

Agenda Item 8 – Neighbourhoods Scrutiny Commission
Monday 14th September 2015
Strategic Planning

Scoping Plan

Subject: Updating the 2009 Waste and Streetscene Services Strategy

Date: 17th August 2015

Contact: Kay Russell, Dave Clarke

1. Aim

To outline the scope of the work required to update the Waste and Streetscene Services Headline Strategy

2. Purpose

There is a need to revisit and refresh the 2009 strategy to better reflect new and different technologies and processes surrounding waste and its disposal, with a view to informing the future direction of travel for Bristol City Council's waste and streetscene services. There is also a need to re-evaluate the whole waste strategy covering collection, reuse, street cleansing, etc, in light of wider changes taking place both nationally and locally – such as any changes in EU/UK Waste legislation that have taken place since the last strategy, local demographic change and ongoing budget pressures faced by the Council. It will also need to incorporate any future expectations of national changes and government changes in measurement of waste and potential targets.

3. Defining the Task

Broadly speaking, there are three 'levels' to reviewing an existing strategy:

- **A Tactical review:** A tactical review re-examines "how" an organization wants to achieve its goals, while broadly keeping the goals and existing policies in place.
- **An Operational review:** This type of strategic plan review is implemented when an organization is keeping the same overall 'mission' but moving, for example, into new methods of service.
- **A Strategic Review:** This is the most drastic type of strategic plan review, requiring a fundamental re-thinking of an organization's purpose and goals. With a strategic refresh, an organization's mission needs to be changed along with major changes in the way the organization is structured and measured for impact.

In practice, the distinction between levels can sometimes be blurred; a tactical review may take on elements of an operational review, or an operational review may include elements of a strategic review. However, each of these broad 'levels' will have different implications in terms of timescale for completion and the resources required to undertake the work. A tactical review is the least resource intensive, while a strategic review will require a significant input of both time and resources.

There will need to be some consideration of the level of review required. It is suggested that perhaps an operational level review of the Waste Strategy is needed – keeping the same overall goal (waste minimisation and maximising recycling and re-use) but taking into account more recent developments, such as the establishment of the Bristol Waste Company and the

Bristol Energy Company as well as the outcomes from the Neighbourhoods and Place Scrutiny Inquiry Days (ie. an emphasis on a renewed programme of education and enforcement).

4. **Strategy Refresh Process**

According to DEFRA guidance, Waste strategies need to consider:

- Where are we today? (the current situation as regards waste management)
- Where do we want to get to and when? (the objectives for how waste will be managed more sustainably in the future)
- What do we need to do to get there? (the actions which are planned to achieve the objectives)

In addition, the strategy should provide:

- 'A route map' showing how objectives will be achieved; with
- Further detail, especially for the short term, in Action Plans.

In brief, reviewing and refreshing the existing Waste strategy can be broken down into three phases.

➤ **Phase 1 – Scoping/Information Gathering and Best Practice**

Any factual data within the existing 2009 strategy will be updated to reflect the current position. This phase will also look at how the context has changed since the previous strategy through, for example, examining any changes in Waste related legislation at EU and UK level to ensure they are reflected in the new strategy.

In addition, this phase will look at current challenges and what the most promising ways to address them through reference to best practice from elsewhere in the UK. Input will be sought at this stage from a range of potential partners and contributors in order to bring in a range of ideas and expertise at an early stage of the process. Formal guidance on the production of Waste Strategies, such as 'A Practice Guide for the Development of Municipal Waste Management Strategies' from DEFRA will also be consulted.

This phase will also consider and ensure greater integration between the Waste Strategy and other work streams being undertaken by the Council, in particular Global Green Capital, but also, for example, the work being undertaken around building community resilience and highlighting potential links with the public health agenda.

➤ **Phase 2 – Stakeholder Engagement and Options Appraisal**

Whereas Phase 1 is more research focused, Phase 2 is more practical and considers such questions as what options the council will (and will not) pursue, what are the strengths and weaknesses of different options? What is the role of partner organisations, what best can be done to win 'hearts and minds' to facilitate business and domestic waste reduction and an increase in re-use and recycling.

This phase will also consider the financial implications for potential options, what the potential risks are as well as looking at what measures can be used to monitor future performance, particularly with respect to ensuring that waste contractors are fulfilling their contractual obligations.

To an extent, the two Scrutiny Inquiry Days (26th November 2014 and 18th March 2015) have already contributed a 'direction' to the second phase. However, elected members represented on Neighbourhoods and Place Scrutiny Commissions have asked for further input on the Strategy itself and future options. This could take the form of an additional

Inquiry Day, or individual Scrutiny Commissions themselves to look in more detail at potential options. It is suggested that further scrutiny involvement takes place once some initial research on best practice has been undertaken. Scrutiny input would also be welcome during this phase looking at future performance measures, as Scrutiny will undoubtedly play a key role in monitoring performance once the revised strategy is implemented.

There is also an expectation that any draft waste strategy will also have some public consultation process. DEFRA guidance states that, in addition to key internal stakeholders, ‘authorities should also engage the local community and other external partners’.

This can take many forms; a number of authorities have for example taken drafts of the proposed headline strategy to area or neighbourhood committees or organised workshops open to the public. Strategy documentation is also commonly published on City Council websites, allowing residents to complete an online questionnaire in relation to the Headline Strategy and Policy Proposals contained within it. The nature and extent of the consultation will have implications in terms of overall timescale and resources. Given that this is a refresh of an existing strategy rather than a new strategy, some consideration will be given to the nature and extent of further consultation and engagement.

➤ Phase 3 – Strategy Approval and Development of Action Plan

Drafts of the revised Strategy will be made throughout Phase 2, in order to reflect input from stakeholders. A draft which incorporates comments and suggestions from stakeholders will then have to go through the formal decision making process of the Council for final approval.

As with the previous strategy, it is anticipated that the revised Waste Strategy and complementary policy statements will subsequently form the basis of future waste contract specifications.

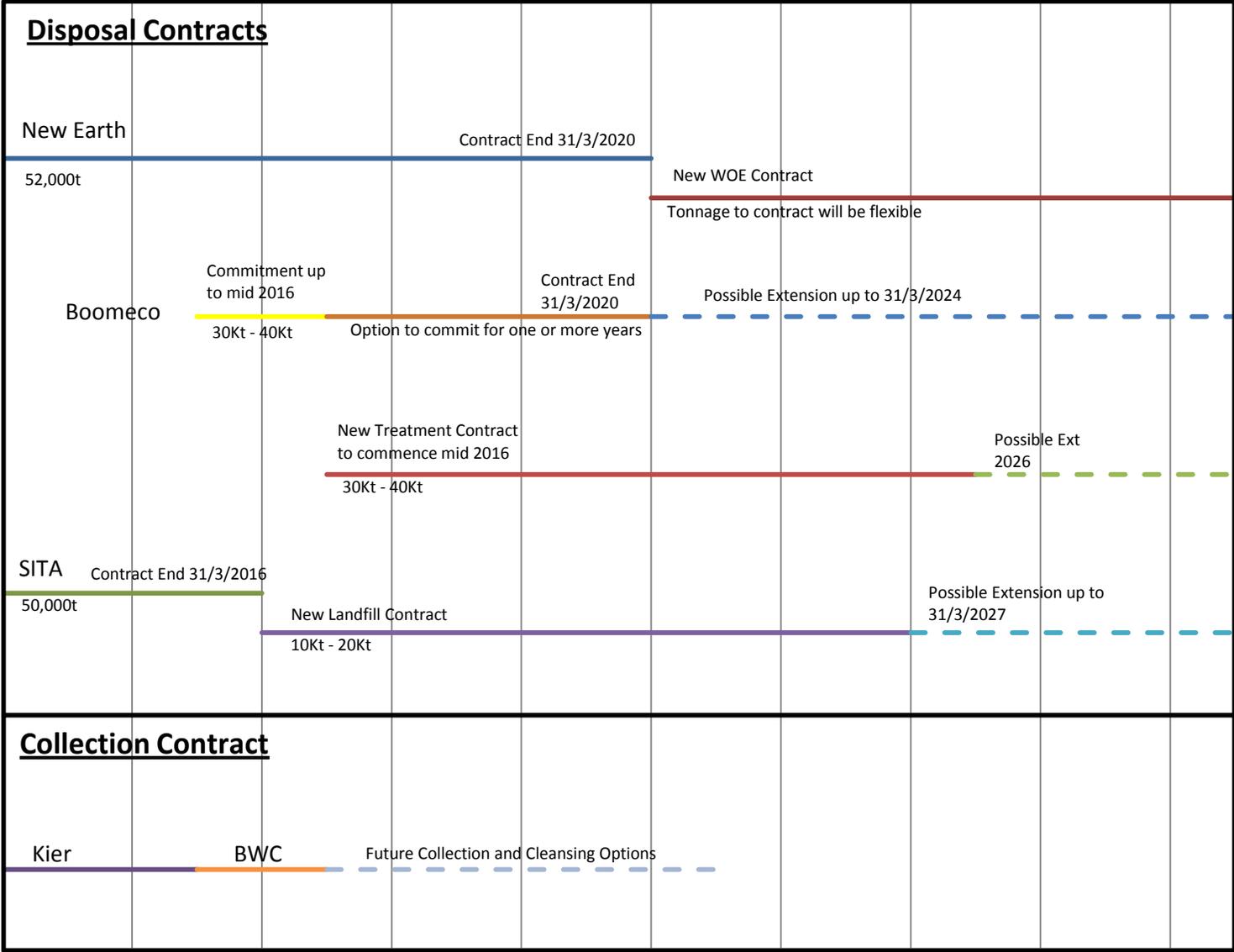
5. Timescale

Below is a tentative timetable. The Scrutiny Inquiry Days can be viewed as contributing both to the scoping and option appraisal/stakeholder engagement phases. The work being undertaken with Neighbourhood Partnerships can also be seen as contributing to stakeholder engagement. However, there may be a view that further engagement is required.

Key Actions	Estimated Timescale
Phase 1: Scoping/Information Gathering and Best Practice	
<ul style="list-style-type: none"> Review of structure of existing strategy – is it fit for purpose, what should be kept, what needs to change, revisit vision, strategic aims etc, consider examples from other cities 	To be undertaken between September 2015 and early November 2015
<ul style="list-style-type: none"> Updating any key factual information required ie. updating the strategic context – national and EU legislation, data on waste collection and recycling, local demographic and economic data. Update city council context – budget pressures, mayoral priorities etc 	
<ul style="list-style-type: none"> Refresh/identify linkages between Waste Strategy and other local strategies/initiatives – ie links to Joint Waste Strategy, 	

Key Actions	Estimated Timescale
<p>Corporate Plan, Green Capital activity, links with Public Health etc</p> <ul style="list-style-type: none"> Examine evidence relating to new and different technologies and processes surrounding waste and its disposal. Consider current challenges and identify best practice from other local authorities. Input will be sought at this stage from a range of potential partners and contributors in order to bring in a range of ideas and expertise at an early stage of the process. Identify existing customer information/opinions relating to waste and recycling services via existing resources – ie. Quality of Life survey data. 	
Phase 2: Stakeholder Engagement and Options Appraisal	
<ul style="list-style-type: none"> Identify options for current waste technologies and processes, what are the strengths and weaknesses of different options? What is the potential of new opportunities ie. potential role of the Energy Company in waste disposal Consider options for better working with major partners (e.g. the NHS and Universities) - what best can be done to win 'hearts and minds' to facilitate business and domestic waste reduction and an increase in re-use and recycling. Consider financial implications for potential options, what the potential risks are as well as looking at what measures can be used to monitor future performance Stakeholder engagement (internal and external) to consider potential options – Scrutiny have requested additional input into the strategy –through an Inquiry Day or other format. Also need to consider input from the public on options/early draft of strategy via website, workshops etc. Appraisal of options and feedback from stakeholders. 	<p>The most time and resource intensive phase of the process – from early November 2015 to early January 2016</p>
Phase 3: Strategy Approval and Development of Action Plan	
<p>Initial drafts will be written during phase 2 but a final draft will be finalised, taking on board comments and feedback from stakeholder engagement</p>	<p>Undertaken in January 2016 for completion by February 2016</p>

The Waste Story



- New Earth Solutions
- New West of England Contract
- Boomeco
- Boomeco contract period
- Boomeco extension
- New Treatment contract
- New Treatment extension
- Sita
- New Landfill contract
- Landfill contract extension
- Kier
- BWC
- Future Collection Options