

Rutland County Council

Catmose, Oakham, Rutland, LE15 6HP
Telephone 01572 722577 Email: governance@rutland.gov.uk

Ladies and Gentlemen,

A meeting of the **GROWTH, INFRASTRUCTURE AND RESOURCES SCRUTINY COMMITTEE** will be held via Zoom - <https://us06web.zoom.us/j/93499296307> on **Thursday, 7th April, 2022** commencing at 7.00 pm when it is hoped you will be able to attend.

Yours faithfully

Mark Andrews
Chief Executive

Recording of Council Meetings: Any member of the public may film, audio-record, take photographs and use social media to report the proceedings of any meeting that is open to the public. A protocol on this facility is available at www.rutland.gov.uk/my-council/have-your-say/

A G E N D A

1) WELCOME AND APOLOGIES RECEIVED

2) RECORD OF MEETING

To confirm the record of the meeting of the Growth, Infrastructure and Resources Scrutiny Committee held on the 10th February 2022.
(Pages 5 - 14)

3) DECLARATIONS OF INTEREST

In accordance with the Regulations, Members are invited to declare any personal or prejudicial interests they may have and the nature of those interests in respect of items on this Agenda and/or indicate if Section 106 of the Local Government Act 1992 applies to them.

4) PETITIONS, DEPUTATIONS AND QUESTIONS

To receive any petitions, deputations and questions received from Members of the Public in accordance with the provisions of Procedure Rule 216.

The total time allowed for this item shall be 30 minutes. Petitions, declarations

and questions shall be dealt with in the order in which they are received. Questions may also be submitted at short notice by giving a written copy to the Committee Administrator 15 minutes before the start of the meeting.

The total time allowed for questions at short notice is 15 minutes of the total time for 30 minutes. Any petitions, deputations and questions that have been submitted with prior formal notice will take precedence over questions submitted at short notice. Any questions that are not considered within the time limit shall receive a written response after the meeting and be the subject of a report to the next meeting.

5) QUESTIONS WITH NOTICE FROM MEMBERS

To consider any questions with notice from Members received in accordance with the provisions of Procedure rule No. 218 and No. 218A.

6) NOTICES OF MOTION FROM MEMBERS

To consider any Notices of Motion from Members submitted in accordance with the provisions of Procedure Rule No. 219.

7) CONSIDERATION OF ANY MATTER REFERRED TO THE COMMITTEE FOR A DECISION IN RELATION TO CALL IN OF A DECISION

To consider any matter referred to the Committee for a decision in relation to call in of a decision in accordance with Procedure Rule 206.

8) EXCLUSION OF PRESS AND PUBLIC

The Committee is recommended to determine whether the public and press be excluded from the meeting in accordance with Section 100(A)(4) of the Local Government Act 1972, as amended, and in accordance with the Access to Information provisions of Procedure Rule 239, as the following item of business is likely to involve the disclosure of exempt information as defined in Paragraph 4 of Part 1 of Schedule 12A of the Act:

Paragraph 4: Information relating to any consultations or negotiations, or contemplated consultations or negotiations, in connection with any labour relations matter arising between the authority or a Minister of the Crown and employees of, or office holders under, the authority.

9) CULTURE REVIEW

To receive Report No. 76/2022 from Councillor L Stephenson, Deputy Leader and Portfolio Holder for Communities, Environment and Climate Change (Pages 15 - 26)

10) REVISED PARKING POLICY: UPDATE

To receive a verbal update from Councillor Ian Razzell, Portfolio Holder for Planning, Highways and Transport

11) DOMESTIC WASTE AND RELATED CONTRACTS - OPTIONS

To receive Report No. 70/2022 from Councillor L Stephenson, Deputy Leader and Portfolio Holder for Communities, Environment and Climate Change (Pages 27 - 44)

12) LEISURE UPDATE

To receive Report No. 76/2022 from Councillor L Stephenson, Deputy Leader and Portfolio Holder for Communities, Environment and Climate Change (Pages 45 - 52)

13) REVIEW OF FORWARD PLAN AND ANNUAL WORK PLAN

To consider the Forward Plan and identify any relevant items for inclusion in the DRAFT Growth, Infrastructure and Resources Scrutiny Committee Annual Work Plan, or to request further information.

The Forward Plan is available on the website using the following link:

<https://rutlandcounty.moderngov.co.uk/mgListPlans.aspx?RPId=133&RD=0>

(Pages 53 - 54)

14) ANY OTHER URGENT BUSINESS

To receive any other items of urgent business which have been previously notified to the person presiding.

15) DATE AND PREVIEW OF NEXT MEETING

Future meeting dates will be confirmed at Annual Council on the 9th May 2022

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DISTRIBUTION

MEMBERS OF THE GROWTH, INFRASTRUCTURE AND RESOURCES SCRUTINY COMMITTEE:

Name	
1.	Councillor J Fox (Chair)
2.	Councillor M Oxley (Vice Chair)
3.	Councillor N Begy
4.	Councillor G Brown
5.	Councillor L Toseland
6.	Councillor G Waller

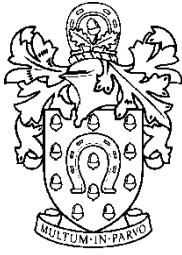
7.	Councillor R Wilson
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PORTFOLIO HOLDERS:

	Name	Title
8.	Councillor O Hemsley	Leader and Portfolio Holder for Policy, Strategy, Partnerships, Economy and Infrastructure
9.	Councillor L Stephenson	Deputy Leader and Portfolio Holder for Communities, Environment and Climate Change
10.	Councillor K Payne	Portfolio Holder for Finance, Governance and Performance, Change and Transformation
11.	Councillor I Razzell	Portfolio Holder for Planning, Highways and Transport

OFFICERS:

	Name	Title
12.	Saverio Della Rocca	Strategic Director Resources S151 Officer
13.	Penny Sharp	Strategic Director of Places
14.	Jane Narey	Scrutiny Officer



Rutland County Council

Catmose Oakham Rutland LE15 6HP

Telephone 01572 722577 Email: governance@rutland.gov.uk

Minutes of the **MEETING of the GROWTH, INFRASTRUCTURE AND RESOURCES SCRUTINY COMMITTEE** held via Zoom on Thursday, 10th February, 2022 at 7.00 pm

PRESENT:	Councillor J Fox Councillor M Oxley Councillor N Begy Councillor G Brown Councillor R Powell Councillor L Toseland Councillor G Waller	Chair Vice Chair Representing Councillor M Jones
APOLOGIES	Councillor M Jones Councillor L Stephenson	Deputy Leader and Portfolio Holder for Communities, Environment and Climate Change
PORTFOLIO HOLDERS PRESENT	Councillor O Hemsley Councillor K Payne Councillor I Razzell	Leader and Portfolio Holder for Policy, Strategy, Partnerships, Economy and Infrastructure Portfolio Holder for Finance, Governance and Performance, Change and Transformation Portfolio Holder for Planning, Highways and Transport
OFFICERS PRESENT:	Penny Sharp Marie Rosenthal Justin Johnson Roger Ranson Mike Slater Jane Narey	Strategic Director of Places Interim Deputy Director Corporate Governance (Monitoring Officer) Service Manager for Development Planning & Housing Policy Manager Interim Head of Sustainable Economy and Place Scrutiny Officer
IN ATTENDANCE	Councillor A Brown Councillor P Ainsley Mr David Baker Mr Ken Edward	County Councillor County Councillor Rutland Quarry Forum Chair, Greetham Parish Council

1 WELCOME AND APOLOGIES RECEIVED

Councillor Fox welcomed everyone to the meeting. Apologies were received from Councillor L Stephenson and Councillor M Jones. Councillor R Powell attended as the representative of Councillor M Jones.

2 RECORD OF MEETING

The minutes of the meeting held on the 16th September 2021 were approved as an accurate record following the requested amendment.

The minutes of the meeting held on the 18th November 2021 were approved as an accurate record.

3 DECLARATIONS OF INTEREST

There were no declarations of interest.

4 PETITIONS, DEPUTATIONS AND QUESTIONS

Councillor Fox confirmed that two questions had been submitted from members of the public. The questions had been approved by the Chief Executive and the Monitoring Officer following amendments and had been circulated to all Committee members and published on the Council's website.

Councillor Fox reminded attendees of Procedure Rule 28, Item 4, Paragraph j, which stated that 'Every question shall be put and answered without discussion. No discussion nor resolution shall be permitted on any question or in reply to a question'

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Mr David Baker joined the meeting at 19:03

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Mr David Baker on behalf of Rutland Quarry Forum joined the meeting and addressed the Committee with his question regarding the Minerals Authority Contract.

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Mr David Baker left the meeting and Mr Ken Edward joined the meeting at 19:10

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Mr Ken Edward on behalf of Greetham Parish Council joined the meeting and addressed the Committee with his question regarding the Minerals Authority Contract.

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Mr Ken Edward left the meeting at 19:15

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Councillor Fox thanked Mr Baker and Mr Edward for their questions and confirmed that a full written response would be sent to both parties and would be published on the Council's website with the minutes. It was confirmed that the Scrutiny Committee would continue to work in close collaboration with partners and stakeholders to ensure that the voice of Rutland residents was heard in such matters.

Councillor Fox informed attendees that agenda item 14) – Minerals Authority Contract would be taken next for discussion as this was relevant to the questions submitted from the public.

5 MINERALS AUTHORITY CONTRACT

Report No. 34/2022 was received from Penny Sharp, Strategic Director of Places and Roger Ransom, Planning and Housing Policy Manager following the request from Councillors Oxley, Waller and G Brown and the Rutland Quarry Forum for a discussion regarding Rutland County Council's minerals planning service contract. During the discussion, the following points were noted:

- Paragraph 2.7 detailed the structure in place to monitor the contract.
- Paragraph 2.11 detailed the circumstances when the contract could be cancelled but this would only be used as very last resort.
- Contract performance would be thoroughly managed. This had not been done over the past 2 years but sufficient resilience had been built into Rutland County Council to monitor and identify any performance issues.
- Upskilling of staff to improve resilience within the team had been completed by involving officers in site visits, site and operator meetings, additional training courses etc.
- Communication within the team and with partners had also been improved so as to improve the quality of service.
- North Northamptonshire Council (NNC) had previously reported that they did not have the staff or resilience to undertake monitoring of the quarry but they now stated that they did have the staff and resilience. As a result, residents were concerned about the monitoring of the contract and the impact on the localities and Rutland residents.
- It was requested if the SMART objectives regarding the contract could be distributed to the Committee and that monitoring, enforcements and development updates be given to the Scrutiny Committee. It was also proposed that there should be a single point of contact within the Planning Team regarding this contract and that a representative from NNC should attend the meetings of the Rutland Quarry Forum. The Planning and Housing Policy Manager stated that the performance indicators or SMART objectives were detailed in the contract but that NNC had to confirm the release of contract details before any information could be shared and were currently awaiting legal advice.
- It was noted that the NNC Development Control Manager had confirmed to Councillor G Brown that he would be retiring in the near future and it was queried if this fact was known whilst the contract was being commissioned. The Planning and Housing Policy Manager reported that the contract had been commissioned by Welland Procurement on the 6th December 2021 so RCC was not aware of the NNC Development Control Manager retiring. If this had been known at the time, then safety measures would have been included in the contract. However, NNC had confirmed that they had the necessary staff to undertake the contract and meet the identified performance indicators. Should the performance indicators not be met then financial sanctions and ultimately cancellation of the contract had been built into the contract.
- It was proposed that officers from NNC should give an update briefing to this Committee and that Cabinet should review the monitoring arrangements, consider the outcomes to date and evaluate the effectiveness of the contract within the next 6 months.

RESOLVED

That the Scrutiny Committee:

- a) **NOTED** the decision that had been made to award the contract to provide minerals and waste planning advice to the Council.
- b) **COMMENTED** on the arrangements set out in the report as to how the contract would be monitored to achieve the required performance and ensure value for money.
- c) **REQUESTED** that Penny Sharp, Strategic Director of Places circulated the contract including SMART objectives to members of the Growth, Infrastructure and Resources Scrutiny Committee.
- d) **REQUESTED** that Penny Sharp, Strategic Director of Places produced an update report to be presented to the Growth, Infrastructure and Resources Scrutiny Committee within six months.
- e) **RECOMMENDED** that Cabinet considered and evaluated contingency plans should the contract fail.
- f) **RECOMMENDED** a single point of contact within the Planning Team regarding the contract.
- g) **RECOMMENDED** that a representative from NNC should attend the meetings of the Greetham Quarry Forum.

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Marie Rosenthal and Justin Johnson left the meeting at 20:01

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6 QUESTIONS WITH NOTICE FROM MEMBERS

There were no questions with notice from members

7 NOTICES OF MOTION FROM MEMBERS

There were no notices of motion from members

8 CONSIDERATION OF ANY MATTER REFERRED TO THE COMMITTEE FOR A DECISION IN RELATION TO CALL IN OF A DECISION

There were no call ins

9 OAKHAM TOWN CENTRE: UPDATE

Councillor Fox informed attendees that Full Council had received a request from a member of the public for an update on Oakham Town Centre. Full Council had requested that the matter be discussed at a meeting of the Growth, Infrastructure and Resources Scrutiny Committee. During the discussion, the following points were noted:

- Work was ongoing with the Highways and the Environment teams in developing Oakham Town Centre including pavements, lampposts, signage etc.
- It was agreed to receive the verbal update from Councillor Fox regarding '4Oakham' as this would better inform for a discussion.

10 4OAKHAM: UPDATE

A verbal update was received from Councillor Fox. During the discussion, the following points were noted:

- '4Oakham' was a project group created and tasked by the Council to develop and maintain Oakham Town Centre following recommendations from the Oakham Town Centre Task and Finish Group.
- The Terms of Reference for the project group were identified and a budget of £2000 was allocated.
- The project group has since reduced in size to 4 people including Councillor Fox and has stalled as a result.
- Additional members were needed preferably Councillors for the Oakham and/or Barleythorpe areas.
- It was agreed that there was a need to develop better lighting, improve pavements, maintain noticeboards, grounds, roads, lampposts and signposts.
- There was a view that Oakham Town Council had not previously invested in any maintenance or development of Oakham Town Centre, which was why the project group had been established in the first place. However, the Town Council was much improved and was more engaged with developing and improving Oakham Town Centre and had recently funded the refurbishment of Victoria Hall.
- Councillor Ainsley confirmed that he would like to volunteer to be a member of the project group.
- It was proposed that '4Oakham' needed relaunching following the pandemic lockdown and needed to identify what money was available for it to use.
- Councillor Hemsley informed attendees that he would be meeting the Mayors of Oakham and Uppingham and would discuss the future of the project group with them including support and representation from Oakham Town Council to identify if the group was still viable.

RESOLVED

That the Scrutiny Committee:

- a) **RECOMMENDED** that Councillor Hemsley meet the Mayors of Oakham and Uppingham for their views on the future of '4Oakham' and then report to Full Council regarding re-establishing or disbanding '4Oakham'.

11 THE INTERIM TRAJECTORY OF DEVELOPMENT & CIL INCOME

A briefing and a presentation were received from Penny Sharp, Strategic Director of Places and Roger Ranson, Planning & Housing Policy Manager. During the discussion, the following points were noted:

- The figures stated in paragraphs 4.2, 5.3 & 5.4 were based on those stated in the rejected Local Plan and that the figure for heritage and arts included the building of village halls and outdoor play areas. However, the figures did need reviewing and updating to obtain a more accurate reflection.
- Councillor Toseland queried which items listed in paragraph 5.3 would require financial input in the short term and what the contingency would be. The Planning & Housing Policy Manager stated that it was not possible to currently say due to the large number of undetermined applications. CIL was being collected but there was no Local Plan to identify or plan a contingency. He stated that the Council needed to be very prudent as to how it should spend CIL money moving forward.

- The Planning & Housing Policy Manager confirmed that that school capacity was a matter for the Children's Services' Pupil Place Planning Board of which he was a member but that he would speak to Children's Services and notify Councillor Toseland regarding secondary school capacity within Rutland.

ACTION: Roger Ranson

12 GROUND MAINTENANCE: UPDATE

A briefing and a presentation were received from Penny Sharp, Strategic Director of Places and Martin Jones, Interim Principal Environmental Services Manager. During the discussion, the following points were noted:

- The existing contract would end on the 31st December 2023, after being extended.
- A report would be submitted to Cabinet on the 15th February 2022 before public consultation began on the 16th February 2022.
- It was suggested that rather than questions, the public take part in a pros and cons or advantages/disadvantages scenario and that Town and Parish Councils be included in the questioning as they were involved in a lot of local ground maintenance.
- The contract tendering process was to find the contract that gave the best value and this was not always the cheapest contract. Comparisons would also be made with neighbouring Local Authority contracts to help obtain the best deal for the county.
- A 'lessons learned' exercise would be undertaken to identify what worked well in previous contract procurements and more importantly what did not.
- Consultation was being undertaken with the parishes but clarification was still needed as to who was responsible for which areas and this would entail detailed and lengthy conversations. Comprehensive data mapping had been completed which identified council land and parish land. Councillor Powell proposed sending this mapping information to Parishes so as to clarify who was responsible for which area of land.
- Councillor G Brown proposed that a recommendation be made to Cabinet about an additional paragraph regarding active involvement of Parish Councils; extra time for Councillors to feed back to Officers on consultation questions and that the data mapping be shared with Parish Councils. He suggested that the Council used [Parish Online](#), which was an online tool for helping Local Councils use digital maps to store and manage assets, produce neighbourhood plans and engage with the public. Councillor Oxley seconded the proposal and it was unanimously approved.

RESOLVED

That the Scrutiny Committee:

- a) **RECOMMENDED** to Cabinet that an additional paragraph be included in the procurement process regarding the active involvement of Parish Councils; that extra time be given to Councillors to feed back to officers on the public consultation questions (timescales tbc) and that the data mapping done by the service area be shared with Parish Councils.

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**The Chair requested an extension of the meeting
The Committee voted to extend the meeting until 22:00 and paused the
meeting at 21:24
The meeting resumed at 21:30**

13 WASTE CONTRACT: UPDATE

A briefing and a presentation were received from Penny Sharp, Strategic Director of Places and Martin Jones, Interim Principal Environmental Services Manager. During the discussion, the following points were noted:

- Results of the public consultation had supported the proposed waste collection option of fortnightly twin-stream recycling, weekly food waste collection and fortnightly residual collection with a reduced bin size.
- The Waste Contract would be discussed at Cabinet on the 8th March 2022. The deadline for the contract to go live was April 2024
- All options were being considered for the lotting so as to find the most cost-effective option that gave the best value for money and that the cost involved to the Council to monitor the contract also needed to be considered.
- It was confirmed that the size of the new waste receptacle would depend on where it was for i.e. house, flat, shop etc as one size did not fit all.
- The cost of educating the public about waste and recycling was included in the contract and would entail engagement with the public throughout the whole life of the contract.

14 LEISURE CONTRACT: UPDATE

A briefing and a presentation were received from Penny Sharp, Strategic Director of Places and Martin Jones, Interim Principal Environmental Services Manager. During the discussion, the following points were noted:

- Cabinet approved the progression of the leisure contract on the 16th November 2021.
- Plans for a new site-neutral wet and dry facility have been commissioned from a firm of professional architects and a cost consultancy firm.
- Further repair to the existing Catmose Pool was not affordable and the pool would not be re-opened.
- Negotiations were being held with Catmose College regarding what the future provision would look like.
- Welland Procurement had begun the soft market testing exercise and results were expected at the end of February 2022.

15 REVIEW OF FORWARD PLAN AND ANNUAL WORK PLAN

There forward plan was discussed. There were no changes.

16 ANY OTHER URGENT BUSINESS

a) CARBON MANAGEMENT CONTROLS: NEW LEGISLATION

Councillor A Brown briefed attendees on proposed new legislation for the country to be carbon neutral by 2050. During the discussion, the following points were noted:

- Large areas of land could be lost to tree planting and other carbon management controls and this could pose a danger to rural farming areas.

- New legislation could provide the Council with powers in relation to carbon management controls on the total amount of certain greenhouse gases that could be emitted by sectors covered by the legislation.
- If legislation did provide such powers, then the Council could seek that:
 - a) Any subsidy directly or indirectly obtained for carbon management affecting the County was retained as carbon credit for the benefit of Rutland's economy and people.
 - b) Any third-party sale or lease of carbon credit outside Rutland could not be activated unless Rutland was carbon neutral and where there was a 10% surplus of credit.
- The Council needed to become more proactive in looking after Rutland's environment so that tomorrow's generation would inherit a cleaner, healthier world.
- It was agreed further investigation and discussion was required before future actions could be decided and it was agreed to defer this item to a later meeting.

b) SCRUTINY COMMITTEE RECOMMENDATIONS TO CABINET

Councillor G Brown proposed that the following recommendations be made to Cabinet following the budget meeting of the Growth, Infrastructure and Resources Committee on the 27th January 2022:

1. Earlier action to deliver the costs for the 2023/24 budget and involvement of members generally to achieve an early consensus.
 2. The removal of the Climate Change Officer in the current budget year, (possibly until a clearer picture of the savings to be achieved for 2023/24 and the implications on the services)
 3. A lead from Cabinet be taken by reducing back to a total of five members and thus demonstrating to our staff that all functions needed to save money over the next year and beyond.
- The recommendations were seconded by Councillor Begy and voting was as follows:
 - a) Voted in favour: Councillors G Brown and Begy
 - b) Voted against: Councillors Oxley, Waller and Fox
 - c) Abstentions: Councillors Toseland and Powell
 - With 3 votes against and 2 in favour, the proposal of the recommendations to Cabinet was defeated.

17 DATE AND PREVIEW OF NEXT MEETING

Thursday, 7 April 2022 at 7pm via Zoom

Proposed Agenda Items

1. Finance Update – Saverio Della Rocca, Strategic Director of Resources
2. Property Asset Review – Penny Sharp, Strategic Director of Places
3. Revised Parking Policy: Update – Councillor I Razzell
4. Carbon Management Controls – Councillor A Browne

SUMMARY OF AGREED ACTIONS

No.	Ref.	Action	By
1	11	The Planning & Housing Policy Manager to speak to Children's Services and notify Councillor Toseland regarding secondary school capacity within Rutland	Roger Ranson

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Chairman closed the meeting at 9.57 pm.

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**GROWTH, INFRASTRUCTURE AND RESOURCES
SCRUTINY COMMITTEE**

7th April 2022

DOMESTIC WASTE AND RELATED CONTRACTS – OPTIONS
Report of the Portfolio Holder for Communities, Environment and Climate Change

Strategic Aim	Customer-focussed services	
Key Decision: Yes	Forward Plan Reference: FP171221	
Exempt Information:	No	
Cabinet Member Responsible:	Cllr Lucy Stephenson: Deputy Leader and Portfolio Holder for Communities, Environment and Climate Change	
Contact Officer(s):	Martin Jones, Interim Senior Environmental Services Manager	Telephone: 07967484603 email: mjones2@rutland.gov.uk
	Penny Sharp, Strategic Director - Places	Telephone: 07973 854906 email: psharp@rutland.gov.uk
Ward Councillors	N/A	

DECISION RECOMMENDATIONS

That the Committee:

1. Noted the decision made by Cabinet of the preferred option 2bii for waste and recycling collections, as set out below:
 - (i) Dry mixed recycling with paper and cardboard to be collected separately every fortnight
 - (ii) Separate weekly food waste collections
 - (iii) Reduced capacity residual waste bin to be collected fortnightly

1. PURPOSE OF THE REPORT

- 1.1 The purpose of the report is to outline the available options for a new waste collection service and to make recommendations on the best option for waste collection in Rutland. This selection will form an essential component of the service to be specified for procurement and will enable the development of tender documents required for the procurement exercise.

2. BACKGROUND AND MAIN CONSIDERATIONS

- 2.1 The Councils existing collection contract is due to end in April 2024 and cannot be further extended. The Council is responding to new policy and legislative drivers detailed in the Resources and Waste Strategy 2018 (RWS) and the Environment Act 2021 in the provision of a new contract. In addition to seeking an efficient, cost effective and reliable collection service, a key change required by the Environment Act is the introduction of a separate weekly food waste collection and an improved recycling service. Whilst further clarity is still to be provided by the government, these changes will be mandatory.
- 2.2 An options appraisal was undertaken in November 2021, which considered a wide range of options and evaluated their comparative costs, anticipated recycling performance and resource implications to identify an optimal collection design suitable to implement in the contract. A summary of the options appraisal can be found at Appendix 1.
- 2.3 All the options retain a fortnightly collection of residual waste and green waste but vary the type and frequency of dry recycling collections and food waste collections as follows in Table 1:

Table 1

Options		Dry recycling collections	Food waste collection
Option 1	a	Co-mingled dry recycling fortnightly via 26T Refuse Collection Vehicle (RCV)	Weekly separate food waste via 7.5T RCV
	b		Weekly food waste collected in a separate pod on the residual vehicle or on dry recycling vehicle
	c		Weekly separate food waste via 26T RCV Weekly Co-mingled dry recycling
Option 2	a	Twin stream dry recycling fortnightly (with paper and card separate to glass cans and plastics) via split back 26T RCV	No food waste
	b		Weekly separate food waste via 7.5T RCV
	c		Weekly separate food waste via 7.5T RCV Weekly Co-mingled dry recycling via 26T RCV
Option 3	a	Multi-stream dry recycling fortnightly via Resource Recovery Vehicle (RRV)	No food waste
	b		Weekly separate food waste via 7.5T RCV
	c	Multi-stream dry recycling weekly via RRV	Weekly separate food waste in pod on same vehicle as recycling

Note: Dry recycling is plastic, cans, glass, paper and card
 Green Waste is garden waste
 Residual Waste is not recyclable and is placed in the grey bin for disposal

2.4 Performance

2.4.1 Recycling rates

The options appraisal finds that introducing a food waste collection increases the recycling rate by 9.3%. Modelling results indicate that introducing a weekly dry recycling collection has negligible impact on recycling rates however increases costs of collection substantially. The only option where a weekly collection of dry recycling increase recycling performance is a multi-stream dry recycling collection. The baseline rate of recycling for kerbside collections at Rutland is 50%.

2.4.2 Quality of Recyclate

Experience of different types of collections has informed the options appraisal and it concludes that more separation of recyclates at household level leads to higher quality recyclate and lower rates of contamination. Co-mingled recycling has the highest rate of contamination and so there is a gate fee required for further processing. Twin-stream recycling where paper and card is collected separately from glass, cans and plastics has lower levels of contamination and so is higher quality. This means that the paper and card will bring in an income to off-set the costs of collection. The highest quality recyclate is produced by multi-stream collections, however, the recycling rate is reduced unless collected weekly.

2.4.3 The Environment Act 2021 received Royal Assent in November 2021 and stipulates a requirement for separate collections of glass, cans, plastic, paper and card, garden waste and a weekly food waste collection. So, in addition to new income from paper and card collections, there is a legislative driver to move away from co-mingled collections to a collection with higher levels of separation by the household. Whilst further clarity is still to be provided by the government, these changes will be mandatory. The environmental benefit of separate collections will be further assessed once further clarity and guidance is available.

2.4.4 Waste Minimisation

Reducing the amount of waste produced in Rutland and diverting as much as possible from disposal through recycling is more environmentally sustainable and offers cost savings to the Council in reduced disposal costs. Analysis of the Rutland residual waste bin in December 2020, found that food waste made up approximately 40% of the bin contents. Offering a food waste collection has the potential to divert this waste from disposal. Reducing the size of the wheeled bin for fortnightly residual collections from 240 litres to 140 litres or by reducing the frequency of collections from fortnightly to three weekly in a 240 litre bin will restrict residual waste disposal, encouraging recycling including food waste and waste prevention. The options appraisal identified that residual waste in option 2b would be reduced by 307t per annum if the size of the bin

was reduced to 140 litres and by 611t per annum if three weekly collections were introduced.

2.5 Evaluation of Options

2.6 Options 2a and 3a whilst lower cost, do not provide food waste collections. Options 1b and 2b are next best options in terms of cost and offer food waste collections. Option 2b has slightly lower recycling rates than 1b but improved quality of recycling and is lower cost than 1b. The multi-material collections outlined in options 3a, 3b and 3c were considered to be less favourable to the public as they impacted on households to separate all of the different waste streams, had higher vehicle maintenance costs and higher implementation costs. Stage 2 modelling was therefore undertaken on variants of option 2b and 2a (no food waste collections) to assess the impact on cost and performance of smaller residual bins, frequency of collections and funding of the new food waste collections.

2.7 The options appraisal found that the twin stream collection in option 2b achieved an overall recycling rate of 58.6% at the kerbside. Option 2bii retains a fortnightly collection but reduces the size of the bin to 140 litres increasing kerbside recycling rates to 60.5% at the kerbside, whereas options 2bi moves to a three weekly collections in a 240 litre bin and increases kerbside recycling rates to 61.5%. These twin-stream collection options perform moderately better for public acceptability in that the recycling containers are retained for the collection of plastics, metals and glass, with residents required to sort only paper and card separately from these materials. Both options provide an intermediate solution to the separation of materials, behind fully source-segregated multi-stream options, but ahead of the current commingled collection service.

2.8 Retaining a fortnightly collection aligns with Government considerations of a minimum service standard of alternate weekly collections of residual waste as part of the consultation on collections consistency. Retaining a fortnightly collection was considered more acceptable to the public than three weekly residual collection.

2.9 Recommended Option

Option 2bi and 2bii are identified as the best options in the options appraisal, however, the recommended option is 2bii which takes into account acceptability to the public and will meet any minimum standard from government for an alternate week collection of residual waste and is set out below:

- Dry mixed recycling with paper and cardboard to be collected separately every fortnight
- Separate weekly food waste collections
- Reduced capacity residual waste bin to be collected fortnightly

This option is the optimal identified when balancing comparative costs with recycling performance and use of resources. It presents the best opportunity for the Council to achieve a high recycling rate, better quality recycling collected and reduction in residual waste from diverting food waste and restricting the size of the residual bin and is more likely to be acceptable to the public.

2.10 The approved option will be taken forward in the specification for the new collection service to be delivered by the new contract. This will ensure the Council meets new obligations in the Environment Act 2021 and will reduce the risk of mid-term variations

of the contract. This option reduces the likelihood of contractor's risk-pricing their tenders resulting in elevated bids being received at tender. Prior to going out to tender, the matter will return to Cabinet and Full Council to seek approval of the final award criteria.

- 2.11 The introduction of food waste collections, more separation of dry recycling and reduction in the size of bin will impact on households as they will have to do more to separate and recycle more of their waste. A communications campaign will help households to adjust to these changes by providing information, advice and guidance both prior to and during the implementation of changes in the new contract. Whilst the residual waste capacity will be reduced, additional capacity will be provided for food waste recycling which currently takes up 40% of residual waste which will off-set the residual waste capacity.
- 2.12 A Project Risk Evaluation Assessment has been completed assessing a score of 88. This classifies the level of risk presented by the contract as high. The financial vetting standards both during the procurement phase and subsequently over the life of the contract will therefore be as specified for high-risk contracts in the Council's related Financial Due Diligence Guidance.

3. CONSULTATION

- 3.1 A "lessons learnt" exercise has been undertaken with the Council's existing contractors.
- 3.2 On-going scrutiny of the options appraisal began at a meeting of Growth, Infrastructure and Resources (GIR) Scrutiny Committee on 16th September 2021 and continued on 9th November 2021 and 10th February 2022 ensuring thorough evaluation and engagement with members on the options available. Members were supportive of the recommended option at the 10th February GIR Scrutiny Committee meeting.
- 3.3 Public consultation ran for 4 weeks from 23 November to 19th December 2021 and ensured residents had the opportunity to express their views on proposals for changes to waste and recycling collections. A total of 1,145 responses were received on at least one question in the survey, representing 6.6% of all households in Rutland. Overall, the responses strongly support the final option, and a summary of key outcomes is shown below.

Questions	Survey responses
1. Do you support the changes made by the Government?	73% said yes
2. Do you agree with the councils aims of reducing carbon emissions by increasing the range of materials being recycled?	91% agree / strongly agree
3. Do you support the councils change to collect Paper and Card separately?	78% agree / strongly agree
4. What sort of container would you prefer for paper and card?	50% bin, 24% box, 15% bag

5. How likely are you to participate in a weekly food waste service? 67% likely / very likely

6. Which type of residual waste restriction you prefer to see introduced? 44% smaller black bin, 32% reduced collection frequency

3.4 Specifications will be designed to align with current legislative requirements and environmental considerations.

4. ALTERNATIVE OPTIONS

4.1 There are no further lawful options to extend the current contract.

4.2 The Council could choose not to follow the requirements of the Environment Act 2021 and retain the existing waste and recycling collection design in a new contract; however, this will not meet statutory obligations expected to be introduced by the Act and therefore presents a risk of reputational damage and risk of legal and financial penalties.

5. FINANCIAL IMPLICATIONS

5.1 As the Options Appraisal states the Baseline is based on 2019/20 data, which has been updated for the latest uplift in contracts, to create a baseline plus which is what the different options have been compared against. The baseline plus cost is £1.975m, which is reflective of the Councils current Medium Term Financial Plan (MTFP).

5.2 The preferred option (as described in para 2.4) is costed at £2.169m, which is 0.194m above the baseline plus price.

5.3 As part of the Budget Setting process for 22/23 the Council reviewed its assumptions for the Environment Act 2021 and included an additional £0.200m in 24/25 for the introduction of the food waste collections. This was done on the basis of needing to meet legislative changes coming forward, regardless of the re-tender process or preferred option.

5.4 Therefore the Councils current Medium Term Financial Plan does include sufficient resources to facilitate the introduction of the preferred option.

5.5 There are still risks that could impact this position:

5.5.1 The modelled impact to tonnages does not materialise, resulting in higher waste disposal/treatment costs.

5.5.2 Inflation continues at a high rate. Currently at 5.4%. The Councils MTFP assumes 2%-3% as per the government target for inflation, which will impact the tender responses.

5.5.3 Changes to gate fees paid for different types of waste.

5.5.4 The costs are based on current market conditions and on there being a competitive market for the procurement process. If this is not the case, then the Council could face

higher costs to deliver the contract. The council are about to undertake soft market testing which will give a good indication of how the market will respond to the tender process. If needed the Council will reflect the level of risk in the MTFP and advise when these are changed

- 5.6 Any of the above could impact the Councils MTFP. Predicting tonnages and gate fees has been difficult in recent years as the waste market has been volatile, Covid has changed people's habits (home working) and inflation is well above the government target of 2%.

6. LEGAL AND GOVERNANCE CONSIDERATIONS

- 6.1 The project was risk assessed within the Council's agreed project management framework and was identified as a high-risk project. This requires a governance structure of a project team, project board, project manager and Director and Member involvement which was put in place as required.
- 6.2 The Cabinet is responsible for the deciding the waste collection policy of the Council and the arrangements to deliver the service to local people. Under the Council's Contract and Grants Procedure Rules, full Council will need to approve the final award criteria if the contract will involve expenditure over £1M.

7. DATA PROTECTION IMPLICATIONS

- 7.1 There are no data protection implications arising out of this report.

8. EQUALITY IMPACT ASSESSMENT

- 8.1 The reduction in size of residual bin has the potential to impact more households with needs for a larger bin than the current waste collections. Any additional demand for larger bins will be assessed using the existing larger bin policy and so there are no implications arising out of this report.

9. COMMUNITY SAFETY IMPLICATIONS

- 9.1 There are no implications arising out of this report.

10. HEALTH AND WELLBEING IMPLICATIONS

- 10.1 There are no implications arising.

11. ORGANISATIONAL IMPLICATIONS

- 11.1 Environmental Implications

- 11.1.1 The detailed specification will have regard to the environmental aspirations of the Council as guided by the Environment Act 2021.

- 11.2 Procurement Implications

- 11.2.1 The detailed procurement strategy remains to be determined.

12. CONCLUSION AND SUMMARY OF REASONS FOR THE RECOMMENDATIONS

- 12.1 The recommended option outlined at 2.8 complies with statutory requirements for more separate recycling collections and separate weekly food waste collections expected to be implemented by the Environment Act 2021. Whilst there may be further changes during the life of the contract, this option minimises the risk by ensuring compliance with the Act within the new contract at point of award.
- 12.2 The recommended option, is likely to be affordable by the Council providing that costs do not rise during the re-tender of the contract. It offers an opportunity to improve recycling rates, to minimise waste arisings and introduces a potential new income stream from the sale of paper and cardboard collected separately in the new service to off-set the costs of collection.
- 12.3 This option was well supported during the public consultation exercise and by members scrutiny and will provide a robust, reliable and cost-effective service for residents.

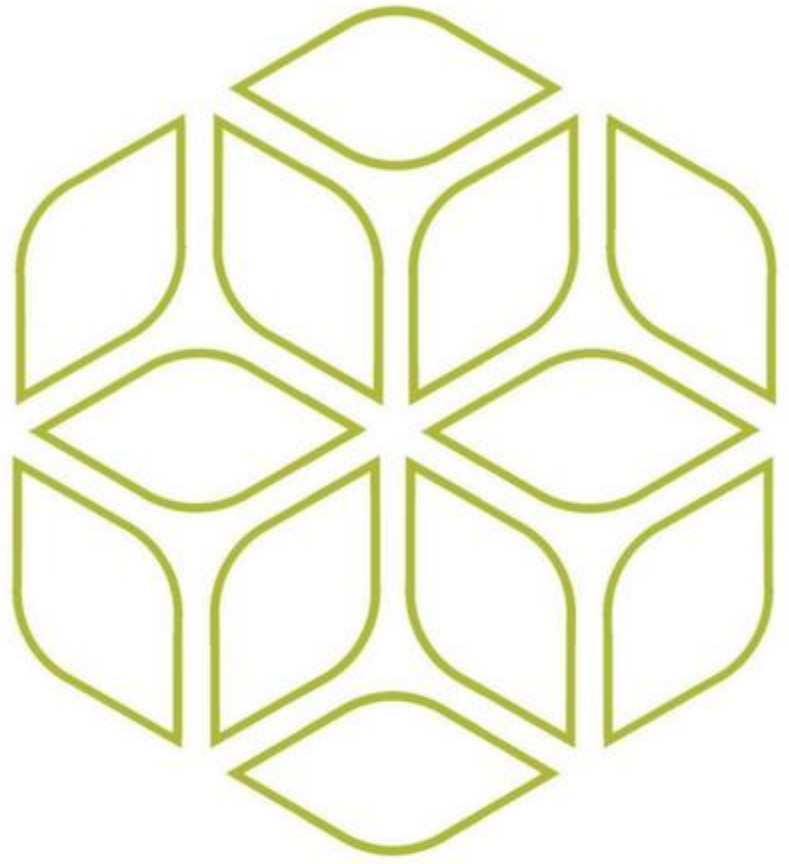
13. BACKGROUND PAPERS

- 13.1 There are no additional background papers to the report

14. APPENDICES

- 14.1 Appendix 1: 5102 Rutland Options Appraisal

A Large Print or Braille Version of this Report is available upon request – Contact 01572 722577



Options Appraisal Report: Rutland County Council

Rutland County Council
October 2021

Document prepared for

Client Rutland County Council

Document prepared by:

Consultant name Abigail Mason and Archana Pisharody

Job Title Senior Consultant and Consultant

Telephone 07793 647191

Email Abigail.mason@resourcefutures.co.uk

Document checked by:

Name Will French

Title Waste Services Optimisation UK Lead Principal Consultant

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Limitations

This report has been produced by Resource Futures on behalf of Rutland County Council. Whilst Resource Futures has taken all due care to interpret and collate the information presented within the report, any third party relying on the results of the analysis shall do so at their own risk and neither Resource Futures nor Rutland County Council shall be liable for any loss or damages arising there from.

Background

Resource Futures has been commissioned to support Rutland County Council (RCC) through a collections options appraisal to inform the future development of the Council's household waste and recycling collection service. The purpose of this project is to review the comparative costs, anticipated performance and resource implications of a range of collection profiles to identify an optimal collection profile suitable for the Council to implement when services are reprocured in April 2024.

RCC provides an alternate weekly collection of residual waste and dry mixed recycling (DMR) for residents, via 240-litre black and grey bins. A minority of properties (approximately 130) have their recycling collected in blue sacks provided by the Council. A fortnightly chargeable subscription garden waste collection service is also offered to households throughout the year, using 240-litre bins.

Methodology and options modelled

Resource Futures completed a detailed data gathering exercise to replicate current operations and costs for the service (the 'Baseline' scenario). Tonnage data for 2019/20 provided the most up-to-date and representative information about Rutland's waste collection service prior to the implementation of Covid-19 restrictions. To bring the costs of this year in-line with realistic expectations of future service profiles, a Baseline PLUS was developed to represent the projected costs of the waste and recycling collection service in 2023/24, prior to the re-procurement of the Environmental Services contracts.

A number of alternative collection profile options were developed by Resource Futures and RCC and confirmed at the inception (options workshop) and interim meetings:

- **Option 1a:** residual, dry recycling and garden collection services remain as Baseline, with the introduction of a weekly separate food waste collection via a dedicated fleet of 7.5T RCVs.
- **Option 1b:** residual, dry recycling and garden collection service remain as Baseline, with the introduction of a weekly separate food waste co-collected with either residual waste or dry recycling (depending on which collection week it is) via 26T RCVs with a separate pod at the front for food waste.
- **Option 1c:** residual, food and garden collection services as per Option 1a. Dry recycling changes to a weekly collection.
- **Option 2a:** residual and garden services remain as Baseline. No weekly food waste kerbside collections. Dry recycling changes to a fortnightly twin-stream collection (with paper and card presented separately from plastic, glass and metal containers) via a split back 26T RCV.
- **Option 2b:** as per changes in Option 2a, but with the introduction of a weekly separate food waste collection via a dedicated fleet of 7.5T RCVs.
- **Option 2c:** as per changes in Option 2b, with dry recycling changing to a weekly collection.
- **Option 3a:** residual and garden services remain as Baseline, with dry recycling collections changing to a fortnightly multi-stream collection via Resource Recovery Vehicles (RRVs). No weekly food waste kerbside collections.
- **Option 3b:** as per changes in Option 3a, with the introduction of weekly separate food waste collections via a dedicated fleet of 7.5T RCVs.
- **Option 3c:** as per changes in Option 3b, with dry recycling collections changing to weekly collections and food waste being co-collected with dry recycling via RRVs.

All operational modelling was completed using WRAP’s Kerbside Assessment Tool (KAT) which allows current collections to be modelled and potential kerbside collection profile options to be forecast and evaluated. Costs were calculated for each option by identifying the performance and resources necessary to deliver each of the modelled options. The financial assessment considered operational costs including staff costs, vehicle maintenance and fuel, and fees for treating, sorting and/or disposal of materials. Any income estimated from the sale of recyclable materials was included as part of the treatment and disposal costs. Capital costs were calculated to provide the initial investment required for each option for vehicles and containers. However, it is important to note that all option modelled costs (including the Baseline PLUS) do not consider what the tendered costs may be as a result of undertaking a re-procurement exercise for the new service.

Key results

The modelling outputs provide analysis on a number of factors including kerbside recycling performance, resource requirements, operational cost, capital cost and carbon performance, summarised as:

Recycling Performance:

- The Baseline and Baseline PLUS kerbside recycling rate is 50.0%.
- Introducing a weekly food waste collection (Options 1a,1b,2b,3b) increases the recycling rate by approximately 9.3%.
- Introducing a weekly DMR collection and weekly food waste collection (Option1c) increases the recycling rate to 59.6%, the highest of the group.
- Introducing a fortnightly twin-stream dry recycling service with paper and card collected separately, as in Option 2a, produces a recycling rate of 49.3%. This results from overall DMR tonnage for twin stream collections being lower than commingled, though rate of contamination also declines for these options. Increasing dry recycling collection frequency from fortnightly to weekly and introducing a separate weekly food waste collection, as in Option 2c, increases the recycling rate to 58.8%.
- Introducing a fortnightly multi-stream dry recycling collection, as in Option 3a, results in a recycling rate of 47.4%. There is a reduction in dry recycling tonnage compared to the Baseline PLUS, however there is a significant decrease in contamination for these options. Increasing dry recycling collection frequency from fortnightly to weekly and introducing a separate weekly food waste collection, as in Option 3c, increases the recycling rate to 59.4%.
- The recycling rate performance of each option is detailed in the table below:

Option	Recycling rate performance
Baseline PLUS	50%
1a	59.4%
1b	59.4%
1c	59.6%
2a	49.3%
2b	58.6%
2c	58.8%

3a	47.4%
3b	56.7%
3c	59.4%

Resource Requirements:

- The KAT modelling identifies the number of vehicles required across the options by each waste stream.
- Options with separate food waste collection (Options 1a, 1c, 2b, 2c, and 3b) requires 3.0 dedicated 7.5T RCVs with a driver plus one loader.
- Co-collection of food waste with either residual or DMR in an RCV with pod for food waste (Option 1b) requires 4.0 vehicles.
- Increasing the frequency of commingled dry recycling collections to weekly in Option 1c brings the number of RCVs required to collect residual waste and dry recycling to 3.7.
- Introducing a twin-stream recycling collection with paper and card collected separately (Option 2a and 2b) requires 1.9 split back RCVs. Where the frequency of dry recycling collection is increased to weekly, the number of vehicles required rises to 3.0.
- Introducing a fortnightly multi-stream collection, as per Options 3a and 3b, requires 2.7 RRVs. The weekly co-collection of multi-stream dry recycling with food waste in Option 3c requires 4.6 RRVs.

Operational Cost:

- The model calculated an operational cost for the current service per annum (Baseline).
- The projected operational cost for 2023/24, represented by Baseline PLUS, is a 24% increase per annum compared to Baseline.
- All options, except for Option 2a, realise an operational cost increase from Baseline PLUS, with Option 1c (weekly DMR with separate weekly food waste collection) providing the greatest cost increase at 29% per annum.
- Option 2a (fortnightly twin-stream) demonstrates the lowest operational cost (6% lower than Baseline PLUS) followed by Option 3a (fortnightly multi-stream) (4% increase compared to Baseline PLUS). Neither option includes the costs associated with collecting and treating food waste.
- Of the options providing a food waste collection service, Option 2b (fortnightly twin stream with weekly separate food waste) produces the lowest operational cost (11% increase compared to Baseline PLUS).

Capital Cost:

- All future options require a minimum communications cost of £1.50 per household.
- Option 1a presents the lowest capital cost, demonstrating the additional cost of adding a separate weekly food waste collection to the current service.
- Vehicle capital for Option 1b is the highest of all options. This option requires four RCV's with a pod to undertake the kerbside service. Three spare vehicles have been included within this option to account for any maintenance issues, of which these vehicles can pose a greater risk.

- Container costs are highest for Options 3b and 3c, which issue two 55-litre boxes and a reusable recycling sack for each household for the collection of multi-stream recycling, in addition to the provision of food waste bins and kitchen caddies.
- Option 3c demonstrates the greatest capital cost, largely attributed to the cost of purchasing RRVs (including spares).

Carbon performance:

- There is a net burden of 661 tonnes of CO₂e in the Baseline PLUS. The majority of emissions are attributed to the treatment of residual waste, while the reprocessing of recyclable materials provides a net benefit, helping to offset this emission.
- Options 1a, 1b and 1c (commingled dry recycling options) reduce the net burden by up to 77 tonnes of CO₂e as food waste is diverted from the residual waste stream.
- Option 3c (weekly multi-stream dry recycling with co-collected food) produces the greatest carbon saving compared to Baseline PLUS. This is owing to low contamination in this option, and the weekly collection of food waste and dry recycling, which means more material is diverted from the residual waste stream and sent for reprocessing or anaerobic digestion.
- All other options (Option 2a, 2b, 2c, 3a and 3b) demonstrate a slight increase in net carbon emissions. As the tonnes of dry recycling sent for reprocessing is lower for these options, the net benefit is reduced. Options 2a and 3a produce the greatest carbon burden as neither option includes a food waste service.

Options appraisal

To differentiate between the relative merits of the options, each was scored against a number of criteria as detailed in the methodology section of this report.

The following presents the results of the quantitative ranking and scoring process completed to appraise each of the options in terms of financial performance (annual operational cost), recycling performance, and carbon performance.

- Option 2a ranks the highest of all the future options. This is the only option to provide an operational cost saving when compared to the Baseline PLUS. However, this option scores the lowest for carbon performance and the second lowest for recycling performance, as it does not include a food waste collection service.
- Baseline PLUS ranks second, performing well for financial performance, as it does not bear the additional cost of food waste collection as do many of the other options. However, the lack of food waste collection results in poor recycling performance and low carbon performance.
- Options 1b and 2b rank third and fourth. Option 1b performs better on recycling performance and carbon assessment, while Option 2b scores higher on financial assessment.
- Option 2c ranks the lowest of all future options, primarily owing to its poor financial performance, which includes the additional resourcing required to collect twin-stream dry recycling and separate food waste on a weekly basis.

A qualitative assessment of the public acceptability of each option was also conducted based on an agreed set of criteria with RCC, including food waste collection, the number and type of containers provided to each household for dry recycling and the weekly equivalent capacity.

- Option 1c presents the highest public acceptability as it introduces a weekly food waste collection service which is seen as a positive by householders. The retention of the 240-litre wheeled bin ensures sufficient weekly dry recycling capacity, and also ensures high public acceptability of this option.
- Options 1a, 1b and 2c also receive considerable public acceptability by retaining the 240-litre wheeled bin for dry recycling and providing good weekly equivalent dry recycling capacity.
- Option 3a presents the least favourable option for public acceptability as it does not provide a food waste service and replaces the wheeled bin for with two 55-litre boxes and a 70-litre reusable sack. As collection is offered on a fortnightly bases, this option offers residents the lowest weekly dry recycling capacity.

A review of the options in relation to the proposals contained within the Resources and Waste Strategy (RWS) was also undertaken. The following assessment was made:

- All future options accommodate for the collection of core materials stipulated by the RWS. RCC currently provides collection of all materials, including plastic film.
- All options maintain a chargeable garden waste collection, meaning the proposal for free garden waste collections is not met, and would need to be explored in further detail once further information is released by the Government.
- Options 3b and 3c are assessed most favourably for their alignment with the RWS. Both options ensure material quality is achieved through a multi-stream dry recycling service, which segregates different material streams at the kerbside. Both options include the collection of food waste, while Option 3a does not.
- Options 2a, 2b and 2c introduce a twin-stream dry recycling collection, which provides some degree of material segregation by separating paper and card from plastics, metals and glass. Should the Government require full segregation of materials, this would need to be accounted for.
- Baseline PLUS, Options 1a, 1b and 1c are assessed as the least favourable options as they retain commingled collections of dry recycling. More considerable effort would be needed to modify these options should the Government require materials to be segregated on collection. The Baseline PLUS additionally lacks a separate food waste collection service, though this could be added to the service profile at an additional cost.

Stage Two Modelling

Following completion of the initial options evaluation, it was agreed with RCC that Options 2a and 2b would be taken forward for further modelling in Stage Two. This further stage of modelling was undertaken to determine how changes in key input variables affects the outputs.

Variant option modelling was undertaken to assess the impact of residual waste restriction, either through reducing the frequency of collection to three-weekly or by replacing the current 240-litre wheeled bin with a 140-litre wheeled bin. The findings were as follows:

- Option 2a.i (three-weekly residual collection) provides the lowest operational cost - a 10% saving per annum when compared to the Baseline PLUS. This option does not include a food waste collection service, and therefore does not bear the cost of resourcing this additional service. However, this means that the option does not benefit from food waste diversion.

- Option 2b.i (three-weekly residual collection) ranks first in terms of recycling performance, increasing the recycling rate from 50% in the Baseline PLUS to 61.5%. Option 2b.ii (fortnightly residual waste in a 140l bin) increases the recycling rate to 60.5%. Option 2a.i (three-weekly residual collection and no food waste collection) increases the recycling rate to 51.2% and Option 2a.ii. (fortnightly residual waste in a 140l bin and no food waste collection) increases it to 50.2%.
- The operational cost of Option 2b.i is a 3% increase compared to the Baseline PLUS, but a 7% saving compared to Option 2b.
- Collecting residual waste in 140-litre bins on a fortnightly basis reduces the cost of Option 2a and 2b, but not as much as reducing the service to three-weekly residual waste collections.
- Option 2b.i provides a cost increase of 15% when compared to Option 2a.i. This represents the cost difference of providing a food waste collection service.

The impact of an 'on-the-go' and 'all-in' Deposit Return Scheme (DRS) was modelled on Option 2a and 2b to understand how a DRS could affect Rutland's kerbside collections. In both scenarios, a reduction in dry recycling tonnage and residual tonnage was noted, as beverage containers are diverted to the scheme from the kerbside collection. The modelling shows no change to the number of residual waste vehicles required. However, for dry recycling, the modelling shows a slight reduction in vehicles required for both DRS scenarios. Therefore, the whole system costs show both DRS scenarios would result in less costs for Rutland in Options 2a and 2b when compared with a no-DRS scenario.

A sensitivity on MRF gate fees modelled on Option 2a found that under a higher estimated gate fee for the mixed plastics, metals and glass fraction of twin-stream dry recycling, Option 2a still provides a cost saving compared to Baseline PLUS (0.5% saving) and remains the least costly of the Stage One modelled options.

A sensitivity on the food waste yields found that Option 2b would cost an additional 1% with lower food waste yields when compared to the Stage One results. The cost difference is attributed to the higher disposal costs associated with an increased proportion of food waste presented in the residual waste bin.

As a result of the reduced yield, the kerbside recycling rate would decrease from 58.6% to 57.4%.

Meanwhile, with higher food waste yields, Option 2b would realise an additional saving of 2% per annum with a recycling rate increase to 62.1%.

Conclusions

Two of the three twin-stream recycling options (Options 2a and 2b) were considered the most optimal service profiles by RCC to be brought forward for further modelling. They ranked first (2a) and fourth (2b) among the nine options when considering financial, recycling and carbon performance. Both perform moderately for public acceptability in that the recycling bins are retained for the collection of plastics, metals and glass, with residents required to sort only paper and card separately from these materials for presentation in a reusable sack. As a twin-stream collection profile, they both provide an intermediate solution to the separation of materials, behind fully source-segregated multi-stream options, but ahead of the current commingled collection service.

Compared to Option 2a, the benefit of Option 2b is that it provides a separate weekly food waste collection service, which helps to boost the recycling rate and carbon performance of the option. This option achieves a higher public acceptability rating through provision of a food waste service as well as aligning with the requirements of the RWS. The disadvantage is that this option does not perform as well financially when

compared to Option 2a, largely due to the costs of operating food waste collection vehicles and the corresponding staffing implications of this additional collection service.

Option 2b costs 18% more per annum compared to Option 2a. While Option 2a is the only option to provide a cost saving compared to the Baseline PLUS, Option 2b demonstrates the lowest operational cost of all the options providing a weekly food waste collection service.

Further savings can be realised in both options through the implementation of residual waste restrictions. Both reducing the size of the wheeled bin for fortnightly residual collections from 240-litres to 140-litres, and by reducing fortnightly collections to three-weekly (retaining a 240-litre wheeled bin) results in a cost saving compared to the original 2a and 2b options. The higher diversion of food waste and reduced frequency of collection in the three-weekly variant results in a higher cost saving compared to the variant reducing bin size in both options. However, it should be noted that Government is considering a minimum service standard of alternate weekly collections of residual waste as part of the consultation on collections consistency, which may impact the viability of this option.

When also considering the variant modelling, Option 2a.i (twin stream recycling collections, three weekly residual waste and no weekly food waste collection service) was the overall option (within Option 2a and Option 2b) which presented the highest cost savings for the Council (a 10% saving per annum when compared to the Baseline PLUS).

Option 2b.i (twin stream recycling collections, three weekly residual waste and a weekly separate food waste collection service) was the most cost-efficient within Option 2b. However, this presented an additional expenditure of 3% per annum when compared to the Baseline PLUS.

It should also be noted that Defra have committed to funding the net additional cost to local authorities of the new statutory duties placed on them, of which food waste collections and potentially free garden waste collections have been noted in the latest consultation for consistency in collections. Funding for separate food waste collections has very recently been announced as part of the Government's Net Zero Strategy, although the funding is stipulated as being available from 2025, some two years after the RWS requirement for Councils to have implemented this service. Additionally, an extra source of funding may be provided through Extended Producer Responsibility (EPR), in which payments will be made to local authorities for the cost of managing packaging waste generated by households, either collected for recycling or disposed of in residual waste. However, the details of these funding sources have yet to be released.

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**GROWTH, INFRASTRUCTURE AND RESOURCES
SCRUTINY COMMITTEE**

7th April 2022

LEISURE UPDATE

Report of the Portfolio Holder for Communities, Environment and Climate Change

Strategic Aim:	Vibrant Communities	
Key Decision: Yes	Forward Plan Reference: FP/	
Exempt Information	Appendix A of this report contains exempt information and is not for publication in accordance with Part 1 of Schedule 12A of the Local Government Act 1972. Further details can be seen in paragraph 7.2 below	
Cabinet Member(s) Responsible:	Cllr Lucy Stephenson, Portfolio Holder for Communities, Environment and Climate Change	
Contact Officer(s):	Penny Sharp, Strategic Director for Places	01572 758160 psharp@rutland.gov.uk
	Robert Clayton, Head of Culture and Registration	01572 758435 rclayton@rutland.gov.uk
Ward Councillors	All	

DECISION RECOMMENDATIONS

That the Committee

- Notes the recommendation to Cabinet to the Director for Places, in consultation with the Cabinet Member with portfolio for Communities, Environment and Climate Change, to progress to procurement of a dry-side only leisure management contract for the Catmose Sports Centre on a nil-cost basis for both the Council and Catmose College, following soft market testing undertaken in partnership with Welland Procurement. Award of any contract will be subject to Cabinet approval as part of the procurement process.
- Notes the recommendation to Cabinet to the termination of the Council's lease for the Catmose Pool and Auxiliary Sports Hall area of the Catmose Campus; and the contribution of a maximum of £150,000 to Catmose College to facilitate the demolition of the Pool, which will reduce the risks associated with the derelict part of the site and enable the Campus rebuild work to be expedited.

1 PURPOSE OF THE REPORT

- 1.1 To update Cabinet on the progress of the leisure review and enable Cabinet to consider the options for the future of the Catmose Sports facility.

2 BACKGROUND AND MAIN CONSIDERATIONS

- 2.1 Officers have worked with Welland Procurement to undertake soft market testing to assess the appetite of the Leisure Management sector for operating the Catmose Sports dry side facility following the pandemic. This work has indicated that there are a number of operators interested in bidding to operate the site on a nil revenue cost basis to the Council and the College.
- 2.2 The Council's contract with SLL to operate the site ends in March 2023. Officers recommend that procurement of a successor contract is undertaken in the coming months to seek to ensure there is no gap in provision when SLL's existing contract ends.
- 2.3 The Council's contract with SLL was designed to be nil cost, except for significant repair costs. Under the terms of the contract and lease, these repair costs fall to the Council to meet. Following the closure of the Catmose Pool for safety reasons during the pandemic, Cabinet agreed on 16th November 2021 that the pool should not be re-opened. The pool has continued to deteriorate, and Officers advise it is now necessary to remove risks associated with the derelict site by demolishing it.
- 2.4 Officers have worked with Catmose College to understand the costs of this work and have reached an agreed provisional cost assessment of £150,000. As the Council currently holds a lease on this part of the campus which lasts until 28th February 2032, the Council is liable for this cost. This sum is less than one third the estimated cost for undertaking repairs to the facility.
- 2.5 By demolishing the unsafe parts of the site and tendering a new nil-cost contract for the dry side operation, the Council will be able to explore the opportunity for sustaining existing leisure and wellbeing provision, whilst being able to explore opportunities for future improved provision in partnership with the community.

3 LEISURE AND WELLBEING NEEDS

- 3.1 Both Uppingham School Sports Centre and Oakham School Sports Centre provide access to leisure and swimming facilities and have reported an increase in users following the closure of the Catmose Pool. Both sites have increased their numbers of primary school swimming sessions and swimming lessons, however they have not been able to increase hours of general public access.
- 3.2 In line with Cabinet approval, initial design work and costing for a new build leisure facility on an alternative site (to be determined) has been undertaken. Two options have been specified on the basis of average current construction costs (£3,000 - £3,500 per square metre for leisure centres). Costs are given in the table below.

4 lane pool plus training pool, exercise studio, fitness suite, soft play, café area, consulting room and community room	£14.485m
As above plus 6 court sports hall	£18.795m

As a real-world comparator, the new Whitwick and Coalville Leisure Centre in North-West Leicestershire (with an 8-lane swimming pool and 8-court sports hall) opened in January 2022, at a cost of £22.5m.

- 3.3 New build leisure facility work will not be progressed beyond this initial stage without the identification of at least 90% external funding and a cost neutral revenue operation, in line with the Cabinet decision.
- 3.4 Active lives are not purely about provision of facilities. Many activities can take place in non-specialist multi-purpose spaces, and the development of active environments makes it easier for people to be physically active. The Future Rutland consultation demonstrated the wide range of activities that Rutland residents enjoy, with walking, cycling and swimming being the top-ranking activities. Walking and cycling benefits can be enhanced with long term changes to the way our settlements are planned, built and used. Officers will continue to work with stakeholders to identify opportunities to maximise the opportunities for residents to lead active lives.

4 CONSULTATION

- 4.1 A stakeholder group has been established to inform the development of future leisure options, which includes representatives of the Local Sports Alliance; Active Together; Public Health; and has consultees from the Clinical Commissioning Group and Rutland Access Group. The stakeholder group will be engaged with both the procurement process for the Catmose Sports facility and the development of additional opportunities with the community.

5 ALTERNATIVE OPTIONS

- 5.1 If it is not possible to secure a nil-cost or better contract for Catmose Sports, the Council will need to determine whether to cease leisure provision from the Catmose Sports facility. The decision point for this issue will be at the conclusion of the procurement process.
- 5.2 If the derelict Catmose Pool is not demolished, the Council will bear the health and safety risks of the unsafe site. The College, as Landlord, is able to require the Council to keep the site in a good state of repair. The cost of repair to the Pool, which is beyond its design life, would be many times more than the demolition costs.

6 FINANCIAL IMPLICATIONS

- 6.1 The leisure provision project work is funded through a specific project fund agreed by Cabinet in 2020. This resource can be used to undertake the procurement work for the dry-side provision at Catmose Sports.
- 6.2 Exempt Appendix A outlines in more detail the financial implications of the demolition and repair costs. All of the available options place additional pressures on the Council's Medium Term Financial Plan. The information is restricted as it includes commercially sensitive information.
- 6.3 The capital expenditure required could be funded using part of the Council's c. £11m Reserves. There are significant and continuing pressures on the reserves, however this one-off expenditure should reduce future potential liabilities to the Council from

the derelict facility.

7 LEGAL AND GOVERNANCE CONSIDERATIONS

- 7.1 The Council holds a lease from Catmose College for the auxiliary sports hall complex and swimming pool which expires in 2032. In order to reduce the liability of the Council, it is recommended that this lease is surrendered ahead of the proposed demolition. In order to secure public use of the auxiliary hall and studio through SLL for the remainder of their contract, a simple licence will be agreed with the College.
- 7.2 In order to mitigate any risks arising from the demolition through a third-party contractor working on the College site, it is further recommended that the financial sum is provided to the College to undertake the work, rather than the Council seeking to procure and undertake the work directly itself.

8 DATA PROTECTION IMPLICATIONS

- 8.1 A Data Protection Impact Assessment (DPIA) has been completed. No adverse or other significant risks / issues were found arising from Cabinet considering this issue. A copy of the DPIA can be obtained from Robert Clayton (Email rclayton@rutland.gov.uk)

9 EQUALITY IMPACT ASSESSMENT

- 9.1 If work is not undertaken to secure long term leisure and wellbeing provision for the County, there may be equality and diversity impacts. A full Equality Impact Assessment (EqIA) has been completed which outlines the potential areas of impact.

10 COMMUNITY SAFETY IMPLICATIONS

- 10.1 Provision of accessible, good quality sports and recreation facilities may help to reduce levels of anti-social behaviour, by providing diversionary activities. Membership of sports and recreation organisations helps to build community bonds and a sense of local pride.
- 10.2 Allowing part of the Catmose Campus to remain in a derelict state may increase the risks of vandalism both in the area of the pool and across the wider site.

11 HEALTH AND WELLBEING IMPLICATIONS

- 11.1 Provision of an accessible network of facilities to enable individuals and groups to participate in sports and recreation can be of significant benefit to the health and wellbeing of the community. A vibrant sports community already exists in Rutland is likely to be a significant contribution to the generally high levels of health and wellbeing recorded in the County. A positive attitude to physical fitness and personal health has also been shown to improve the mental wellbeing of individuals. The range of facilities and pursuits available in Rutland is also a strong draw for persons considering relocating to the area.
- 11.2 If the Catmose Sports facility closes without alternative provision there could be short and longer term health implications for the wellbeing of a number of residents both young and old. The loss of the Catmose fitness facilities could result in a

downturn in levels of physical activity within the County. It is therefore recommended that procurement work is undertaken to attempt to secure a nil cost contract to operate the existing dry side facility.

12 ORGANISATIONAL IMPLICATIONS

12.1 Environmental implications

12.1.1 Provision of local leisure and wellbeing facilities reduces the need of residents to travel significant distances, which reduces the carbon impact on the environment. The derelict Catmose Pool made use of decades-old technology and was highly energy inefficient.

12.2 Procurement Implications

12.2.1 If a new leisure management contract for the operation of Catmose Sports dry side is to be let, work needs to start immediately to ensure the contract is in place before the existing contract ends. The outcome of the procurement would be subject to further Cabinet approval.

13 CONCLUSION AND SUMMARY OF REASONS FOR THE RECOMMENDATIONS

13.1 Cabinet on 16th November 2021 approved a multi-strand series of actions to explore the viability of future leisure provision options for the County. Following exploratory work by Officers and Stakeholders, it is recommended that a procurement exercise is undertaken to attempt to secure a dry-side only nil-cost Leisure Management Contract for the Catmose Sports facility. The outcome of this procurement will be reported to Cabinet for approval.

13.2 The Catmose Pool has continued to deteriorate following its closure for safety reasons during the pandemic. The health and safety risks of the site, and the Council's ongoing liability, have resulted in a recommendation that the Council provide a financial sum to Catmose College to undertake the safe demolition of the Pool, and that it surrenders the lease for that part of the site.

14 BACKGROUND PAPERS

14.1 There are no additional background papers to the report.

15 APPENDICES

15.1 Appendix A – Exempt Financial Summary

A Large Print or Braille Version of this Report is available upon request – Contact 01572 722577.

Appendix A. EXEMPT Financial Summary

Exempt Appendix – Appendix A is marked as “Not For Publication” because it contains exempt information as defined in paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972, namely to protect commercially sensitive information.

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

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**Growth, Infrastructure and Resources
Scrutiny Committee
DRAFT Work Plan 2022/23**

Meeting Date	Publication Date	Proposed Item	Why
		Q4 Outturn Finance Management Report	SDR [report]
		Mid-Year Revenue Finance Update	SDR [report]
		Mid-Year Capital Programme Update (inc. S106 & CIL)	SDR [report]
Jan 2023		Scrutiny of the Budget	Statutory

Possible Future Items:

- Biodiversity Network: national and regional assessment framework
- June/July 2022 – Minerals Authority Contract: Update
- June/July 2022 - Scope of Cultural Review (P Sharp)
- Property Asset Review (P Sharp)
- Carbon Management (Cllr A Brown)

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