baseline	Current Collection	Option 1	Option 2		Option 3	
				A	B	A	B
Refuse	Weekly	Weekly	Weekly	Alt. Weekly	Alt. Weekly	Alt. Weekly	Alt. Weekly
Recycling	Weekly	Weekly	Weekly	Weekly	Weekly	Alt. Weekly	Alt. Weekly
Garden Waste	Weekly	Alt. Weekly No Charge	Alt. Weekly Paid	Alt. Weekly No Charge	Alt. Weekly Paid	Alt. Weekly No Charge	Alt. Weekly Paid
Food Waste	Not offered	Not offered	Weekly	Weekly	Weekly	Weekly	Weekly
Collection Cost	£6,018,822	£5,997,174	£5,524,597	£5,709,843	£4,630,126	£5,370,995	£4,279,317
<i>Change in Collection Cost</i>		<i>-£21,648</i>	<i>-£578,577</i>	<i>-£393,511</i>	<i>-£1,473,047</i>	<i>-£732,178</i>	<i>-£1,823,856</i>
Change in Disposal Cost	£7,803,324	£7,538,459	£7,536,711	£7,288,439	£7,395,824	£7,313,242	£7,420,627
<i>Change in Disposal Cost</i>		<i>-£264,865</i>	<i>-£1,748</i>	<i>-£250,020</i>	<i>-£142,635</i>	<i>-£225,217</i>	<i>-£117,832</i>
Total Collection and Disposal Cost	£13,822,145	£13,535,633	£13,061,308	£12,998,281	£12,025,950	£12,684,237	£11,699,944
<i>Change in Collection and Disposal Cost</i>		<i>-£286,513</i>	<i>-£580,325</i>	<i>-£643,531</i>	<i>-£1,615,682</i>	<i>-£957,395</i>	<i>-£1,941,688</i>
Recycling Performance (Includes HWRC)	37.00%	38.20%	38.30%	54.30%	52.00%	50.50%	48.20%
Capital Investment							
Containers		£360,000	£360,000	£360,000	£360,000	£360,000	£360,000
Fleet included within modelling		£0	£2,800,000	£2,000,000	£2,000,000	£3,400,000	£3,400,000
Total		£360,000	£3,160,000	£2,360,000	£2,360,000	£3,760,000	£3,760,000

3. Issues, Options and Analysis of Options

3.1 The Working Group initiated a resident consultation with every household in the borough given the opportunity to participate.

3.2 The results of the survey provided insights that have informed thinking regarding adjustments to the collection service. It was noted, not unexpectedly, that residents are reluctant for services to change, with the exception of acceptance for a weekly garden waste collection. However, against that backdrop 83% of respondents identified as people who recycle, with the key barrier identified as a lack of knowledge. 64% of participants were willing to further separate waste to improve recycling rates. There was strong support (72%) for the separation of food and garden waste. The

provision of a kitchen caddy to support food waste collection was considered to be an important factor. The results also revealed that with weekly collection, residual waste and composting bins are less than three quarters full for the majority of respondents. Recycling bins were reported to be almost full after a week.

- 3.3. The Cross Party Working Group also identified through research from other Councils and experience within Thurrock (the rollout of 3-wheeled bins to households in 2009) that significant change in the collection service could be an essential stimulus to drive engagement in recycling with all residents. It was noted that only by making food waste and dry recycling bins the most frequently collected, that separation of materials by residents would be encouraged.
- 3.4 The Cross Party Working Group recommended to Cleaner, Greener and Safer Overview and Scrutiny, 1st October 2020, option 2A from the table above in 2.3.5. The model indicates that it provides the highest level of quality recycling potential at 54.3%, whilst generating an efficiency saving of £643,531. It is important to note that focus of the Working Group was predominantly on improving recycling rates and not to consider cost efficiency for the service.
- 3.5 This model encourages residents to only use the residual waste bin when there is no other option available to them. Option 2A provides the following collection configuration:

Waste Stream	Collection Frequency
Food	Weekly
Dry Recycling	Weekly
Garden Waste (non charged)	Alternate Weekly
Residual Waste	Alternate Weekly

- 3.6 The changes recommended by the Cross Party Working Group are welcomed in facilitating increased recycling rates and the efficiencies this will generate at a time when the focus is on financial implications resulting from COVID-19.
- 3.7 Option 3B provides the greatest financial efficiencies with weekly food, fortnightly recycling, fortnightly refuse and a paid for fortnightly garden waste service. This will provide an annual cost saving of £1,941,688, however reduces the recycling potential to 48.2%. This still falls below the current government target of 50%. This option equates to a total of £1.3M more in annual savings.
- 3.8 Option 2B is considered to be the most appropriate choice in current circumstances. Whilst maintaining the principles of the Cross Party Working Group, this option introduces a charged for garden waste service, retaining a recycling rate potential of greater than 50% (52%) and achieving a further saving potential of £1M per annum. Support for this option would enable the

authority to have the opportunity to exceed the 50% national recycling target, whilst achieving a significant reduction in the annual cost of the waste service.

- 3.9 Residents have benefited from a non-paid for weekly garden waste service for many years. A high proportion of Councils charge for the collection of garden waste at varying prices. A national survey conducted in 2017/2018 indicated the average charge to be £42.50, whilst a benchmarking activity has shown prices as high as £72.60.
- 3.10 The model 'B' options in the table assume a 50% take up rate, with a very low annual charge of £30 per household for a bi-weekly collection, for residents who wish to sign up for the service. The annual fee is considered one of the lowest in the Country. This is proposed in order to make this an affordable transition for residents, while still supporting the need for efficiencies. Residents can compost or take their garden waste to the Household Waste Recycling Centre if they do not wish to enrol for this charged for collection service.

4. Waste Disposal Contracts and Capital Procurement

- 4.1 In December 2017, the Council entered in to several three-year contracts for various elements of waste disposal with options to extend to five years. These contracts were due to expire in December 2020, but have been extended by 9 – 12 months (depending on the contract). This was implemented to enable Thurrock's Waste Strategy to be written and adopted by the Council before the new contracts were procured.
- 4.2 The details of the contracts to be extended or re-procured are:

Type of contract	Contract start date	Estimated annual value of contract	Estimated value of a 5 year contract
Food Waste	September 2021	£300k	£1.5
Green Waste	September 2021	£400k	£2m
Wood Waste	December 2021	£30k	£250k
Residual waste (Reuse and Recycling Centre only)	December 2021	£600k	£3m
Mixed Dry Recycling	September 2021	£1.2 Million	£6m
Haulage & Disposal	December 2021	£300k	£1.5

- 4.3 The timing of the contract renewals and extensions will be determined following Cabinet's adoption of the waste strategy and a decision on the collection frequencies. This work will also need to be planned in terms of timescales for the contract extensions and the procurement of new contracts to fit with the operational implementation of the new collection service. It is

therefore, requested that delegated authority be given to the Corporate Director of Finance, Governance and Property, the Director of Environment, Highways and Counter Fraud and the Portfolio Holder for Environment, Sports and Leisure to procure at the appropriate time within the values outlined in the report.

- 4.4 In order to support the waste collection changes, some of the waste fleet will need to be changed to incorporate food pods and/or split loaded vehicles, dependent on the option approved. Similarly, procurement of food containers and communication materials will be required to support the change. Capital expenditure has been outlined in the high level modelling, tabled at 2.3.5. The efficiency savings include the impact of borrowing on revenue. In order to expedite the changes as quickly as possible, it is requested that delegated authority be given to the Corporate Director of Finance, Governance and Property, the Director of Environment, Highways and Counter Fraud and the Portfolio Holder for Environment, Sports and Leisure to procure, at the appropriate time within the values outlined in the report.

5. Reasons for Recommendation

- 5.1 Since the Cross Party Working Group was formed, the Council's financial position has changed. The findings of the working group have been welcomed and it has been recognised that their proposal was to obtain the highest recycling rate possible. In view of the current financial situation and given that the garden waste service is not a legislative requirement, option 2b is recommended. This option will still see a significant increased recycling rate potential and offers efficiencies to assist with the gap in the medium term financial plan.
- 5.2 The Waste Strategy presented to Cleaner, Greener and Safer Overview and Scrutiny on 1st October has been updated to reflect the recommendation of this report and is attached as Appendix 1.
- 5.3 Thurrock has a rare opportunity with the timing of the re-procurement of the disposal contracts and the strategic refresh to reconfigure the collection service to achieve greater levels of recycling and the reduction in costs.
- 5.4 The consideration of costs is not only important in light of the current circumstances, but also when considering the housing growth agenda in the Borough. A continuation of the current service provision with the increase in household numbers is likely to require an increase in vehicles and resources.
- 5.5 The implementation of the Waste Strategy will result in significant change for residents and the service. It is important that all options are fully considered and a clear path identified. This will allow for careful planning and timing of the changes, so that residents have an opportunity to understand the impacts and reasons for change, whilst the potential for disruption is mitigated.

6. Consultation (including Overview and Scrutiny, if applicable)

- 6.1 The Cross Party Working Group commissioned a full public consultation on Waste in Thurrock between January and March 2020. This included capturing views on changes in collection regimes, disposal options, education and recycling.
- 6.2 Details of the Waste Strategy and Cross Party Working Group activities were considered by the Cleaner, Greener and Safer Overview and Scrutiny Committee on 1 October 2020.

7. Impact on corporate policies, priorities, performance and community impact

- 7.1 The proposed changes in the Waste Collection regime is likely to result in improved levels of recycling (currently reported Nationally through DEFRA and corporately).

8. Implications

8.1 Financial

Implications verified by: **Sean Clark**
Corporate Director of Finance, Governance and Property

Indicative high-level costings of all of the options highlight the savings potential. Option 2B and 3B provide the greater financial efficiencies and, in view of the recognised gap in the medium term financial plan, option 3B would provide the greatest saving though the higher recycling rates achieved through 2B is recognised.

Members will need to consider the £300k difference between both of these options against other savings that will need to be delivered.

The indicative figures also include an allowance for necessary capital expenditure to facilitate these changes. As a spend to save, Cabinet are able to approve this additional expenditure.

8.2 Legal

Implications verified by: **Tim Hallam**
Deputy Head of Legal and Deputy Monitoring Officer

Legally, subject to a number of exceptions, the Council is required to arrange for the collection of controlled/household waste in its area. No charge can generally be made for the collection of household waste. However, whilst

garden waste is household waste, the Council can, but does not have to, recover a reasonable charge for its collection from a person who requests the authority to collect it (section 45(3) Environmental Protection Act 1990 and regulation 4 of the Controlled Waste (England and Wales) Regulations 2012).

Any procurement activity relating to changes in service identified in the waste strategy and in the options set out in this report will be carried out in accordance with the Council's own internal governance, including its Contract Procedure Rules, and the Public Contracts Regulations 2015. Any 'refresh' of the Councils' Waste Strategy and changes in service identified in that or in the options would need to be consistent with relevant legislation, central Governments' 25 Year Environment Plan (published 11 January 2018, last updated 16 May 2019), its Resources and Waste Strategy (published 18 December 2018) and any subsequent relevant Government policy.

8.3 Diversity and Equality

Implications verified by: **Becky Lee**
Team Manager - Community Development and Equalities

A community and equalities impact assessment form has been completed; and there are no negative impacts identified on any parts of the community. Care will be taken to ensure all communications are accessible with an increased focus on education and empowerment. The assisted bin collection programme, for those unable to present their bins for collection, will be retained.

9. Other implications (where significant) – i.e. Staff, Health, Sustainability, Crime and Disorder)

N/A

10. Background papers used in preparing the report (including their location on the Council's website or identification whether any are exempt or protected by copyright):

- Cross Party Working Group Report for CGS O&S
- Waste Strategy (Appendix 1)
- Thurrock Waste Options Report
- Waste Disposal Contracts Report

11. Appendices to the report:

- Appendix 1 – Waste Strategy

Report Author:

Marcelle Puttergill

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Environment Highways and Counter Fraud

Municipal Waste Strategy for Thurrock 2021-2031

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Supporting Documents:

- i. Waste and Resource Strategy for England-Overview
- ii. APSE 'State of the Market' Report 2019
- iii. Thurrock Strategy Timeline
- iv. Public Consultation Summary
- v. Electric Collection Vehicles
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CHAPTER 1 - INTRODUCTION:

Statement from the Chair of the Waste Working Group

The national Resource and Waste Strategy has set out a direction of travel that will guide councils in playing their part in the global responsibility to save our natural resources and work towards minimising the need for these resources, while maximising their lifetime usage through encouraging, promoting and supporting recycling and re-use by their residents, local businesses and themselves.

Thurrock Borough Council has a legal and moral obligation to increase recycling and re-use rates in order to mitigate waste-related environmental problems, and has committed itself to reaching this goal. Thurrock are fully committed to improving their recycling performance and in doing so aim to become a leader in this area, as much by its actions as its policies. This strategy lays out the path Thurrock will take to engage with and encourage our residents to actively contribute, by ensuring our waste services are the best they can be so that together we can reach this goal.

It will be through education, awareness and support for residents that they will be able to provide high quality recyclables for us to collect. Our disposal choices will ensure we make the most of the materials we collect and through the continued provision of a top class collection service will improve our recycling performance and will become a high-performing council.

This Waste Strategy for Thurrock is a 'living document' that will require our continual nurturing and attention in order to fulfil its aim. It is also the tool with which we will improve and increase our recycling performance, to meet and exceed national targets.

CHAPTER 2 - THE CURRENT WASTE SITUATION

2.1 Introduction:

This section summarises the current situation in Thurrock in terms of the existing waste collection and disposal regimes, quantities of waste being managed, the services provided and current performance against statutory recycling and composting targets. It begins with an overview of the National Picture and notes which aspects of the Waste Strategy for England will directly and indirectly influence the Waste Strategy for Thurrock. The report also identifies how this influence may be exerted. This includes the areas being open to public consultation across the wider industry, gauging opinion on how best to deliver the national strategy to improve on recycling, galvanise the various elements of the industry and generate a closed-loop economy that makes best use of the natural resources still available to us.

2.2 The National Picture:

In the National ‘Resources and Waste Strategy’ published in 2019 the Government make their direction of travel very clear:

“To preserve our stock of material resources by minimising waste, promoting resource efficiency and moving towards a circular economy. At the same time minimise the damage caused to the natural environment by reducing and managing waste safely and carefully, and by tackling waste crime”. The Strategy combines actions to be taken now with firm commitments for the coming years and gives a clear longer term policy direction in line with their 25 Year Environmental Plan. In the 25 year Environment Plan, the Government pledged to leave the environment in a better condition for the next generation.

“The plan is to become a world leader in using resources efficiently and reducing the amount of waste we create as a society. We want to prolong the lives of the materials and goods that we use, and move society away from the inefficient ‘linear’ economic model of ‘take, make, use, throw’.

The National Strategy	Thurrock Strategy	Locally We Can...
<p>Sustainable Production: Invoke ‘Polluter Pays’ principal - full costs of disposal for packaging they place in the market.</p>	<p>Communications strategy: Change the attitude and behaviour of local businesses on the issues around single use plastic and unnecessary packaging</p>	<p>Build on the exiting plastics recycling campaign to encourage businesses, residents and council staff away from using single use plastic</p> <ul style="list-style-type: none"> • Emphasise the importance of recycling plastics properly • Educate residents and council staff of which packaging should be avoided and the harm it can do to our local environment • Educate residents on the excellent alternatives which exist and emphasise their use i.e. bags for life; reusable straws, reusable water bottles etc. • Take the lead as a corporate entity, ensuring our own practices are an exemplar for businesses across Thurrock
<p>Helping consumers take more considered actions: Incentivise consumers to purchase sustainably. We want to help consumers to be able to recycle the materials products contain and dispose of them in the most environmentally sensitive ways.</p>	<p>Increase reuse from the Household Waste and Recycling Centre and support the Third Sector</p>	<p>Emphasise the reuse of many items which might be thrown away, but with the right skills and outlook, could be returned to use in a new home</p> <p>Consider and build on closer relationships with craft-trade and community groups</p>

<p>Resource recovery and waste management: Improve recycling rates by ensuring a consistent set of recyclable materials is collected from all households and businesses</p>	<p>We will work to increase recycling rates across Thurrock by the introduction of Alternate Weekly Collections to drive up recycling rates.</p>	<p>Increase recycling rates by ensuring our collection scheme reflects national guidance and making collections easy for residents to participate</p>
<p>Tackling waste crime: Create a 'Joint Unit for Waste Crime' with tougher penalties for waste criminals.</p>	<p>We will consider the case for adoption of civil enforcement measures to aid the satisfactory resolution of non-compliance with requirements of a revised collection regime</p>	<p>Strengthen Intelligence-sharing and engagement across neighbouring authorities to tackle illegal activities.</p>
<p>Enough is enough - cutting down on food waste: We are fully committed to reducing food waste, reducing our carbon footprint and also meeting the UN Sustainable Development Goal to halve global food waste at consumer and retail levels by 2030.</p>	<p>To establish and provide a weekly 'separated' food-waste collection service from households within the Thurrock area.</p>	<p>Localised promotion for the distribution of excess food to local homeless facilities etc.</p>
<p>Global Britain-International Leadership: Promote the goals of our Resources and Waste Strategy internationally and drive international political commitments through the ground-breaking Commonwealth Clean Oceans Alliance.</p>	<p><i>This element of the Waste and Resources Strategy for England raises the profile of issues of a global nature; while they warrant awareness and monitoring they are not within the remit of the Waste Strategy for Thurrock</i></p>	
<p>Research and Innovation: In some areas we are seeking transformative change, our knowledge, data or technology has yet to match our ambitions.</p>		<p>Thurrock LDF actively promote and encourage local investment in such technologies etc.</p>
<p>Measuring Progress: data, monitoring and evaluation: High quality data, information and insights are essential for effective policymaking, so we will work with our partners and stakeholders to develop a shared vision and bold new approach to data on resources and waste</p>		<p>Measure collections, tonnages data and participation Key Performance Information feeds into Waste-Data-Flow (Defra)</p>

2.2.2 Key Milestones in the 'Resources and Waste Strategy for England'

A number of key milestones have been identified within the Resources and Waste Strategy for England, in terms of necessary changes to legislation, the potential for mandatory adjustments to local authority collection regimes and the introduction of Extended Producer Responsibility (EPR) for packaging, plastics and electronic waste. All of these will impact council service delivery and should be considered as part of the Thurrock Waste Strategy to ensure compliance and appropriate inclusion from the outset.

- There is an ongoing debate around the introduction of taxation on packaging materials that do not contain a minimum of 30% of recycled materials. At Budget 2018, government announced that from April 2022 it would introduce a world-leading new tax on the production and import of plastic packaging with less than 30% recycled content, subject to consultation. Plastic packaging accounts for 44% of plastic used in the UK, but it produces 67% of plastic waste, and over 2 million tonnes of plastic packaging is used each year. The vast majority of this is made from new, rather than recycled plastic.

- Defra launched the consultation on 'Introducing a Deposit Return Scheme (DRS) in England', in conjunction with the devolved administration in Wales and the Department of Agriculture, Environment and Rural Affairs (DAERA) in Northern Ireland. The aim of a DRS would be to reduce the amount of littering, boost recycling levels for relevant material, offer the enhanced possibility to collect high quality materials in greater quantities and promote recycling through clear labelling and consumer messaging.



- The proposed roll-out of a 'Deposit Return Scheme' (DRS) would also have an impact on local recycling collections and it is broadly anticipated that there would be a shift from domestic kerb-side collections to more from 'reverse-vending' machines and their subsequent centralised collection points. Councils would likely be responsible for the collection and transportation of materials collected by the scheme and would be allowed to claim the collected tonnages against their own recycling targets.
- This when added to the increased amount of recyclables collected from businesses across the borough (as they are expected to recycle similar waste streams to domestic properties), may further increase the burden for councils. It is widely acknowledged that recycling from businesses is more costly, and that businesses experience difficulties around additional storage space for multiple recycling containers which limit the number of different streams that can be presented for collection.
- Greater collection of glass separately from paper and separate food-waste collections would also help to improve quality, increase revenue for local authorities and ensure more packaging can be recycled in closed-loop applications (e.g. cans to cans or paper to paper). As commercial waste collections are included in the councils overall waste-arising, any opportunities to aid in the reduction of residual waste should be considered.

Some of the planned changes such as the EPR would not directly affect the council or its activities, however it does have the potential to influence waste and recycling collections. Changes to the types of materials used for product-packaging may increase or decrease the amount of materials presented for recycling and collection dependent upon the council's scope of collected recyclable streams. While it is anticipated that the 'producer-pays' approach will shift the financial burden, the onus for collections remains with the council.

2.2.3 The Reasoning for Change

Thurrock Borough Council has a legal and moral obligation to increase recycling rates in order to mitigate waste-related environmental problems, and has committed itself to reaching this goal. Thurrock's recycling performance has not improved over the past six years and has seen a steady decline to stagnation since 2014/15.

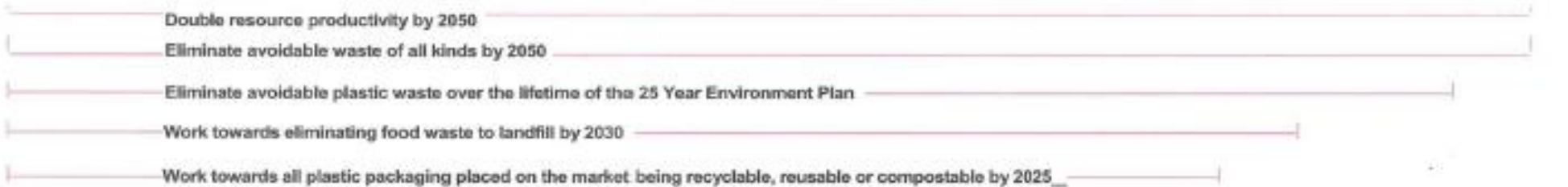
The Council's various waste disposal contracts are due for renewal in the coming year, which presents an excellent opportunity to adopt a revised waste collection regime that helps us to capture a wider range of recyclable materials at kerbside and generate an income from higher quality materials. Wherever possible these disposal contracts should be flexible enough to allow subtle changes within our waste collection regime to add to and change the waste-streams being collected; this will allow us to reflect the changing needs of the commodities-markets and shifts in public perceptions around the waste-streams they generate in their homes.

Targeting core recyclables with the potential to generate a revenue stream for the council (as opposed to a disposal or material-handling fee) raises the opportunity to design a waste collection and disposal regime in Thurrock that contributes to funding itself and eases the financial burden from this statutory service. The Government is already considering the mandating of a source-separated collection regime and this offers an opportunity to be ahead of the curve while improving on the quality of recyclable materials we collect. It also has the potential, when combined with suitable disposal contracts and facilities, to generate an income to offset treatment costs.

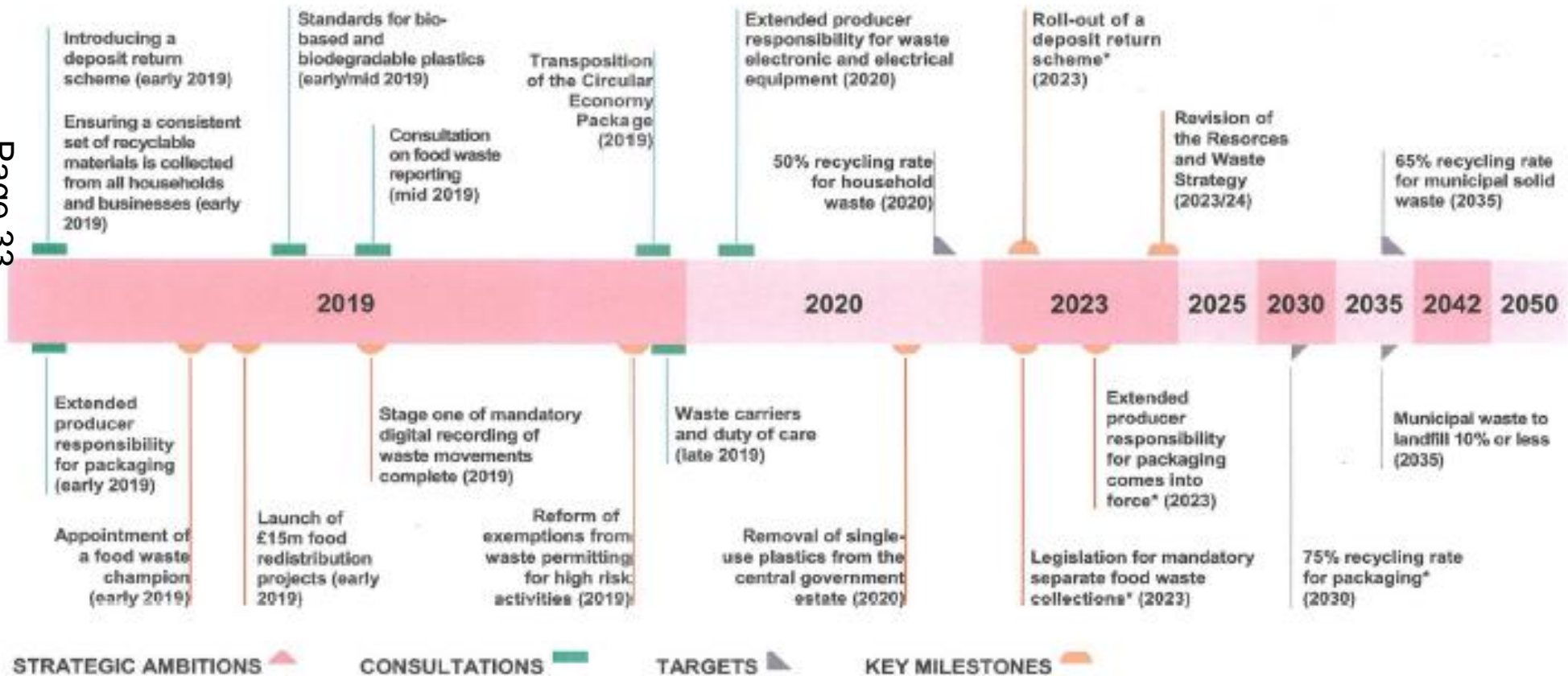
Alongside this consultation on core recyclable materials the Government are also consulting on establishing a greater consistency in household recycling in England. Targets for rationalisation include fewer collection and sorting systems to aid residents in participating and a common container-colour system that reduces confusion where residents move from one council area to another.

KEY MILESTONES

Pre-Covid? Is 2020's 50% target under threat?



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*subject to consultation

2.2.4 Local Key Milestones

The Waste Strategy for Thurrock needs to reflect and take into consideration the milestones set by the Resource and Waste Strategy for England. Key dates for change must be acknowledged and factored into this strategy to ensure sufficient time and resources are available to prepare the council's services for compliance where statutory changes take effect.

2.2.5 Best Practice – WRAP/APSE

Organisations including WRAP (Waste Recycling Action Programme) and APSE (Association of Public Sector Excellence) carry out studies and prepare reports on the many aspects of waste collections including operating costs analysis, recycling performance, transport operating costs analysis and State of the Market reports.

APSE's 'State of the Market' report (*Annex Document*) published in August 2019 evidenced a number of statistics that included the numerous and varying ranges of materials that were collected by local authorities for recycling.

Thurrock Council makes use of both organisations to benchmark its own activities.

2.2.6 Materials Collected by other authorities

As councils continually strive to increase their level of recycling, increasingly diverse materials are collected in an effort to further remove and reduce materials sent to landfill. Materials ranging from the widely-collected 'paper, card, cans, plastics, garden-waste and glass' to less widely-collected 'food-waste, textiles, batteries and bulbs' all contribute to the continual drive to improve recycling figures.

Some materials however, such as textiles and batteries, while relatively simple to collect, have been removed from collection regimes by a number of councils due to the relatively poor financial returns offered by end-markets. The 'used-textile' industry for example has a thriving e-trade in clothing, which is affecting both local authority collections and charity shop donations.

With regards to local authority food-waste collections, for the second year running there has been a slight decrease in the number of authorities collecting this material (down 5%). This is surprising, given the significant tonnage that can be collected to add to the recycling rate. In addition, where food waste is collected there is a 7% increase in councils collecting it fortnightly as opposed to weekly (which was the norm in the past).

Glass is now recorded as not being collected by 8% of councils that responded to the survey, which is a slight increase of 1% on 2018 figures.

While many authorities continue to collect recycling via co-mingled collections (i.e. all recyclables in a single container) as we currently do in Thurrock, many continue to operate a source-separated method using a number of individual containers and multi-compartment collection vehicles. Both methods have merit and can be efficient, dependent upon access to an appropriate disposal outlet.

'Source-separated' collection allows for the separation of streams which is known to considerably improve the quality of materials collected as contamination can be easily seen and potentially removed before being loading into collection vehicles. This method can be attractive to materials-processors as there is minimal further processing required before any onward sale to end-users. This on-vehicle separation allows for a level of quality pre-checking by the crew and therefore minimal intervention by processors, which keeps costs down.



However this method is historically more expensive for the authority to collect as either only one or two waste streams can be collected at a time, requiring more vehicles across the wider range of collections, or requires multi-compartmented collection vehicles which have reduced capacities per stream and require more vehicles to collect the wider range. This can be offset to some extent by improved revenue per materials which is more financially efficient. In addition a good and robust regimen of education and awareness for residents is crucial in order to minimise the non-target materials being put out for collection. This also does mean more waste containers to be stored at residents' homes and presented for emptying out on our streets.

2.2.7 Collection Frequencies used by other councils

Many authorities offset this need for more collection vehicles by increasing the time between collections. This allows for the use of a vehicle on a number of suitable waste streams by collecting for example; paper & card on one week, then plastics, cans & glass the following week, with both streams presented in identical container types such as recycling-boxes or wheeled bins as the vehicle can be used to collect either type. This allows potential for a weekly-recycling collection to be provided while balancing the vehicle load-capacity as fewer materials are in each bin.

2.2.8 Changes to Collection Regimes by other councils

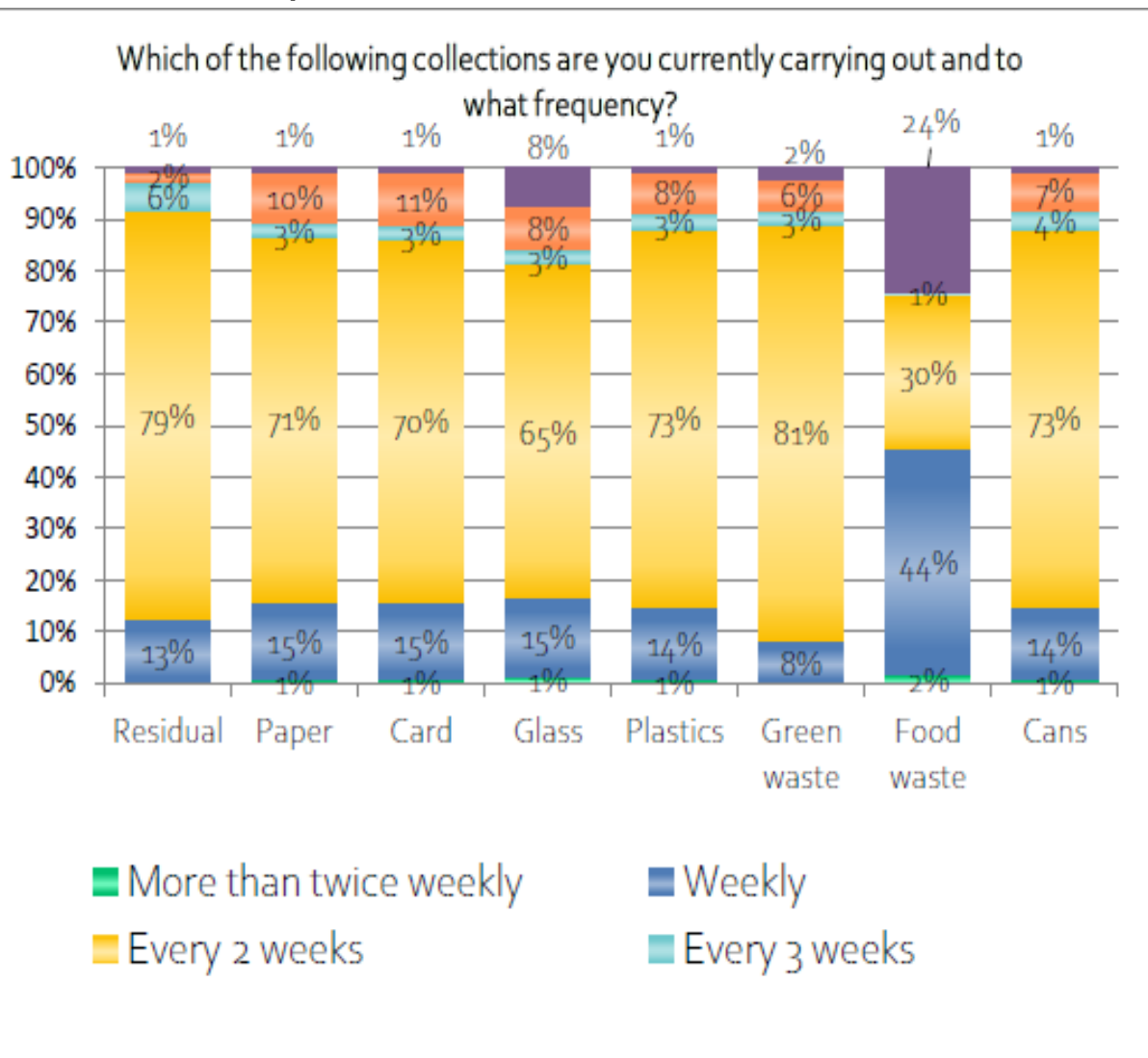
Over 75% of local councils across England have already taken the decision to move away from the once traditional approach of emptying refuse bins every week, towards local solutions that work to actively encourage residents to make more informed choices as to how they manage their waste at home.

Changes have included measures such as the introduction of a separated food-waste scheme which removes food waste from the residual bins and diverts it away from landfill and towards recycling targets. Where councils choose to change the collection of landfill bins from weekly to fortnightly, the main concern of residents is that food-waste creates potential pest and rodent problems.

Such changes are made to compliment the recycling collections that operate alongside refuse collections. Recyclables can be collected in various ways, including:

- source-separated recycling which puts the onus on residents to sort their recyclables into a number of different containers for the council to collect
- co-mingled' collections such as Thurrock currently use, which allows all different materials to be put into the one container and onto collection vehicles, for sorting by recycling processors further down the line.

Table: Collection Frequencies

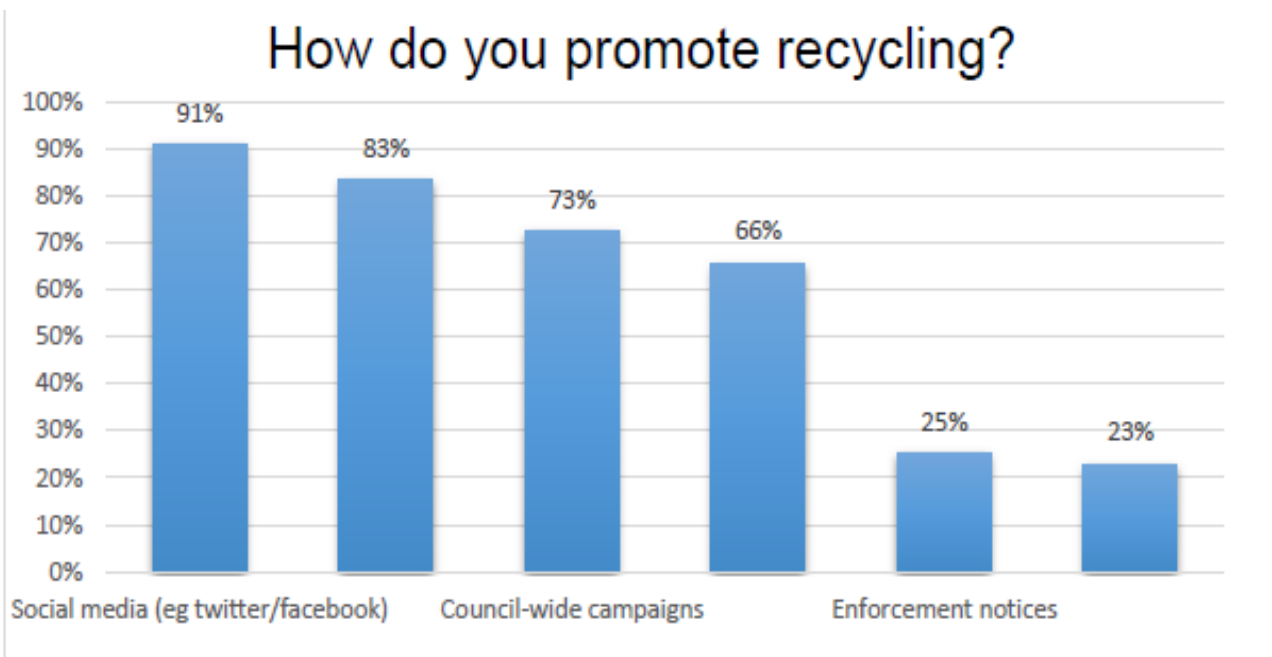


2.2.9 Promotion of recycling methods used by other councils

Active promotion of recycling is critical to the success of the scheme. The use of behavioural-change techniques through leafleting, school visits and social media are still the most popular methods used to promote recycling, and it is notable that social media in particular is continuing to grow in popularity as a means to promote recycling.

Where a significant change to behavior is required it is crucial that this is clearly explained and is understandable to residents for them to become engaged with the process and to help and guide them into breaking the ingrained behaviour of previous collection regimes.

Table: Methods of promoting recycling used by councils



2.2.10 Electric Collection Vehicles

Almost every waste collection round in the UK relies on refuse collection vehicles (RCVs) that are powered by diesel-fueled internal combustion engines. As local authorities become increasingly alert to the dangers of climate change and air pollution, and the urgent need for action, the days of ‘dirty’ diesel vehicles seem likely to be numbered. While there are several alternative technologies that might replace diesel, one of the best developed is battery-powered electric propulsion, recharged from the electricity grid. Municipalities around the world have adopted electric RCVs (e- RCVs), and in the UK the City of London is the first to start the process of implementing a new electric fleet. Meanwhile, several other UK local authorities are trialing them (*Annex Document*).

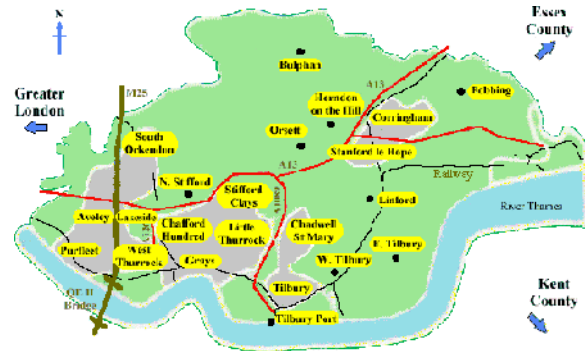


2.3 The Local Picture

Location:

Thurrock is situated 25 miles east of the City of London on the River Thames, with over 18 miles of riverfront. It covers an area of 64 square miles, over half of which is green belt.

The M25 and A13 act as a crossroads of national importance. Regular rail services operate between London and Southend-On-Sea, serving seven stations and the Channel Tunnel Rail Link passes through the Borough. The Ports of Tilbury and Purfleet provide international connections for both passengers and freight.



Thurrock's Population:

In the financial year 2018/19 Thurrock's population was approximately 172,500 and consisted of c: 69,000 households. The current population is expected to grow and reach 207,200 by 2033, a projected increase of 25%.

The majority of the population live in the main conurbations of Aveley, Grays, Purfleet, Stanford-le-Hope & Corringham, South Ockenden & Belhus, Tilbury and the developing community of Chafford Hundred.

2.3.1 What currently happens to Thurrock's Waste?

As a unitary authority, Thurrock is responsible for both the collection and disposal of municipal solid waste, as well as being the waste planning authority. The Municipal Waste Strategy for Thurrock will set out six key aims for a long-term municipal waste strategy, namely:

- **Deliver the principles of the waste hierarchy** which is the mandatory way in which all waste should be dealt with to get the most from our natural resources

and best serve the environment

The Waste Hierarchy



- **Deliver the diversion of biodegradable municipal waste from landfill** which aims to prevent waste that rots down and creates greenhouse gases, such as food-waste, from going to landfill.
- **Ensure that Thurrock recycling complies with statutory recycling targets** to help us improve upon our recycling figures and help save the environment
- **Ensure that Thurrock recovers sufficient value from residual waste to comply with statutory recovery targets** which we can do through sending waste that isn't recyclable to 'Energy Recovery' facilities rather than simply to landfill
- **Ensure that any procurement activities are in line with best value principles and achieve efficiency savings**, to help ensure our 'Waste does not go to waste'
- **Work towards achieving top-quartile positioning with respect to waste management provision in the UK** which simply means we will work to improve our recycling performance and aim to be one of the best-performing councils.

The council currently provide a weekly collection of refuse, recycling and garden & food waste from around 69,000 households in the borough. This in-house service is operated from the council's Environment and Highways Depot at Oliver Close in Grays.

Over 205,000 individual bins are emptied every week and 77,524 tonnes of household waste were produced in 2019/20, of which only 37% was recycled or composted.



Thurrock also have a successful commercial/trade waste collection from which the waste-tonnages collected contribute to the council's overall targets and tonnages. For

this reason a number of local authorities over the years have decided to sell off their commercial waste businesses in order to reduce their overall waste tonnages. In Thurrock commercial waste is a good revenue stream for the council. The planned focus by the government on ensuring commercial businesses are able to recycle the same types of materials as domestic households offers an opportunity to consider expansion to our commercial recycling service to further boost recycling in Thurrock.

Households have traditionally been provided with 240-litre wheeled bins for refuse, but all new-build properties and any replacement containers are now 180-litres in an effort to reduce the amount of waste being generated by residents and sent to landfill. The impact of this reduction in capacity is limited as the roll-out to new-builds affects a relatively small number of households. As replacement bins are chargeable this too has minimal impact.

The Council are committed to a number of waste disposal contracts with a number of suppliers, and end-disposal locations that are situated over a considerable area; these

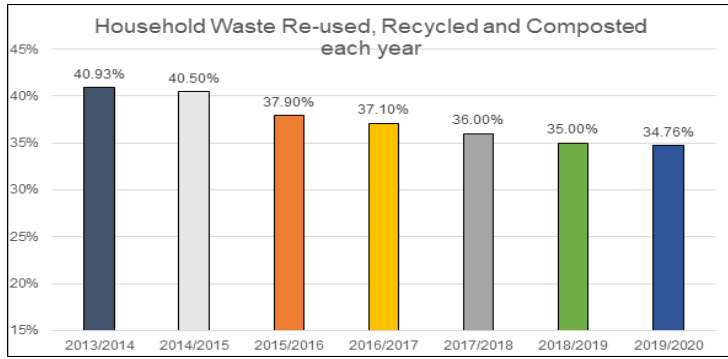


contracts have varying end-dates. Of the three separate waste streams the council collects, both residual and garden/food waste are disposed locally to a waste transfer station near to the depot. Recycling waste is disposed of in East London, and as a result vehicles are brought into the Oliver Close Depot loaded, parked until the evening then driven into East London for

emptying. This methodology is restrictive in that recycling collection rounds are limited to the capacity carried on a vehicle; furthermore it does not allow further collections after tipping, as do residual or garden/food collection rounds. There is opportunity to redress this as part of the disposal contracts renewal process over the coming year.

2.3.2 Pilot Recycling Scheme to Flats

At present, a considerable number of Thurrock's residential communal buildings lack the facilities to recycle. Encouraging residents of communal buildings to recycle has proven to be a challenge for many local authorities, both nationally and internationally, as recycling contributions from these properties are generally lower than other households. The introduction of increased recycling opportunities in communal buildings could have a considerable effect on the overall recycling rate.

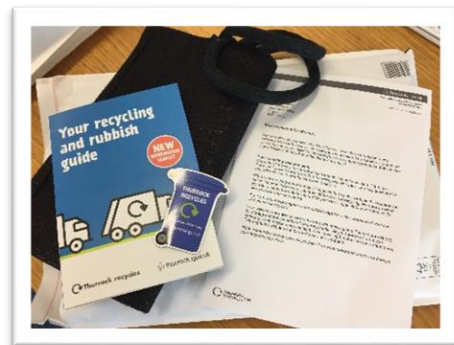


Thurrock’s current recycling rate is approximately 35%, and has seen a decline over the last five years. This is lower than both the 2020 national target of 50% and the average recycling rate in England, which is currently approximately 45%. Cost of recyclable waste disposal is

considerably lower than the disposal costs of residual waste. An increase in recycling would therefore not only benefit the environment, but would also realise financial benefits for Thurrock Council and its residents.

After extensive literature research, two versions of a newly designed recycling scheme were trialled at two sites in Grays: The Echoes and Worthing Close. Residents of these sites had in the past expressed an interest in recycling. Both sites are of similar size, and have similar characteristics. The pilot went live on 28 August 2019.

Residents were involved early in the process and received an introductory letter approximately one month before the launch of the pilot, with a follow up ‘recycling welcome pack’ several days before the launch. The welcome pack included a second introduction letter, a recycling guide, a fridge magnet, and two rolls of single use recycling sacks (Worthing Close) or a reusable recycling bag (The Echoes). Guides were designed keeping in mind the fact that some residents may not read or speak English. Graphics were used as much as possible in order to minimise this potential barrier.



For two months, both sites were closely monitored in order to determine whether the proposed arrangements were functioning as intended and whether residents were recycling as a result of these arrangements. Results showed that recycling bins were used effectively, with very low levels of contamination. Contamination levels were slightly higher at Worthing Close, with plastic carrier bags being the most common type of contamination. This might have been caused by the fact that plastic carrier bags closely resemble the single use recycling sacks (as opposed to the reusable bags), making residents more likely to resort to plastic carrier bags as an alternative.



Initial resident feedback from one-to-one interviews and online surveys shows that residents of both pilot sites rate the user-friendliness of their pilot scheme as high, and communications as effective. Overall, residents are pleased with the new arrangements. Although response rates for the online survey were relatively low, results show that residents of The Echoes were generally more positive about their reusable bag than residents of Worthing Close about their single use bags.

Actual tonnages from the project are not known as materials were combined with other locations, however crew feedback on participation and overall low-contamination levels have been very positive.

The Pilot Scheme has demonstrated that with the appropriate education, infrastructure and support recycling collections from communal locations can be both well received and productive, contributing positively towards raising the recycling rates across Thurrock. A capital bid was submitted and approved for the roll-out across the borough. This will be carried out in two phases over the following 18 months, planned to start in mid-September 2020, with Phase I focused on Council Housing locations and Phase II on private housing locations.

The first phase of the roll-out will introduce a further 300 recycling containers into the scheme and will bring the recycling collection service to around 2000 more council residents.

2.3.3 Household Waste Recycling Centre-Linford

The Council have approved a capital project that will bring about the redesign and expansion of the Household Waste Recycling Centre (HWRC) at Linford. This will allow for improved access for residents, the potential expansion of materials that can be collected at the site and a safer working environment for our operating staff. This project has also allowed the Council to consider accepting commercial tipping by local businesses and tradesmen, while offering the opportunity to generate a revenue stream by doing so.

CHAPTER 3: WHAT OUR RESIDENTS SAY

3.1 Analysis of Public Consultation

In February 2020, the cross-party Waste Strategy Group formed to investigate ways in which the level of recycling in Thurrock could be increased, commissioned a consultation with all residents of the Borough. The consultation (Annex Document) was publicised under the strap-line of “Talking Rubbish” and was available to residents online or as a paper survey accessed through libraries and community hubs. The

consultation was advertised through postcard sent to all households, social media and a further letter to households that included an educational sticker for use on recycling bins.

The consultation covered 4 key areas:

1. Recycling
2. Education
3. Collection regimes
4. Waste processing options

The survey explored public opinion about the council's recycling collection service in terms of ease of use, education and the breadth of recyclables collected. In addition questions were posed around how often residents presented their waste for collection and how often they used the service.

A number of responses demonstrated the potential for some level of collection-schedule changes on the grounds that they would not adversely affect residents' capacity for storage of waste between bin-collections.

Another area of interest was the perception of how the council delivered messages relating to the collection service and the apparent confusion about which types of materials we include. This will be a learning point for communications and educational materials going forward.

When asked about future waste disposal options for Thurrock and the potential for us to further explore the Energy from Waste (EfW), Materials Recycling Facility (MRF) and Composting Facility options, there was strong support for Thurrock to consider building our own waste processing facilities to:

- Separate and process dry recycling
- Process compostable materials – both food and garden waste
- Generate energy through incineration

A small number of respondents however were opposed to further investigation or consideration of options.

Public consultation supports the aspiration of the Waste Strategy Group to introduce a separated food waste collection. This may be a desirable first step in achieving the goal of raising recycling tonnages. It will also put us ahead of the Resource and Waste Strategy for England, which will see the mandatory separation of food-waste introduced by 2023. In tandem with a weekly recycling collection and fortnightly refuse collections, this strategy has the potential to increase recycling tonnages and raise the recycling figure from a static 35%, to reach and even exceed national targets.

The proposed changes to recyclable collections offer have the potential to not only increase recycling levels but to generate a revenue stream where supported by appropriate recycling disposal-options and contracts. It must be said that residents may believe the removal of weekly refuse collections to be a reduction in service; however, waste will still be collected each week, it is the nature of the waste collected that changes.

CHAPTER 4: HOW WILL WE GET THERE?

4.1 Our Strategy on a Page

The delivery of the strategy and the waste hierarchy (Reduce, Re-use, Recycle, Recover, Dispose) should be through the 'three E's approach' – Empower, Engage and only then Enforce.

Educate

- Staff, Suppliers, Residents

Empower

- Led by example

Enforce

- Extended Producer Responsibility – producer pays for disposal

Your Actions

- Think before throwing items away

REDUCE



REDUCE

Aim:
Eliminate single use plastics

Educate

- Re-use, repair and repurpose workshops
- Love Food – Hate Waste

Empower

- Re-use Partnerships with Charities
- Collaboration between Supermarkets and Food Banks
- Plant Fruit Trees

Enforce

- Re-use considered before disposal

Your Actions

- Support charities and use options such as Free-cycle



REUSE



REUSE

Aim:
Promote Re-use

Educate

- Accessible guidance
- Food waste collections
- Clear collection schedules
- Engagement

Empower

- Recycling for Flats
- Reliable collections
- Review of collections and bins

Enforce

- Reduce contamination levels
- Targeted and proportionate enforcement

Your Actions

- Make sure that the right materials are going into bin



RECYCLE



RECYCLE

Aim:
Increase recycling rate

Educate

- Clarity on what goes in each bin

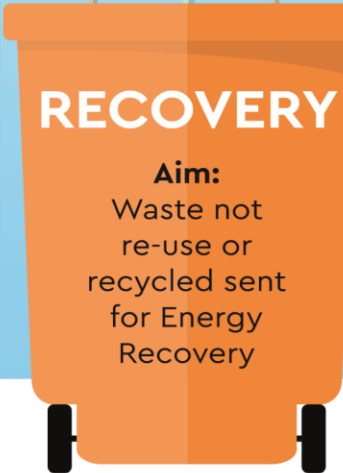
Empower

- Create opportunities for re-use, re-purpose and recycling before disposal

Enforce

- Effective Contract Management

RECOVERY



RECOVERY

Aim:
Waste not re-use or recycled sent for Energy Recovery

Educate

- Promote principles of the waste Hierarchy

Empower

- Review Disposal arrangements

Enforce

- Support reduction, re-use, recycling and recovery before disposing of waste

DISPOSAL



DISPOSAL

Aim:
Limit waste to landfill

Reduce CO2 emissions from waste collection

4.2 Communications

Nationally there has been a shift towards favouring sustainable products and this will be a focus for a communications strategy to engage both residents and local businesses with more sustainable waste management. These messages will be supported by education on the use of for example, plastic-alternatives. This will help drive the aim of eliminating the use of single-use plastics, which are not always easily recycled.

We will actively promote ways to reuse and repurpose waste by taking everyday items normally thrown away and reusing them in new and inventive ways. This will be done through embracing national campaigns such as 'Love Food, Hate Waste' and involving local crafters and community groups.

The focus of messaging will be our core objective of increasing Thurrock's recycling to 45% by 2025 and to 50% by 2030. We will also continue to explain how Thurrock waste that cannot be repurposed or recycled will be diverted away from landfill and to Energy from Waste wherever possible. This will be supported by clear messaging on the importance of residents putting the right waste in the right bins.

A strong, targeted and robust communications strategy will be critical to our success. We will make information easy to understand, targeted to the right audience and delivered in a manner that is easy to engage with. We will ensure that residents and businesses understand how to participate, which materials we want to collect and most importantly why we are making the changes.

4.3 Our Strategic Objectives

Objective 1 - To eliminate unnecessary Single-Use Plastics (SUPs) and unnecessary packaging from the waste stream.

How will we achieve this?

- We will help to educate our residents with regards to SUPs, creating a 'Plastic Pact' that residents and businesses, education facilities alike can sign up to and commit to reducing the use of SUPs.
- We will work with local businesses and join existing forums that focus on the elimination of SUPs, so that Thurrock Council is a local leader with regards to eliminating this unnecessary waste stream.
- We will lead by example and work with our supply chains, satellite-buildings and procurement channels to ensure that the Council does not buy products which cause unnecessary waste.
- We will support the enforcement of this by responding to the Government Consultations on the Plastic Tax and Extended Producer Responsibility.

Additionally we will support the objectives of the Government's 25-year Environment Plan, and the work of WRAP who aim to eliminate all unnecessary SUPs by 2025.

How will we measure this?

- Support the work of WRAP who are leading and monitoring this project to remove unnecessary SUPs by 2025
- Monitor the impact on waste-arising within Thurrock, with particular reference to Kgs produced per head.
- Observe the number of signatories to the 'Plastic Pact'.

Objective 2 - To minimise the production of waste and to create an awareness amongst our residents about the impact of waste

How will we achieve this?

- Work towards setting up a Re-use Partnership, with a local charity or community group, to reuse or repurpose waste that has been brought into the Household Waste & Recycling Centre (HWRC)
- Redevelopment of the HWRC to include a Reuse area or facility to encourage and facilitate the reuse of materials and items.
- Support the 'Love food, hate waste' campaign
- Work and support existing re-use groups
- Support partnerships between supermarkets and food banks

How will we measure this?

We will monitor the following KPIs:

- Kgs per head
- Total Waste arising
- The tonnage reused from the Reuse partnership and HWRC.
- We will monitor the budget, and report any impacts that the reduction in waste has.

Objective 3 - Increase our recycling rate to 50% by 2025

How will we achieve this?

- Provide separate food waste collections, and reduce the amount of residual waste that is collected.
- Ensure that we comply with the Government's Consistency Agenda, and collect the required materials from the kerbside.
- Redevelopment of the HWRC, and investigate best-practice to make recycling easier and a more attractive option to landfill
- Provide clear collection schedules
- Better utilise the 'Bartec' In-Cab Data System in the vehicles to enable real time reporting
- Provide clear information and infrastructure for residents in Flats to recycle

- Support Government proposals for a Deposit Return Scheme (DRS)
- Reduce contamination in recycling bins through targeted communications
- Targeted and proportionate enforcement.

How will we measure this?

- We will monitor the percentage of household waste recycled
- Monitor the percentage of municipal waste recycled
- Monitor the recycling rate at the HWRC

Objective 4 - Ensure that waste collection and waste disposal is carried out in the most carbon-efficient way.

How will we achieve this?

- Investigate the use of Electric Refuse Collection Vehicles (E-RCV's)
- Ensure that we have long term waste treatment contracts in place, that offer the best possible environmental solution for residual waste
- Investigate the feasibility of developing a Waste Transfer Station in Thurrock, to enable our operational team to function more efficiently and to provide a facility for commercial waste disposal.

How will we monitor this?

- Percentage of household waste to EfW
- Percentage of municipal waste to landfill
- Carbon calculation through reduced vehicle mileages on Collection Rounds and onward Disposal Transportation.

Objective 5 – To become an Authority that wants to send zero-waste to landfill

How will we achieve this?

- Procurement of value for money contracts which avoid sending waste to Landfill
- Education of residents regarding the impact of landfill and the environmental benefits of waste reduction
- Leading by example in the materials we use and the processes we follow

How will we monitor this?

- Percentage of household waste to landfill
- Percentage of municipal waste to landfill

4.4 Waste Crime and Enforcement Options

Thurrock Council's Environmental Enforcement Team have a very good record of dealing with criminal acts of fly-tipping across the borough and such incidents are addressed through enforcement powers available.

Similar enforcement powers are available for the 'Civil Offences' that fall under the 'Environmental Protection Act (EPA) of 1990 under 'Section-46' 'Receptacles for household waste'. While enforcement should be an option of last resort, the ability to address individuals who are unwilling to act responsibly exists within the Council's toolbox.

However easy and simple a waste collection scheme may be for many residents, it may be challenging to others, or a minority may simply not care or wish to participate. Recyclable materials collected by councils may be an important revenue stream that falls under waste contracts; where incorrect materials are found in volume, this may lead to penalties. These incorrect materials, or contamination, generally come either from the resident simply not knowing any different (education scenario) or through a deliberate act (enforcement scenario).

There are several ways of addressing such matters, however it should always be the goal to rectify unacceptable behavior and any form of financial penalisation should be considered a last resort. The rectification of any unacceptable behaviour should then encourage willful and positive participation. A robust program of education and awareness to ensure all residents are able to participate, along with the ability for officers to carry out visits on residents to support them in areas of the collection scheme where they may be unsure or not understand is vital to the success of any recycling collection scheme.

Where such measures of rectifying unacceptable behaviour are unsuccessful Councils have the authority, obligation and ability to address it, as well as a duty of care under the Environmental Protection Act of 1990, and may use civil enforcement to do so.

The range of enforcement powers for both criminal and civil waste crimes are evidenced within the annex documents.

4.5 Proposed Changes to Waste Collections in Thurrock

The Waste Strategy Group have spent considerable time in discussion with council officers, have visited the materials recycling facility where Thurrock's recyclable waste is taken and long debated how best to change the waste and recycling collection regime in Thurrock to ensure it is able to achieve the main objective of this strategy for both improving recycling rates for the residents & businesses in Thurrock and enable us to meet and exceed the National Recycling targets over the life-span of this strategy.

Consideration to the national Resource & Waste Strategy for England with its proposals for the mandatory separate collection of food-waste and the source-segregation of some recyclable materials such as glass from paper by 2023 and the reduction of municipal waste to landfill to below 10% by 2035 has led the group to determine that a significant change to the collection regime in Thurrock is necessary to meet these challenges.

In order to meet these challenges the Council will:-

- Progress with the roll-out of the Flats recycling program to both council-owned and private locations and integrate them into the collection service.
- Retender and procure new waste disposal contracts which will support the changes proposed to the waste collection regime in Thurrock
- Carry out a comprehensive re-optimisation of all waste collections to ensure the service is efficient and fully inclusive to all its residents.
- Introduce and roll-out a weekly separate food-waste collection service that will divert food from the residual waste stream, contribute to the recycling rates and reduce spending on landfill disposal costs.
- Maintain a weekly dry-recycling collection service that will continue to support and encourage residents in recycling, and will be able to include the roll-out of Flats-recycling across the borough.
- Introduce a subscription service for the collection of Garden waste with a charge of £30 per year. This service will be provided on a fortnightly basis.
- Revise residual-waste collection to a two-weekly service in order to further encourage residents to recycle their waste

These changes to waste and recycling collections work together and continue to provide a waste collection every week by tasking residents to sort, separate and present their waste for varying collections.

CHAPTER 5: THE NEXT STEPS

5.1 Waste Disposal Contracts

Thurrock Council currently has a suite of various waste disposal contracts in operation.

The table below sets out the current contractual information for waste disposal.

Type of contract	Contractor	Contract Start date	Term of contract	Contract extension	Tonnage
Residual Waste	FCC	Sept 2015	8 years six month	No extension	44,000
Organic Waste	BIFFA	Dec 2017	Three years	24 months 9 months have currently been requested with a variation for garden waste only	12,000
Mixed Dry Recycling (MDR)	Bywaters	Dec 2017	Three years	24 months 9 months have currently been requested	13,000
Reuse & Recycling Centre (RRC) residual disposal	Veolia	Dec 2017	Three years	24 months 12 months have currently been requested	5,000
RRC-Wood disposal	Suez	Dec 2017	Three years	24 months 12 months have currently been requested	2,500
Disposal and transport of recyclables	Aherns	Dec 2017	Three years	24 months 12 months have currently been requested	10,000
RRC – Green Waste disposal	Veolia	Dec 2017	Three years	24 months 9 months have currently been requested	600

5.2 Waste Strategy Implementation and Monitoring

The implementation of the Waste Strategy for Thurrock will involve a number of different elements across a period of time. This will require the following to take place:

- The successful roll-out and integration of recycling collections to Flats and Communal properties across Thurrock

- A clear, concise and ongoing communications programme to ensure our residents fully understand what it is we are asking them to do and why we need their help, to increase the recycling rates within Thurrock.
- A structured and workable Route-Optimisation of existing waste collection rounds that includes all properties for collection and that maximises efficiency of the waste collection fleet.
- Specify and procure suitable waste-collection vehicles that will allow maximum flexibility to incorporate changes to collections where alternate waste streams are considered, in order to further increase recycling levels.
- Procure and deliver food-caddies for food-waste collections
- To procure and ensure that cost effective waste disposal contracts are in operation.
- Continually engage with key stakeholders to ensure that they are kept aware of planned changes within the Service, and where appropriate seek input and feedback on operational considerations.

5.3 Waste Strategy Review

In light of the changes proposed in the Resources and Waste Strategy, it is imperative that we continue to review Thurrock's Municipal Waste Strategy to ensure that we are able to comply with changes to National policy and legislation.

The 'Strategy Timeline' (*Annex Document*) shows the key dates within the National Strategy, with which we will need to comply. This means we will have to continually review our own strategy to ensure compliance.

As the national strategy changes and adapts to further increase recycling figures and protect our natural resources it will become necessary to review and determine how we can incorporate changes and ensure continued compliance while providing our service to the Public and keeping spending within budget.

The commodities markets for recyclable materials is ever-changing and demand levels for materials is fluid, which in turn affects fees and charges from disposal and treatment providers. This fluidity should be built into disposal contracts where possible to allow the council every opportunity to benefit from the recyclables we collect and again keep budget-spending to a minimum.

Review of the strategy should be regular and operational service plans adjusted where required. As the borough's population grows over the coming years and households

added to collection rounds it is good practice to regularly review collection rounds to incorporate new properties and maintain maximum efficiencies across the service.

5.4 Conclusion

The Waste Strategy for Thurrock needs to be considered a 'living document' that will require continual nurturing and attention in order to fulfil its aim. It is also the tool with which we will improve and increase our recycling performance, to meet and exceed national targets. The strategy will be dependent upon a number of critical factors for it to succeed.

We must firstly fully **engage with our residents** to encourage them to participate in providing as much recyclable materials as possible. This participation will be fully reliant upon our providing and delivering a **collection service** that can be relied upon every week, is as efficient as possible to ensure continued best-value and to resolve service issues quickly and maintain engagement. We will need to provide **information and education** to residents to encourage inclusion in a service that reaches every household across the borough, providing us with high quality recyclables and minimum contamination. The continued **engagement with our front-line staff** will be vital in ensuring they are informed, motivated and engaged to deliver the changes to our collection regime that are necessary to achieve our goal of increased recycling.

We will look to provide our front-line staff with the **necessary tools** to maximise these efficiencies, while allowing the service to be flexible and facilitate subtle changes to collection methods where the recycling markets may require us to adapt and change. By providing **waste collection vehicles** that allow us to implement changes more quickly we will maximise the available resources and minimise the number of vehicles on our roads.

Finally, **continual reviews** of both the national strategy and this document will ensure we are in the best position to evaluate, plan for and react to our ever-changing needs and ensure we reach the targets we have set ourselves.

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14 October 2020	ITEM: 11 Decision: 110533
Cabinet	
Procurement of Electrical Services	
Wards and communities affected: All	Key Decision: Key
Report of: Councillor Barry Johnson, Portfolio Holder for Housing	
Accountable Assistant Director: Carol Hinvest, Assistant Director of Housing	
Accountable Director: Roger Harris, Corporate Director of Adults, Housing and Health	
This report is Public	

Executive Summary

This report sets out the proposals for the re-procurement of the electrical services contract.

The planned and cyclical maintenance programme for electrical services ensures the council maintains its services in regards to electrical safety to meet the council's statutory obligations and continue to provide a safe portfolio for our residents.

The proposed contract term is for 5 years plus an option to extend for a further 5 years.

The procurement of this contract will be in accordance with conditions set out within the Council's Contract Procedure Rules and Public Contracts Regulations 2015 and all current European Union procurement and regulations.

1. Recommendation(s)

1.1 Approve the re-procurement of Electrical Services Contract for a period of up to five years with an option to extend for a further five years.

1.2 Approve delegated authority for award of the above contracts to the Corporate Director of Adults, Housing and Health in consultation with the Portfolio Holder for Housing.

2. Introduction and Background

2.1 The electrical services contract will ensure buildings and properties within the Council's Housing portfolio are maintained and tested in accordance with our

legislative obligations as a landlord and building owner. This contract will also include General fund council owned assets and the testing, repair and maintenance of these in accordance with the legislative obligations.

- 2.2 The contract to be procured is for the maintenance, responsive repairs and testing of properties and buildings within the Council's housing and general fund owned assets.
- 2.3 The current electrical services contract is due to expire 11 March 2021 and any new contract will commence 12 March 2021. The current annual costs for service, repair and testing is an average of £700,000.00 per annum for housing assets and £500,000.00 per annum for corporate assets which, over the potential full ten year period of the contract is £12,000,000.00. This current contract was procured five years ago which the above mentioned figures are based upon. On procurement of the new contract these prices may increase due to inflation over the last five years.
- 2.4 As the proposed cost for the procurement will exceed the EU Services threshold of £189,330 the tender process to be used will be either a full advert published through the Official Journal of the European Union as an Open tender or through an approved and compliant framework agreement if a suitable option is available. Whichever procurement route is decided on, it will be fully compliant with the Public Contracts Regulations 2015. The procurement opportunity will be advertised on Contracts Finder <https://www.gov.uk/contracts-finder>
- 2.5 The works within this contract entail the routine maintenance, periodic testing and reactive repairs of individual dwellings, communal blocks and general fund owned assets as required under the current regulations.
- 2.6 The benefits to the Council to continue funding the electrical services maintenance are:
- To ensure the Council complies with its statutory duties as a landlord and building owner in relation to Health and Safety.
 - Ensuring our residents are safe within their homes and communal areas.
 - To ensure specialist electrical works are undertaken effectively by competent engineers.
- 2.7 Under the current contract periodic testing is undertaken in line with the Council's Electrical Safety Policy. The contract will be delivered against agreed key performance indications which form part of the contract.
- 2.8 The performance of the current incumbent contractor is set out below against their current KPI's;

The below table shows performance figures achieved between April 2020 to date:

Objective	Performance Measure	System / Area	Target	Reporting Frequency	% Achieved
Fixed Wire Testing	% completed electrical test certificates for all relevant Low Rise Blocks	C9863 - Low Rise Block Testing	100%	Monthly	100%
Fixed Wire Testing	% completed electrical test certificates for all relevant Sheltered accommodations	C9861 - Sheltered Testing	100%	Monthly	100%
Fixed Wire Testing	% completed electrical test certificates for all relevant occupied properties	C9862 - Testing and Remedial repairs to individual properties	100% By year end	Monthly	39% year to date
PAT	% completed portable appliance testing records for all relevant assets/properties received by the Authorised Officer within two weeks of Period End	C9857, C9858, C9860 - Various sites PAT	100% By year end	Monthly	28% year to date
Fixed Wire Testing	% completed electrical test certificates for all relevant market feeder pillars received by the Authorised Officer within two weeks of Period End	C9875 - Feeder Pillar EICR	100% By end year	Monthly	100%

All Targets are projected to be met by end of financial this year.

2.9 This procurement intends to deliver both the best service and experience for our residents. It will be delivered under strict contract management with robust governance and financial controls throughout the duration of the contract.

2.10 The recommendations set out above is to ensure that specialist electrical works are undertaken effectively and competently.

3. Issues, Options and Analysis of Options

3.1 The current service provision was tendered and awarded to one contractor Oakray. As demonstrated in the above performance, this approach has

ensured the service was effectively delivered and managed ensuring a positive experience for our residents. It is proposed that only one supplier will again be selected for this contract.

3.2 Consideration has been given to the types of contract, term of contract, contract conditions and service improvement in relation to standardisation of components in order to reduce service down times. Performance criteria will be specified in the tender process and monitored via contract governance process. Based on the all the facts considered above this contract will be awarded under JCT Measured term.

3.3 Timeline for Procurement and Award – Service, responsive repair and maintenance of electrical services contract.

Action	Date
Leaseholder consultation	35 days
Issue Tender through Oracle (the Council's e-procurement tendering portal)	23/10/2020
Tender Return	27/11/2020
Evaluation Period Ends	18/12/2020
Standstill Period Ends/Award of Contract	06/01/2021
Second stage on consultation – Notice of Proposal	12/01/2021 – 16/02/2021
Contract Start Date – Electrical Services	12 March 2021

This timetable supports the continuation of the current programmes, allowing time for mobilisation so works can commence as soon as the existing contract arrangements come to an end.

4. Reasons for Recommendation

4.1 This report is submitted to Cabinet for approval to proceed to tender as the contract has a whole life cost value above £750K. The total estimated value for this contract over the maximum ten-year contract period is estimated to be £12,000,000.00

4.2 The contract will invest in improvement to the long term condition of the assets and ensure that the council continues to provide a consistent and reliable service to its residents and meets its statutory obligations as landlord in maintaining and testing its assets.

5. Consultation (including Overview and Scrutiny, if applicable)

- 5.1 The proposed procurement will be subject to statutory leaseholder consultation under Section 20B of the Landlord and Tenant Act 1985 (amended).
- 5.2 The Excellence Panel who have previously been trained in the evaluation process, will be invited to participate in the tender evaluation process.

6. Impact on corporate policies, priorities, performance and community impact

- 6.1 This contract aims to meet corporate priorities through the delivery of high quality services ensuring the maintenance and repairs of assets to Thurrock owned dwellings and public buildings.
- 6.2 The award of the electrical services contract will ensure best practice is followed for all works undertaken in relation to this and will be done so in line with all applicable regulations including Thurrock Council's Electrical Safety Policy.
- 6.4 The Council's Social Value Framework will be set out in the tender documents and bidders will be asked to demonstrate how they will generate added value for local communities. Typically with this type of service provision apprenticeships and using local suppliers would feature in the evaluation criteria, along with specific projects identified by colleagues within the resident engagement team and local area coordinators. The proposals will subsequently be incorporated into the contractual requirements.

7. Implications

7.1 Financial

The estimated costs of this contract is in line with the current budget provision for the housing stock as set out in the HRA Business Plan.

The estimated costs for the Non-Housing Council owned buildings are set out in the General fund budget.

Implications verified by: **Mike Jones**
Strategic Lead Corporate Finance

The cost of the contract will be contained within the existing budget allocation for the housing revenue account and general fund

7.2 Legal

Implications verified by: **Kevin Molloy**

Principal Solicitor

This report is seeking approval from Cabinet to agree to tender the contracts noted in the report.

The tender process will be Official Journal of the European Union compliant as the whole life cost of each contract is over the EU Services threshold of £189,330. The procurement will therefore be subject to full compliance with the Public Contracts Regulations 2015. The procurement opportunity will be advertised on Contracts Finder <https://www.gov.uk/contracts-finder>

Taking the above into account, on the basis of the information in this report, the proposed procurement strategy will comply with the Council's Contract Procedure Rules.

The report's author and responsible directorate are requested to keep Legal Services fully informed at every stage of the proposed tender exercise. Legal Services are on hand and available to assist and answer any questions that may arise.

7.3 Diversity and Equality

Implications verified by: **Becky Lee**

Team Manager - Community Development and Equalities Adults, Housing and Health Directorate

The contract will deliver a service specifically intended to maintain the living environment of residents and general public and council owned buildings. Contractors will be required to ensure they meet the requirements set out in the within the contract and also through the evaluation process, and have the technical skills to deliver the necessary elements with a strong customer focus making adjustments where required to the needs of residents and the public.

A full community equality impact assessment has been undertaken of the implementation of the delivery of the housing investment programmes

8. **Background papers used in preparing the report** (including their location on the Council's website or identification whether any are exempt or protected by copyright):

- None

9. **Appendices to the report**

- None

Report Author:

Susan Murray

Asset Investment and Delivery Manager

Adults, Housing and Health

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14 October 2020	ITEM: 12
Cabinet	
Medium Term Financial Strategy Update & General Fund Budget Implications	
Wards and communities affected: All	Key Decision: Non-Key
Report of: Councillor Shane Hebb, Deputy Leader and Cabinet Member for Finance and Transformation	
Accountable Assistant Director: Jonathan Wilson, Assistant Director of Finance, Corporate Finance	
Accountable Director: Sean Clark, Corporate Director of Finance, Governance & Property	
This report is public	

Executive Summary

Cabinet received an update on 16 September 2020 that showed that the Medium Term Financial Strategy (MTFS) forecasts had deteriorated to a £33.673m deficit over the next three years, including a projected deficit in 2021/22 of £19.3m, since February 2020. This represents a combination of projected reductions in locally raised taxes, increased costs – especially around social care resilience - expected reductions in fees and charges and a pause on elements of the Capital Strategy. This position continues to be assessed and remains subject to significant uncertainty.

This report sets out the current approach to achieving a balanced budget for 2021/22 and the council’s reserves that could support the budget in the short term.

1. Recommendations:

- 1.1 That Cabinet support the approach to meeting the budget pressures in 2021/22 through short term measures; and
- 1.2 That officers bring reports to Cabinet, and the relevant Overview and Scrutiny Committees, as the proposals for next year (2021/22) are further developed.

2. Medium Term Financial Strategy

- 2.1. The MTFFS is included at Appendix 1. The overall financial position over the next four years has deteriorated by £27.485m since February 2020. This reduction has arisen from the projected direct impact of COVID-19 and the pause to elements of the Capital Strategy, most notably further capital investments and Thurrock Regeneration Ltd (TRL).
- 2.2. The ongoing impact of COVID-19 has resulted in the following key impacts on the council's budget position:
- Local Funding – the projected decrease in the financial funding from Council Tax and Business Rates equates to lower income estimated at £3.293m. This includes assumptions on the collection fund deficits and increases in the use of the Local Council Tax Scheme from the current year which remain subject to the wider continuing economic impacts of the pandemic;
 - Budget surpluses are no longer projected across the life of the MTFFS as the costs of the pandemic absorb these to fund essential services. This equates to a deterioration in resources of £5.531m; and
 - Additional ongoing costs and loss of income – additional pressures and further income losses total £3.320m.
- 2.3. As reported in the September 2020 Cabinet report, elements of the capital strategy has been paused for new activity. This lends to a projected impact of £11.973m over the life of the MTFFS. This includes both cash investments and capital investments in TRL and hence the associated targets have been removed pending further consideration.
- 2.4. As reported previously, the reform of the council's services and approach will continue as planned despite COVID-19, but now at a faster pace than anticipated pre-pandemic. There remains no impacts on existing investments from the pandemic in regards to performance, seven months after lockdown commenced. Should the market return to a more favourable position, new; significant investment opportunities could be undertaken once the commitment to further enhancing the democratic oversight is completed, in alignment to the Capital Strategy that Members agreed in February 2020. However, the council's financial planning is on the basis that the pause is a longstanding position. In addition, savings targets for subsequent years have been removed totalling £2m and revisions to wider projections total £3.368m.
- 2.5. There remains uncertainty over the wider, longer-term economic impacts of the pandemic and the level of any further financial support available to local

authorities from central government. This continues to be monitored and updates to the MTFs will be made to reflect updated assessments of this position.

- 2.6. The movements between the 2021/22 forecast reported to Council in February 2020 and that forecast now can be summarised as follows:

	Feb	Current	Var	
Surplus b/f	(£4.1m)	0	£4.1m	Based on 2020/21 being within budget – no longer the case
Council Tax & Business Rates	(£2.6m)	£1.0m	£3.6m	One third of collection fund deficit + higher LCTS
Government Grant Reduction	£0.8m	£0.8m	0	Phased reduction in New Homes Bonus etc
Inflation – Pay, contracts, fuel, etc	£3.5m	£5.7m	£2.2m	Increases in contracts and a higher than previously reported pay award.
Treasury	(£0.3m)	£6.2m	£6.5m	Pause to elements of Capital Strategy - TRL and New Investment Targets
Unavoidable Growth	£2.3m	£4.3m	£2.0m	Mainly social care when considering current market and resilience
Fees and Charges	0	£1.3m	£1.3m	Assumption that fees and charges will not fully recover in 2021/22
CSR Savings	(£1.0m)	0	£1.0m	Target now absorbed into overall forecast
Balance	(£1.4m)	£19.3m	£20.7m	(Surplus) or Deficit

- 2.7. The Collection Fund is a key variable in the above. The Collection Fund is the accounting term that pulls together billing and collections of both council tax and business rates and manages the movements between what actually happens against original estimates.
- 2.8. A large impact on council tax this year comes from increases in those receiving Local Council Tax Scheme (LCTS) support – up to a reduction of 75% of the annual bill that is funded by the wider council tax collection, not by government grant – and a lower collection rate. Whilst this latter element should be seen as a deferment in receipt and not a loss, the longer that arrears are in place the more likely there will be a permanent default in collection. That said, the council will still pursue all avenues of collection in a considered way.
- 2.9. For business rates, losses have been somewhat mitigated by the increased relief that was granted and funded by the Treasury at the beginning of this financial year. That said, we are seeing greater levels of arrears build up. The furlough scheme has also supported businesses during recent months and so the longer-term impact is not yet known once this scheme ceases.
- 2.10. Collection Fund rules require all surpluses or deficits against estimated figures that build up during a year to be recognised in the following financial

year. With the reduction in amounts collectable and a likely higher requirement for provisions for debt, officers are currently estimating a combined loss of £5m. However, recognising the impact on councils across the UK, the government has agreed to allow for these deficits to be collected over three years to soften the impact. The MTFs figures in this report assume that the £5m will be spread equally over three years.

- 2.11. There are then further impacts on local taxation for next year with assumptions on higher levels of LCTS claimants, assumptions on the COVID-19 impact on businesses and less growth in housing and businesses that would have increased the base.

3. 2021/22 Balanced Budget Approach

- 3.1. It has been well publicised in national media that all local councils across the UK are facing the same challenge - Thurrock Council is no different. Indeed, a number have had to convene council meetings to agree emergency budgets for 2020/21 as their financial position is so severe.

- 3.2. Thurrock Council is not in that position, but action is essential to avoid such a position. The increase in reserves in recent years has allowed the council some breathing space to prepare for the significant budget challenges that the council does face over the next three to five years. Action has to begin this council year, to reform the council and operate on a lower-cost base, in time for later in the MTFs, where pressures are currently more severe.

- 3.3. There are three immediate actions that the council can take that will have a significant impact to begin to address the financial pressures:

- 3.3.1. The use of reserves. Reserves as at 31 March 2020 that can be used to support the general budget are as follows:

- General Fund Balance £11m;
- Financial Resilience Reserve £6m;
- Social Care Reserve £1.5m; and
- Other £5.5m.

Whilst all of the Reserves could be used, it is only recommended at this stage to commit to use of the non-specific reserves totalling £5.5m. This would still provide resilience against unplanned budget pressures in the future whilst addressing the immediate situation.

Cabinet should note that there are already commitments against these £5.5m reserves with £1m being allocated to supporting the Local Plan development as part of the council's economic recovery effort and an overspend forecast for this financial year. This is currently estimated at £2m,

largely due to COVID-19 pressures and the pause in elements of the capital strategy activity as noted earlier in the report.

- 3.3.2. The use of capital receipts. Whilst capital receipts cannot generally be used for revenue expenditure, an exception is the annual Minimum Revenue Provision (MRP). This budget relates to the amounts that must be set aside for the repayment of debt incurred for capital project borrowing. This is currently included in the revenue budget and is in excess of £8m; and
- 3.3.3. Post vacancies. Officers have already put in place a recruitment freeze and currently have in excess of 200 vacant posts in the organisation. Through restricting recruitment into vacant posts – though it is recognised that there will be some posts considered essential where recruitment will be permitted – considerable savings can be achieved. Members should note that this approach will impact on the ability to provide services, support capital projects and performance targets within affected areas whilst adding further pressure on remaining officers in all services.
- 3.4. There are considerable other unknown factors which still require further guidance from the government. Considerations that would impact on the budget pressures include:
 - The level of Revenue Support or other grants for next year. The published aim of the Chancellor is to complete a full Comprehensive Spending Review (CSR) that would provide councils with indications of government support for the next three to four years. Although not yet confirmed, it is more than likely that this will now be just a one-year settlement given the pandemic has led to a fluctuation of the economic environment; and
 - Council Tax referendum limits. The current limit is 2% and, in line with the normal approach, this is the level increase modelled into the MTFS for the next three years. Any 1% increase equates to approximately £750k and remains a permanent increase to the council's base.
- 3.5. A date for the local government settlement is yet to be announced though, in recent years, these announcements have tended to be the week before Christmas, leaving less time to react and plan.
- 3.6. Without a significant increase in government grant, the areas in 3.3 above will not be sufficient to meet the budget gap as currently forecast and officers continue to work on options to achieve this.
- 3.7. Cabinet should also be clear that any short-term measure, such as the use of reserves and capital receipts, is not sustainable. Whilst such measures push the pressures into the following years, it does allow some time to reform

services, reduce the size of the authority, ahead of years where pressures are most severe. However, only permanent impacts on the budget have an ongoing impact and reduce the deficit over the life of the MTFS and this suggested approach affords Members and officers time to bring forward sustainable options, but with pace to meet the upcoming pressures over the life of the MTFS.

4. 2021/22 to 2023/24

- 4.1. Whilst the approach set out above will go some way to meet the requirement to set a balanced budget in 2021/22, it is clear that more sustainable changes will be required over the medium term.
- 4.2. A review of the council's assets had been taking place before the pandemic, with two objectives:
 - The Retain, Re-use, Release programme – identify those assets that are not required to realise capital receipts to support the budget; and
 - The Cabinet objective of fewer buildings, better services.
- 4.3. Both of these objectives reduce revenue expenditure in the operation, maintenance and any future capital needs of buildings.
- 4.4. The transformation programme will continue to identify ways of reducing expenditure through, for example, greater use of digital channels and supporting social care in early intervention.
- 4.5. The council's largest single budget relates to staff, half of which are in the Adults' and Children's Directorates. All permanent changes that impact on staff and services require considered approaches, formal consultation, impact assessment, mitigation where needed/possible and lead in time to implement.

5. Capital Programme

- 5.1. The capital programme impacts the revenue budget where prudential borrowing is required in order to fund the proposed schemes. This comes in the form of both interest and capital repayments (MRP) on the borrowing incurred.
- 5.2. A comprehensive review is underway of the current capital programme with the aim of re-prioritising this demand to focus on the essential and committed schemes only at this time.

6. Reasons for Recommendation

- 6.1. The Council has a statutory requirement to set a balanced budget annually. This report sets out the budget pressures over the next three years and sets out the approach being taken to meet that requirement.

7. Consultation (including Overview and Scrutiny, if applicable)

- 7.1. This report is based on consultation with the services and portfolio holders. Reports will be submitted to relevant Overview and Scrutiny Committees over the coming months.

8. Impact on corporate policies, priorities, performance and community impact

- 8.1. The implementation of previous savings proposals has already reduced service delivery levels and the council's ability to meet statutory requirements, impacting on the community and staff. There is a risk that some agreed savings and mitigation may result in increased demand for more costly interventions if needs escalate particularly in social care. The potential impact on the council's ability to safeguard children and adults will be kept carefully under review and mitigating actions taken where required.

9. Implications

9.1. Financial

Implications verified by: **Jonathan Wilson**
Assistant Director Corporate Finance

The financial implications are set out in the body of this report.

Council officers have a legal responsibility to ensure that the Council can contain spend within its available resources. Regular budget monitoring reports continue to come to Cabinet and be considered by the Directors' Board and management teams in order to maintain effective controls on expenditure during this period of enhanced risk. Measures in place are continually reinforced across the Council in order to reduce ancillary spend and to ensure that everyone is aware of the importance and value of every pound of the taxpayers money that is spent by the Council.

9.2. Legal

Implications verified by: **Ian Hunt**
Head of Legal & Governance - Monitoring Officer

There are no specific legal implications set out in the report.

There are statutory requirements of the Council's Section 151 Officer in relation to setting a balanced budget. The Local Government Finance Act 1988 (Section 114) prescribes that the responsible financial officer "must make a report if he considers that a decision has been made or is about to be made involving expenditure which is unlawful or which, if pursued to its conclusion, would be unlawful and likely to cause a loss or deficiency to the authority". This includes an unbalanced budget.

9.3. **Diversity and Equality**

Implications verified by: **Natalie Smith**

**Community Development and Equalities
Manager**

The Equality Act 2010 places a public duty on authorities to consider the impact of proposals on people with protected characteristics so that positive or negative impacts can be understood and enhanced or mitigated as appropriate. Services will be required to consider the impact on any proposals to reduce service levels through a community equality impact assessment which should seek to involve those directly affected.

9.4. **Other implications** (where significant) – i.e. Staff, Health, Sustainability, Crime and Disorder)

The impacts of the approach set out in this report will impact on staff and all services that the council provides.

10. **Background papers used in preparing the report** (including their location on the Council's website or identification whether any are exempt or protected by copyright):

There are various working papers retained within the finance and service sections.

11. **Appendices to the report**

- Medium Term Financial Strategy

Appendix 1 – Medium Term Financial Strategy

Narrative	2021/22	2022/23	2023/24
	£000's	£000's	£000's
1. Local Funding			
Council Tax Base / Charge	(1,740)	(1,500)	(1,500)
Adjustment for Increase in LCTS	1,541	(250)	(250)
Council Tax - Collection Fund	1,403	0	0
Deficit b/f	1,204	(1,750)	(1,750)
Business Rates Precept	(500)	(665)	(665)
Business Rates - collection fund deficit	275	0	0
	(225)	(665)	(665)
2. Total Government Resources			
New Homes Bonus	527	491	289
HB Admin	283	0	0
	810	491	289
Net (Additional) / Reduction in resources	1,789	(1,924)	(2,126)
3. Inflation and other increases			
	5,714	4,515	4,665
4. Treasury			
Existing Treasury Inflation Costs	5,223	2,500	2,065
MRP	308	32	
2020/21 ongoing borrowing rate change	650		
Treasury and Capital Financing	6,181	2,532	2,065
6. Corporate Growth			
Adults	2,500	1,000	1,000
Children's	1,814	1,314	1,314
	4,314	2,314	2,314
8. Commercial - Reduction in Fees and charges @ 20%	1,320	0	0
C/f Position	0	0	0
Working Total	19,318	7,437	6,918

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