

CET/24/111
Cabinet
11 December 2024

Household Waste Recycling Centre Service Review and Future Service Commissioning

Report of the Director of Climate Change, Environment and Transport

Please note that the following recommendations are subject to consideration and determination by the Cabinet (and confirmation under the provisions of the Council's Constitution) before taking effect.

1) Recommendation

That the Cabinet be asked to: -

(a) support the conclusions of the Household Waste Recycling Centre (HWRC) Service Review.

(b) approve closing the Household Waste Recycling Centres on Easter Sunday, Christmas Eve and New Years Eve, in addition to the existing closed periods of Christmas Day, Boxing Day and New Years Day, from 1st April 2025.

(c) approve re-commissioning of the HWRC service by competitive tender to a commercial provider.

(d) give delegated authority to the Director of Climate Change, Environment and Transport and Director of Finance and Public Value in consultation with the Cabinet Member for Public Health, Communities and Equality to award the new contract.

1 Background / Introduction

Devon County Council (DCC), as the Waste Disposal Authority, has a statutory duty to provide reasonably accessible Household Waste Recycling Centres (HWRCs) for residents to deposit their bulky household waste. DCC currently provides a network of 19 HWRCs across Devon for this purpose. The current main contract is operated by SUEZ Recycling and Recovery UK Ltd and this contract will expire in March 2026.

The HWRC service is an integral part of managing household waste cost effectively across Devon with the sites maximising re-use/recycling levels such that overall costs are reduced.

A service review has been undertaken including benchmarking to consider whether the current service is giving good value for money for Devon's residents in terms of cost, performance and public satisfaction. In addition, the service review also considered how the future HWRC service would be commissioned following the end of the current main contract in March 2026.

2) Main Body / Proposal

(A) HWRC Service Review

The review considered the following main areas: -

Number of sites, locations and populations served: -

Devon has the largest population, largest number of households and largest geographic area in the South West region. This is reflected in the provision of HWRC facilities to serve this population across the area.

The distribution/location of HWRC facilities are shown in Appendix A and correspond with the main towns/centres of population. This is in accordance with the 'Proximity Principle' whereby waste should generally be managed as near as possible to its place of production.

The number of HWRC facilities were also compared with other councils in the region on the basis of residents per HWRC; households per HWRC; and square miles per HWRC. This is shown in Appendix B and indicates that Devon has below average provision of HWRC facilities per household, population and geographic area than others. It is considered, therefore, that DCC is providing a satisfactory number of facilities.

In addition, housing growth in the Devon area continues apace. Since 2010/11 an additional 44,000 houses have been built and the waste from these new households has been accommodated within the current network of HWRCs.

Opening Hours: -

Currently the main HWRCs are open all year round except Christmas Day, Boxing Day and New Years Day. The Summer (April-September) opening hours are 09:00-17:00 Monday to Friday and 10:00-18:00 Saturday and Sunday. The Winter (October-March) opening hours are 09:00-16:30 Monday to Friday and 10:00-16:30 Saturday and Sunday.

Opening hours per head of population were compared to other councils in the region and this is shown in Appendix B.

This indicates that Devon has below average provision of HWRC opening hours per head of population than others with the level of provision deemed to be satisfactory.

However, as part of the service review, it was recognised that demand to use the HWRC facilities was very low on Easter Sunday, Christmas Eve and New Years Eve and as such it is proposed to close the HWRC facilities on these days, in addition to the existing closed periods of Christmas Day, Boxing Day and New Years Day. This will deliver a saving of around £23,000 per annum.

Range of Services provided: -

The HWRCs offer facilities for recycling/recovering in excess of 30 different material streams as well as popular re-use/re-sale shops. In addition, facilities are provided for non-recyclable waste, hazardous chemical waste, and cement-bonded asbestos disposal. Devon's HWRCs currently have the highest recycling/recovery performance/rates in the region at 78.9%. This therefore minimises the amount of waste having to be sent for final disposal at the Energy from Waste plants.

In addition, the Devon HWRCs also have the highest re-use rate for goods in the region. Over 1,300 tonnes of goods were re-used/sold in 2023/4. This helps to support families on lower incomes but also provides a significant rebate to the Council which helps to support the cost of the service.

Public satisfaction: -

A survey of HWRC site users was undertaken between May and June 2024 with over 1000 responses received.

- 73% of respondents were satisfied/very satisfied with the overall service.
- 85% of residents satisfied/very satisfied with the location of their most used HWRC.
- 78% of residents satisfied/very satisfied with the range of recycling facilities.
- 71% of residents satisfied/very satisfied with staff helpfulness.
- 84% of residents satisfied/very satisfied with site cleanliness.

However, dissatisfaction was expressed at queuing issues which impact on some older facilities particularly at the Tavistock and Newton Abbot sites as well as restricted opening hours at the Holsworthy and South Molton facilities.

The HWRC facilities receive an estimated 1.6 million visits from residents per year. A complaint rate of approximately 1 complaint per 9,700 visits is received. The majority of complaints are generally received in relation to DCC's waste charging, waste restrictions, vehicle restrictions and site safety policies/procedures and interactions with site staff who have to enforce such rules.

Condition of Sites: -

Some older HWRC facilities across Devon are no longer fit for purpose and are not suited to modern demands, leading to health and safety concerns and increasingly higher levels of customer dissatisfaction – particularly with queuing on the highway and site accessibility issues with using steps.

A report approved by Cabinet on 11 November 2020 titled "Household Waste Recycling Centres Improvement Strategy" [Agenda for Cabinet on Wednesday, 11th November, 2020, 11.15 am - Democracy in Devon](#) sets out a number of sites that need to be replaced or improved over the next decade subject to funding being available.

A new site for Tavistock is being progressed with planning permission, environmental permit and land already in place and £5.8m allocated in the capital programme.

Cost effectiveness/value for money: -

The HWRC service has seen a number of policy and service changes since 2011/12 which have led to significant savings. These include the closure of three part time sites; the closure of the 'Rural Skip' service; charging for certain types of 'non-statutory' waste; opening hours reductions; a ban on Torbay residents using the Newton Abbot facility and various vehicle/trailer restrictions including a van permit system.

Such measures have significantly reduced the cost of the HWRC service with 2023/24 costs being £6.7m cheaper than in 2010/11 (pre the implementation of service changes; adjusted for inflation). Overall, a total of £77 million has been saved with the measures implemented since 2011/12 (adjusted for inflation).

Such savings are despite a population increase of 79,000 and dwelling stock increase of 44,000 over this time range. In addition, and as discussed under 'Public Satisfaction' above, the majority of public are still satisfied with the service.

The implementation of the statutory requirement to accept small amounts of free DIY waste and segregate waste upholstered domestic seating containing POPS (Persistent Organic Pollutants) will lead to an increase in costs of around £500k per annum. Where waste can be recycled, it is generally cheaper to do so than the cost of disposing of that waste.

Due to the significant recycling/recovery/re-use performance of the HWRCs, the overall cost of the whole service is cheaper (on a per tonne of waste basis) than if the equivalent material was processed through Energy from Waste facilities.

As such, it remains economically advantageous to continue to provide a convenient network of HWRC facilities to enable Devon householders to recycle as much of their waste as possible. It is also crucial to ensure that such HWRC facilities remain high performing in terms of re-use, recycling and recovery rates achieved as this helps to keep costs as low as possible.

HWRC Service Review Conclusions: -

The review recognised that the service was high performing in terms of re-use/recycling/recovery performance and this high performance leads to the service being more cost effective (per tonne) than disposing of the waste through energy recovery. As such, the HWRC service plays a key role in reducing/controlling DCC's (and District Councils) overall waste management service costs.

It was considered that the number of sites, geographical spread and opening hours were adequate to encourage Devon's residents to continue to recycle as much of their bulky household waste as possible. However, as demand to use the HWRC facilities was very low on Easter Sunday, Christmas Eve and New Years Eve it is recommended to close the HWRC facilities on these days, in addition to the existing closed periods of Christmas Day, Boxing Day and New Years Day.

(B) Commissioning of the HWRC service

Background: -

There are two contracts with commercial providers to manage the HWRC service. The main contract for the operation of 18 sites is with SUEZ Recycling and Recovery UK Ltd and expires on 31st March 2026.

The second is with Coastal UK Group Ltd who provide their own HWRC facility to serve the Torrington area. This contract expires on 31st March 2025 but can be extended by up to four years on a year-by-year basis.

The current HWRC main contract provides for: -

- High recycling/recovery performance through targets and incentivisation thereby minimising the amount of waste sent for more expensive disposal.
- Resale requirement with targets (and income share).
- Contractor responsible for finding markets for recyclable waste streams – recycle market volatility risk is shared via a pain/gain mechanism.
- High standards of Health and Safety through ISO 18001/45001 Standards.
- Contractor takes liability for public accident claims and site fire risk/damage costs (which is becoming an increasingly significant issue due to lithium batteries).
- Social value benefits – e.g. local employment and training; reuse shops and a specialised reuse and repair hub – as well as working with/donating re-usable goods to local charities and community groups such as Plymouth Ukraine Medical Aid and St Petrocks Homelessness Charity.
- Added value benefits via Suez national Environmental Permitting team – providing invaluable permit advice and support and preventing the need for seeking consultancy support.
- Sharing of best practice/national experience.

HWRC Service Re-commissioning Models: -

The following re-commissioning models for the future service were considered as potentially being able to deliver the new service from 1st April 2026: -

- In house
- Local Authority Owned company (Teckal)
- Commercial provider (current model)
- Joint Venture

These four models were considered in detail both in terms of a SWOT (Strengths, Weakness, Opportunities, Threats) analysis and their impact on the resources of the County Council. This is set out in Appendix C & Appendix D.

Following the analysis, it was concluded that the benefits of taking the service in-house or setting up a Teckal company were very limited compared to those derived from a

commercial provider and would be exposed to a much greater risk. Hence it was concluded that the best solution for the County Council was to reprocure a commercial provider through a competitive tender process. This would give budget certainty with guaranteed service levels, incentivised performance management to minimise disposal costs, with market risk on recyclates and insurance borne by the contractor.

3) Options / Alternatives

The review looked at various aspects of the service and concluded that the current HWRC service was adequate. It recognised that the service was high performing in terms of re-use/recycling/recovery performance and this high performance led to the service being more cost effective (per tonne) than alternative waste disposal methods.

With regards to the commissioning of the future HWRC service, four models were considered which have been discussed in this report.

4) Consultations / Representations / Technical Data

A survey of HWRC site users was undertaken between May and June 2024 with over 1000 responses received. 73% of respondents were satisfied/very satisfied with the overall HWRC service.

5) Strategic Plan

The recommendations in this report align with the vision and priorities in the Council's Strategic Plan 2021 – 2025 - <https://www.devon.gov.uk/strategic-plan>

By continuing to provide a good network of HWRCs, facilities are provided within reasonable proximity of the majority of residents and minimises the need for residents to travel further to recycle/dispose of their waste.

In addition, by continuing to ensure that the service remains high performing in terms of recycling/recovery/re-use performance, as much waste as possible can be dealt with at lower cost compared to alternative waste disposal methods thereby reducing the overall cost to the County Council.

Overall, this aligns with 'Making Devon Greener' and responds to the climate emergency by ensuring resources are used more efficiently; encouraging sustainable lifestyles as well as by promoting sustainable waste management and helping to develop the green economy.

6) Financial Considerations

Due to the significant recycling/recovery/re-use performance of DCCs HWRCs, the overall cost of the whole service is cheaper (on a per tonne of waste basis) than if the equivalent material was processed through Energy from Waste facilities.

As such, it remains economically advantageous to continue to provide a convenient network of HWRC facilities to enable Devon householders to recycle as much of their waste as possible. It is also crucial to ensure that such HWRC facilities remain high performing in terms of recycling/recovery rates achieved, which ensures materials are segregated for lower cost recycling/recovery processes as opposed to higher cost disposal routes.

Closing the sites for three additional days is likely to lead to savings in the region of £23,000 per annum.

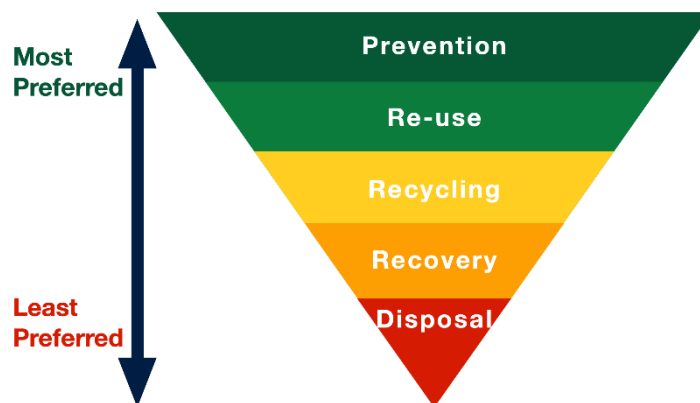
7) Legal Considerations

Management of waste is highly regulated. However, there are no specific legal considerations for these proposals.

8) Environmental Impact Considerations (Including Climate Change, Sustainability and Socio-economic)

The HWRC service provides positive environmental outcomes.

Re-use and recycling are deemed to be higher (more environmentally friendly/most preferred) on the Waste Management Hierarchy than recovery/disposal options.



In terms of carbon impact, by continuing to provide a good network of HWRCs, facilities are available within reasonable proximity of the majority of residents, and this minimises the need to travel further to dispose of/recycle waste – hence minimising carbon emissions from travelling.

In addition, by continuing to ensure that the service remains high performing in terms of re-use/recycling/recovery rates, it ensures as much waste as possible can be dealt with higher up the Waste Hierarchy (and at lower cost) than alternative waste disposal methods.

The HWRCs also play an essential role in providing recycling facilities for high carbon waste streams such as bulky plastics (e.g. plastic garden furniture). It is far better to recycle

such material than send it to Energy from Waste facilities (EFWs) where carbon would be released from this material during the combustion process. In addition, the Government is proposing an Emissions Trading Scheme that will impact on EFWs and hence it is essential that as much high carbon plastic and other high carbon materials (e.g. textiles) are recycled and not sent for incineration.

The recommendations given in this report ensure that a good, high performing HWRC service can be maintained, to the benefit of local residents, the environment, and the public purse.

9) Equality Considerations

Where relevant, in coming to a decision the Equality Act 2010 Public Sector Equality Duty requires decision makers to give due regard to the need to:

- eliminate discrimination, harassment, victimisation and any other prohibited conduct;
- advance equality by encouraging participation, removing disadvantage, taking account of disabilities and meeting people's needs; and
- foster good relations between people by tackling prejudice and promoting understanding

in relation to the protected characteristics (age, disability, gender reassignment, marriage and civil partnership (for employment), pregnancy and maternity, race/ethnicity, religion or belief, sex and sexual orientation). This Council also treats care experience as if it were a protected characteristic.

A decision maker may also consider other relevant factors such as caring responsibilities, rural isolation or socio-economic disadvantage.

In progressing this particular scheme / proposal, an Impact Assessment has been prepared which has been circulated separately to Cabinet Members and also is available on the Council's website at [Household Waste Recycling Centre Service Review - Impact Assessment](#)

Members will need to consider the Impact Assessment for the purposes of this item / meeting.

10) Risk Management Considerations

These report and the recommendations within have been assessed and all necessary safeguards or action have been taken / included to safeguard the Council's position.

The recommendations in this report ensure a convenient network of HWRCs continue to be provided to serve Devon residents to encourage them to recycle their bulky household waste. It is essential that these facilities remain high performing in terms of re-use/recycling/recovery performance as this high performance results in the service being

more cost effective (per tonne) than alternative waste disposal methods. As such, the HWRC service plays a key role in keeping waste management costs as low as possible.

Risks were identified for each of the four models that were considered. The recommended re-procurement option for a commercial provider was deemed to have the lowest risk to the County Council.

11) Summary / Conclusions / Reasons for Recommendations

The review considered a number of aspects of the HWRC service and concluded that the current service is satisfactory in terms of number of sites and opening hours. It recognised that the service is high performing in terms of re-use/recycling/recovery performance and this high performance leads to the service being more cost effective (per tonne) than alternative waste disposal methods. The HWRC service plays a key role in keeping waste management costs as low as possible, as well as providing a valued, environmentally beneficial public service.

In order to maintain the high re-use/recycling performance and cost effectiveness of the service whilst minimising risk to the County Council, it has been concluded that a commercial provider should be re-procured to operate the facilities. This will be achieved through a competitive tender process.

In addition, some further service savings have been identified by closing the HWRC facilities on Easter Sunday, Christmas Eve and New Years Eve which will help to ensure that the service continues to be cost effective.

Meg Booth

Director of Climate Change, Environment and Transport

Electoral Divisions: All

Cabinet Member for Public Health, Communities and Equality: Councillor Roger Croad

Local Government Act 1972: List of background papers

Nil

Contact for enquiries:

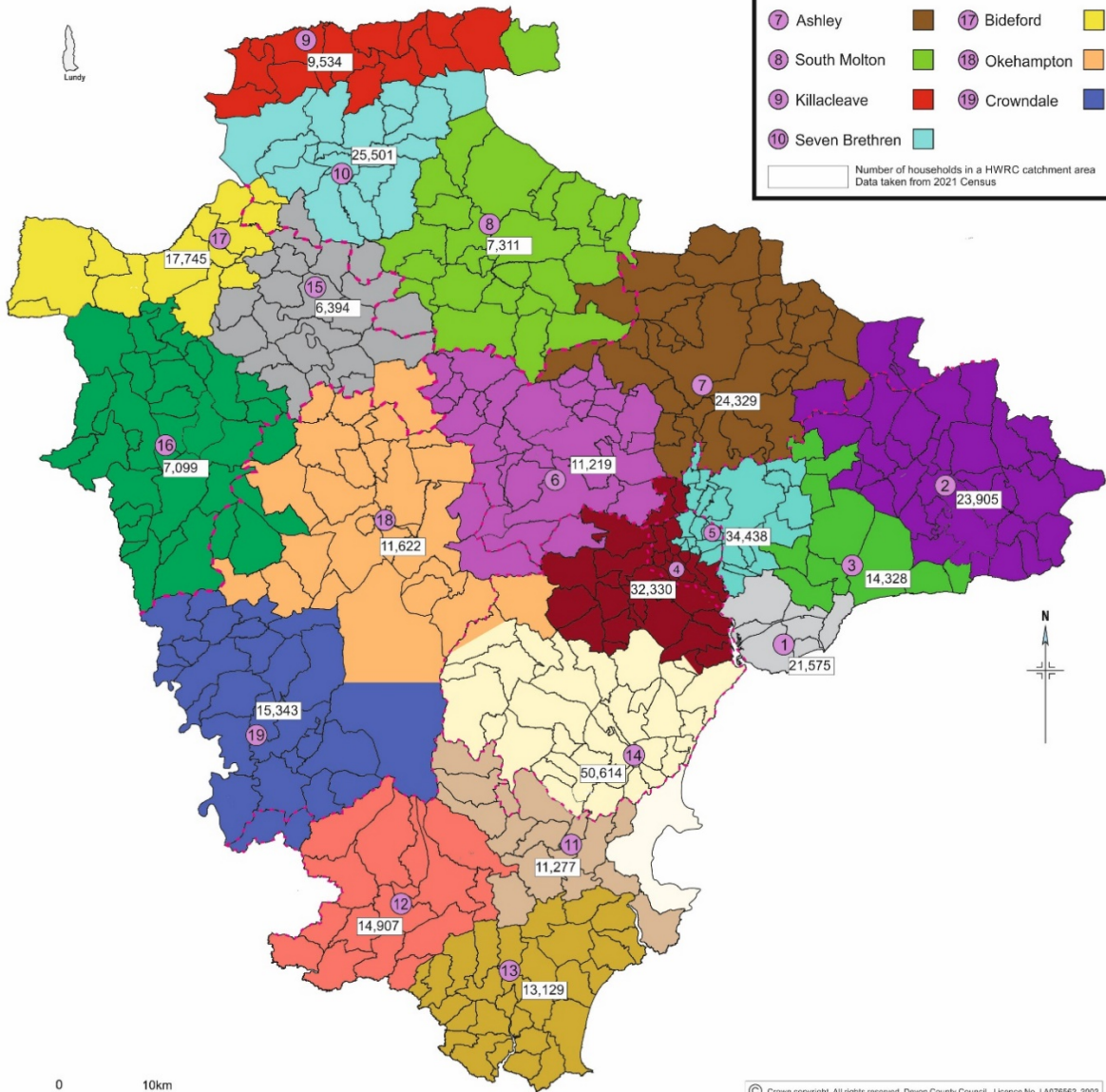
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APPENDIX A – HWRC catchment area map, showing populations served for CET/24/111.

**Devon County Council
Recycling Centre
Catchment Areas and
number of households
based on distance to
nearest Recycling Centre**



APPENDIX B – Benchmarking with South-West Authorities for CET/24/111

Table A: The number of HWRC facilities compared with other Councils in the region on the basis of residents per HWRC;

Ranking	Council	Residents per HWRC (least - most)	Households per HWRC (least - most)
1	Somerset	35,719	15,631
2	Dorset	37,960	16,930
3	Cornwall	40,736	17,893
4	Devon	43,490	20,369
5	Wiltshire	51,040	22,777

Table B: Households per HWRC; and square miles per HWRC:

Ranking	Council	Square miles per HWRC (least - most)
1	Somerset	83
2	Cornwall	98
3	Dorset	102
4	Wiltshire	135
5	Devon	135

Table C: The HWRC opening hours per head of population compared to other Councils in the region:

Ranking	Council	Hrs per Head (least - most)
1	Wiltshire	0.035
2	Devon	0.056
3	Cornwall	0.061
4	Somerset	0.062
5	Dorset	0.067

APPENDIX C - SWOT Analysis of HWRC service commissioning models options – All In-House for CET/24/111

Creating an In-House Direct Labour Organisation for delivery of the Service, with nothing contracted out.

Strength	Weakness	Opportunity	Threat
<p>Performance within County Council control.</p> <p>Control of overhead costs and no profit element to fund.</p> <p>No procurement process or service agreement is required to set up the service delivery model.</p>	<p>Complexity and cost of transition including TUPE considerations.</p> <p>LGPS employer contributions.</p> <p>County Council would take the burden of all financial and legal risk.</p> <p>Need to strengthen commercial / contracting knowledge.</p> <p>Need to strengthen ability to manage direct labour force including additional team members to manage the operations team.</p> <p>Significant capital investment required for plant, containers, vehicles etc, and ongoing site maintenance. Likely to be in the region of at least £8m</p>	<p>Ability to deliver strategically important aims.</p> <p>Flexibility to amend service delivery and respond to national policy changes</p> <p>Potential appeal of DCC as a Local Authority employer</p>	<p>Significant increase in FTE establishment.</p> <p>Recruitment of workforce and retention – possibility of having a two-tier workforce with different terms & conditions including pay. Will require management of further staff by DCC.</p> <p>In-ability to offer commercial incentive package.</p> <p>Lack of buying power & risk from market volatility</p> <p>Ongoing procurement for plant, equipment, and supplies as well as sale/disposal of materials and ongoing site maintenance.</p> <p>Significant increase in financial support to manage the sale/disposal of materials.</p>

	<p>Need to employ specialist support e.g. H&S expertise & Certificate of Technical Competence (COTC) requirements.</p> <p>Need to manage a commercial fleet of vehicles including an operating licence. Approx 13,000 movements per year that require administrative inputs.</p> <p>New IT system (including retail) would need to be established (considered a high risk)</p> <p>DCC unable to trade/operate the re-sale shops on a commercial basis – leading to significant loss of income for the service.</p>		<p>Potential substantial increase in revenue costs – budget uncertainty.</p> <p>Reduction in level of service particularly around re-use/recycling – not able to incentivise staff.</p> <p>DCC Insurance risk. £100k self insure risk for premises and £250k for personal claims. Also overall premium increase for DCC. High risk of fire and therefore claims.</p>
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APPENDIX C - SWOT Analysis of HWRC service commissioning models options – Arms Length Company for CET/24/111

Forming a Local Authority owned and controlled Arms–Length Company (Teckal)

Strength	Weakness	Opportunity	Threat
<p>Performance within County Council strategic control.</p> <p>Control of overhead costs and no profit element to fund.</p> <p>Market salary, benefits, and incentive packages.</p> <p>“Teckal” exemption from procurement.</p> <p>Less procurement restrictions apply</p>	<p>Complexity and cost of transition including TUPE considerations.</p> <p>External legal (approx. £500k cost) and financial advice on set up.</p> <p>County Council would ultimately take the responsibility of all risk.</p> <p>Need to strengthen commercial / contracting knowledge.</p> <p>Specialist support required e.g. H&S and COTC (Certificate of Technical Competence)</p> <p>Additional FTE resource required to manage the company.</p>	<p>Commercial opportunity for generating income (up to 20% of turnover).</p> <p>Options to include other marketable services.</p> <p>Market level pension contributions.</p>	<p>Limited evidence of model being used currently nationally for provision of HWRC service</p> <p>Disparity between pay and benefits package for client and operations staff.</p> <p>Lack of buying power & opportunity for sales of recyclates/ disposal of materials</p> <p>Loss of access to CCS Frameworks and DPS eg G cloud</p> <p>Potential Corporation Tax liabilities.</p> <p>Possible ongoing procurement for plant, equipment, and supplies as well as sale/disposal of materials.</p>

	<p>Most complicated from ICT perspective to implement and transition data.</p> <p>Complexity for communications and reputation management</p> <p>Potential significant capital investment in the company to buy plant, equipment & supplies including vehicles</p>		<p>Restricted by public procurement rules to purchase goods, services or works.</p> <p>Conflict of interest between Local Authority and commercial priorities</p>
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APPENDIX C - SWOT Analysis of HWRC service commissioning models options – Current Delivery Model for CET/24/111

Procuring a new HWRC service from a commercial provider

Strength	Weakness	Opportunity	Threat
<p>Tried and tested delivery model.</p> <p>Market interest.</p> <p>Balanced share of risks with contractor.</p> <p>Competitively procured.</p> <p>Guaranteed service levels</p> <p>Able to set budget with confidence</p> <p>Ability to incentivise performance to maximise re-use & recycling</p> <p>National buying power and access to recycling markets</p> <p>Access to specialist support e.g. Environmental Permit advice, administration & COTC requirements</p>	<p>Market pricing and includes for risk, overheads, and profit.</p> <p>External legal support may be required.</p> <p>Procurement to be repeated at end of contract potentially requiring additional resources.</p> <p>Mobilisation of change in contractor</p>	<p>Redevelop contract in line with current requirements & aspirations.</p> <p>Contractor input to innovation and new technology.</p> <p>Buying power of large commercial organisation.</p> <p>Better access to markets for recyclates & less impact from market price volatility</p> <p>Develop new commercial initiatives to maximise re-use & social value.</p> <p>Use of additional waste facilities to deliver efficiencies and manage contingencies.</p>	<p>Long term competitiveness of contract price.</p> <p>Contract changes to adapt to new legislation would need to be negotiated.</p> <p>Commercial operators at risk of insolvency</p>

<p>Manage contingency arrangements when required</p> <p>Insurance risk sits with the contractor – e.g. public liability & fire</p>			
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APPENDIX C - SWOT Analysis of HWRC service commissioning models options – Joint Venture for CET/24/111

Forming a legal Joint Venture Company with a contracting partner

Strength	Weakness	Opportunity	Threat
<p>Financial performance partnership.</p> <p>Sharing of profits.</p> <p>Contractor’s commercial knowledge.</p> <p>Similar benefits to commercial providers</p>	<p>Not currently used nationally for HWRC services unless part of a bigger contract.</p> <p>Sharing of risk.</p> <p>Legally complex and costly to set up and unwind (estimated £750k)</p> <p>Complex procurement process.</p> <p>Complexity for communications and reputation management.</p>	<p>Close collaborative working</p> <p>Legal backing and buy in from partner.</p> <p>Intellectual Property gains</p> <p>Similar opportunities to commercial providers</p>	<p>Relationship with partner – potential public/private clash of cultures.</p> <p>Conflict of interest between Local Authority and commercial priorities</p> <p>Challenging to deliver within timescale and risk of failed procurement.</p> <p>Potential Corporation Tax liabilities with external advice needed.</p>

Appendix D HWRC Service Delivery Models - Impact on Support Services for CET/24/111

	HR	Legal	ICT	Finance	Procurement	Waste
Joint Venture	Little impact if Company uses own HR service	Significant external legal resource required (approx. £750k) for procurement negotiation and drafting contract.	Low to medium impact if provided by partner. Combining two separate IT systems could present issues	Potentially complex tax considerations May require external support.	Significant resource for complex lengthy process to identify the best provider, followed by negotiation.	Additional staff required to manage JV.
All In-House	Transferring of over 170 staff through TUPE, including enrolment in pension scheme, and ongoing support to additional staff. Additional staff required within the waste team & HR to	Relatively limited legal support required for set up but there will be a need for more ongoing legal support which may need to be external	High risk and impact. Removes risk of data sharing, GDPR breaches, integration of systems with external partners. Need for a retail system for the re-use shops.	Would significantly increase the number of invoices processed. Potential impact on cashflow considerations. Finance team would need to be increased to support the additional workload	No procurement of delivery model, but ongoing procurement of plant, goods, and services including sale/disposal of recyclates	Significant impact – waste team size would increase from 20 to 190. Expertise of managing a direct labour organisation would need significant support. Specialist expertise required to support the function e.g. transport operators licence, COTC and environmental permitting.

	manage the service					
Arms-Length Company (Teckal)	Additional resource required to set up and manage the company. Little other impact if Company uses own HR service	External legal resource required (approx. £500k) in setting up Company and drafting contract.	High risk impact. ICT could be complex – extra resources required. Need for a retail system for the re-use shops	Potentially complex tax considerations Will require external support.	No procurement of delivery model, but possible ongoing procurement of plant, goods, and services including sale/disposal of recyclates	Minimal impact once company is established.
Commercial Provider - Current Delivery Model	Little impact	Moderate resource requirements from in-house team for drafting contract.	Low impact. Possible mobilisation investment setting up or integrating to new systems.	No material changes.	Moderate resource for competitive procurement of new contracts but no ongoing requirements	Minimal impact once contract is awarded.

