

Public Document Pack

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A meeting of the **Overview & Scrutiny Committee** will be held in Virtual on **Tuesday 17 January 2023 at 2.00 pm**

MEMBERS: Mrs C Apel (Chairman), Mrs T Bangert (Vice-Chairman), Mr G Barrett, Mrs N Graves, Mr T Johnson, Mrs S Lishman, Mr A Moss, Mr D Palmer, Mr C Page, Mr H Potter, Mrs C Purnell and Mrs S Sharp

AGENDA

1 **Chairman's Announcements**

Any apologies for absence will be noted at this point.

2 **Minutes**

To approve the minutes of the Overview and Scrutiny Committee meeting held on 15 November 2022.

To receive an update on progress against recommendations made to the Cabinet and the Council.

Minutes to follow.

3 **Urgent Items**

The Chairman will announce any urgent items that due to special circumstances are to be dealt with under the agenda item below relating to late items.

4 **Declarations of Interests**

Members and officers are reminded to make any declarations of disclosable pecuniary, personal and/or prejudicial interests they may have in respect of matters on the agenda for this meeting.

5 **Public Question Time**

The procedure for submitting public questions in writing by no later than noon 2 working days before the meeting is available [here](#) or from the Democratic Services Officer (whose contact details appear on the front page of this agenda).

6 **Southern Water**

The following representatives have been invited to attend the meeting:

- Mr Black, Chief Executive Officer of OFWAT
- Ms Brooksbank, Marine Senior Advisor of Natural England
- Mr Gosden, Chief Executive Officer of Southern Water
- Mr Moody, Area Director, Solent & Downs of the Environment Agency

The members of the Committee will have the opportunity to discuss the following:

- Recent flooding and the associated drain surcharging.

- Sewage and the subsequent discharge into the harbour and water courses.
- Chichester Harbour water quality.
- Responses to planning applications including delays in connectivity.

7 **Budget Review Task and Finish Group - Final Report - Oral Report**

The Committee will receive an oral report on the review carried out.

8 **The Great Sussex Way Annual Report** (Pages 1 - 9)

The Committee is requested to consider the report and its appendix and make the following resolution:

That the Committee receives the annual report from the Great Sussex Way (TGSW) and assesses performance in line with the Service Level Agreement.

9 **Domestic Food Waste Collections** (Pages 11 - 20)

The Committee is requested to consider the report and its appendices and make the following resolution:

The Committee is requested to note the proposal that in the absence of any clarity regarding the Government's requirements and funding, that the Council should not yet commence the implementation of a separate domestic food waste collection service, but instead keep a watching brief and update members as and when the Government progresses matters.

10 **Work Programme 2022/23** (Page 21)

The Committee is requested to note the remaining items on the Committees Work Programme for this administration.

11 **Late Items**

Consideration of any late items as follows:

- a) Items added to the agenda papers and made available for public inspection.
- b) Items which the Chairman has agreed should be taken as matters of urgency by reason of special circumstances reported at the meeting.

12 **Exclusion of the Press and Public**

There are no restricted items for consideration.

NOTES

1. The press and public may be excluded from the meeting during any item of business wherever it is likely that there would be disclosure of 'exempt information' as defined in section 100A of and Schedule 12A to the Local Government Act 1972.
2. The press and public may view the report appendices which are not included with their copy of the agenda on the Council's website at Chichester District Council Minutes, agendas and reports unless they contain exempt information.
3. Subject to Covid-19 Risk Assessments members of the public are advised of the following;
 - Where public meetings are being held at East Pallant House in order to best manage the space available members of the public are in the first instance asked to listen to the meeting online via the council's committee pages.
 - Where a member of the public has registered a question they will be invited to attend the meeting and will be issued a seat in the public gallery.
 - You are advised not to attend any face to face meeting if you have symptoms of Covid.

4. Subject to the provisions allowing the exclusion of the press and public, the photographing, filming or recording of this meeting from the public seating area is permitted. To assist with the management of the meeting, anyone wishing to do this is asked to inform the chairman of the meeting of their intentions before the meeting starts. The use of mobile devices for access to social media is permitted, but these should be switched to silent for the duration of the meeting. Those undertaking such activities must do so discreetly and not disrupt the meeting, for example by oral commentary, excessive noise, distracting movement or flash photography. Filming of children, vulnerable adults or members of the audience who object should be avoided. [Standing Order 11.3 of Chichester District Council's Constitution]

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Chichester District Council

Overview and Scrutiny Committee

17 January 2023

The Great Sussex Way Annual Report

1. Contacts

Report Author:

Sarah Peyman, Culture & Sport Divisional Manager,
Tel: 01243 534791 E-mail: speyman@chichester.gov.uk

2. Recommendation

- 2.1 To receive the annual report from The Great Sussex Way (TGSW) for 2022 and assess performance in line with the Service Level Agreement.**

3. Background

- 3.1 In February 2017, Cabinet approved to support the development of Chichester District's visitor economy through the establishment of a new Destination Management Organisation and confirmed £50,000 annual partnership funding for five years from the commencement of the funding agreement and Service Level Agreement (SLA).
- 3.2 A funding agreement and SLA was entered in to on 1st March 2018 which identifies that monitoring and evaluation of the agreement will take place quarterly and a report on the service activities to be presented to the Overview and Scrutiny Committee on an annual basis.
- 3.3 A request for additional funding for Visit Chichester as part of the Covid Recovery Plan was approved by Council to increase the previous level of support for Visit Chichester by £100k per year in years 2020/21, 2021/22 & 2022/23 and provide new support of £130k per year in 2023/24 & 2024/25. Delegated powers were also given to the Director for Growth and Place to approve a new Service Level Agreement with Visit Chichester following consultation with the Cabinet Member for Communities and Cabinet Member for Growth, Place and Regeneration.
- 3.4 The Company name was formally changed from Visit Chichester to The Great Sussex Way (TGSW) in September 2021.

4. Outcomes to be achieved

- 4.1 In line with the 2022/23 SLA there are a number of activities and measurements to be achieved within this period. Below are details and a response from TGSW on how these have been addressed.

Action 1: Increase Visitor Numbers with a post pandemic focus on domestic travellers

Activity	Measurements
1. Develop a product portfolio for the district. 2. Deliver targeted marketing campaigns throughout the year.	<ul style="list-style-type: none"> - Cambridge Tourism Economic Impact Model 2018 - Four product portfolios developed in relation to the three market segments as defined in the DMP
<p>Response: Developed 24 new product portfolios and itineraries, all designed around at least one overnight stay. These were designed predominantly to target aspirational families, middle aged and millennial segment audiences.</p>	

Action 2: Increase overnight visitors	
Activity	Measurements
1. Develop campaign/s to promote shoulder season (October/November, February/March). 2. Work with Chichester District Council and cultural partners to ensure a linked up events strategy is developed and promoted. 3. Make accommodation options more accessible by showing them in relation to attractions 4. Increase accommodation members, particularly B&Bs	<ul style="list-style-type: none"> - Six marketing campaigns, such as English Tourism Week, Easter, Roman Week etc - Campaigns developed and promoted to promote shoulder seasons. - Support events strategy development and promotion - Eight themed itineraries to be developed with overnight stay at its core - Have increase from 20 to 40 accommodation providers among membership.
<p>Response: Numerous marketing campaigns linked to the 24 product portfolios and itineraries in addition to Culture Spark and Festival of Chichester have been delivered. All itineraries offer an overnight option. This included promotion of the shoulder season including campaigns such as 'The area in Autumn', and 'Places to celebrate Valentines Day'. The new website hosts an events page on which organisations can advertise events free of charge. Membership for TGSW is free and membership has grown to 670 businesses.</p>	

Action 3: Increase Day visitors dwell time and spend	
Activity	Measurements
1. Develop partnerships between tourism partners to package offers in the district to encourage increased dwell time and spend within the district.	<ul style="list-style-type: none"> - Involve greater number of businesses in our tourist offering. - Membership target of 150 members from 80 as of 1st April 2021
<p>Response: Expansion of itineraries has included more businesses in the offerings and membership has exceeded 150 with now 670 business members.</p>	

Action 4: Work in partnership to create a healthy visitor economy	
Activity	Measurements
1. Develop a communications and networking structure to share insights,	<ul style="list-style-type: none"> - Database of interested parties to be developed and newsletter

<p>explore training opportunities and encourage district wide working.</p> <p>2. Hold 4 tourism events per annum to include leaflet exchange.</p> <p>3. Sustainability of DMO through development of membership scheme.</p>	<p>promoted.</p> <ul style="list-style-type: none"> - Four tourism events held within the district during the year. - Build a strong, collaborative membership community with the aim of aligning purpose and delivering well structured marketing campaigns. This will include cross promotion of attractions and accommodation. - Campaigns will include coverage in specialist / hobbyist magazines to promote activities outside the typical tourist season eg. Star gazing, bird watching, water sports, cycling. 4 per year.
<p>Response:</p> <p>Monthly visitor newsletters have been created and open quarterly networking events take place. The popular leaflet exchange takes place annually and a number of specialist campaigns have been delivered including a number focused on the local wine offer and the great outdoors. A number of press trips have been hosted which have received high levels of quality press coverage.</p>	

Action 5: Improve online presence	
Activity	Measurements
<ol style="list-style-type: none"> 1. Review current image stock and develop this further. 2. Review and develop The Great Sussex Way website and links to wider platforms. 3. Social media 	<ul style="list-style-type: none"> - Development of image content both by The Great Sussex Way and partner images. - 7,000 twitter followers - Seek a 10% increase in Facebook and Instagram followers - Create a LinkedIn account
<p>Response:</p> <p>Improvements have been made to TGSW website and social media following. They have exceeded the 10% increase in Facebook and Instagram and have 7,411 twitter followers.</p>	

Action 6: Review and Governance Arrangements	
Activity	Measurements
<ol style="list-style-type: none"> 1. Provide to Chichester District Council on a quarterly basis a report to provide an update on activity and measures for the Service Level Agreement. 2. Provide and present an annual Report in June each year to Chichester District Council's Overview and Scrutiny Committee. 3. Methods to record and monitor tourism data locally to be agreed through partnership working. This would provide a method of monitoring the impact The Great Sussex Way are having on the district. 	<ul style="list-style-type: none"> - Quarterly Update reports received and discussed on quarterly basis to identify activity within the period and measures against the SLA targets. - Report to June OSC to report annual review of previous year's activity.

Response:

The Cambridge Model is still being produced which measures a like for like approach to tourism across all districts and boroughs in West Sussex. This report however uses historical data and therefore the impact of covid is still being seen in this data.

TGSW have invested in data collection via mobile phones which can now provide more information about where visitors are coming from, how long they are staying and where they are visiting.

- 4.2 Officers have met with TGSW on a number of occasions during the period and attended board meetings when requested.
- 4.3 TGSW have provided an annual report (Appendix 1) which provides further details of achievements to date and future work planned for the remaining part of the year.
- 4.4 Although tourism was significantly impacted by the covid pandemic throughout 2021 and 2022, TGSW are continuing to support local tourism businesses through the recovery.

5. Community impact and corporate risks

5.1 The Chichester District Council have committed to assist in facilitating a strong Destination Management Organisation in order to:

- Raise the profile of the District as a visitor destination
- Manage the visitor economy
- Exploit the economic potential to create jobs
- Develop a successful year-round tourism offer
- Exploit the potential for inward investment to the District

5.2 The funding is provided in two tranches, 50% on 1st April and 50% on 1st October each year and the SLA is reviewed on an annual basis against performance.

6. Appendices

6.1 Appendix 1 – The Great Sussex Way Annual Report 2022

7. Background Papers

None

The Great Sussex Way is the local destination marketing and management organisation for the tourism economy businesses of Chichester District.

It is predominantly funded by Chichester District Council with the overarching remit to;

1. Increase footfall, both digital and physical to Chichester District businesses
2. Increase Dwell time in the area
3. Increase visitor spend
4. Civic entrepreneurship (develop additional income generating activity to supplement the public services delivered for CDC)

The Local Tourist Challenge

Blue Sail consultants recently issued a report that found ‘Sussex’ to be two Counties made up of a collection of ‘indistinct areas’.

This finding is the backdrop in which we, at The Great Sussex Way, have the challenge of effectively representing;

- ⇒ A highly diverse collection of businesses – From Goodwood to the one man coffee van at Kingsley Vale.
- ⇒ Across a geographically dispersed, semi-rural area
- ⇒ With poor connectivity.

Strategic Approach to the Local Tourist Challenge

We have broken our strategic approach into 3 stages.

Stage 1 – Learning what a Modern DMO can and should do

1. Speak to businesses across Chichester District and find out how to create an engaged community.
2. Identify activities and services that The Great Sussex Way can deliver that are directly relevant to local tourism economy businesses. If our activities are increasing local business growth, then we are engaged in the right activities.

Stage 1 is complete

1. Business membership has increased from 80 (pre-COVID) to 670 businesses.

Chichester District businesses want a single, comprehensive website that represents all the visitor experiences across Chichester District – including a clash calendar. Businesses recognise the fragmented nature of the local business offering but ALSO the fragmented nature of DMOs (The Great Sussex Way, Experience West Sussex, Sussex by the Sea, Sussex Modern, Visit Midhurst, Visit Selsey, Petworth Vision, Tourism South East). Businesses were confused as to which DMO was their local DMO and which ones required a membership fee and which ones were free. The Great Sussex Way (TGSW) decided that to maximise engagement, membership had to be free. This way we can comprehensively represent all businesses across Chichester District. This comprehensive representation is essential to consolidate our local offer and make the offering of Chichester District more accessible to the visitor

by creating a one stop shop. This comprehensive offer also increases dwell time as visitors more easily find more things to do locally.

2. Chichester businesses want;

- more customers
- The Great Sussex Way to help them access new visitors with greater reach and content than they can manage on their own. This requires a greater digital footprint. to work collaboratively with other Chichester businesses so that the collective offering attracts greater visitor numbers and longer dwell time.
- help cutting through the ‘white noise’ of a competitive tourism market by creating a one stop shop for visitors
- leadership and coordination to create a stronger identity for Chichester District and its place in West Sussex and Sussex.
- visitor data and networking opportunities.

Stage 2 – Developing the technical and practical capabilities to deliver a gold standard service

- Further increase the number and engagement of tourism businesses
- Create a data model to analyse visitor trends
- Create a data driven approach to digital marketing
- Increase the digital footprint of Chichester (driven by data insights)
- Increase the profitability of local businesses
- Develop a rate card of services so that businesses can pay for enhanced services.

Stage 2 is complete

- Our businesses are more engaged. We have the annual ‘Leaflet Exchange’ which will evolve over the next few years (shaped by business feedback) to reflect a more modern approach to marketing. With regular business collaboration, TGSW now organise competitions, monthly deals, itineraries, press trips, Fam trips and group travel itineraries.
- We now use anonymised GPS data so we know who is coming into our district, where they are going and where they come from. This is giving us granular insights into our area. We distributed our first Tourism Business Report to share these insights with our businesses. This approach is now being adopted by Visit England.
- We use Google data, and it’s search partners to identify what search terms our potential visitors are using at different times of the year so that we can match consumer demand with business offering. This is driving up our newsletter data base, opening rates (65% - significantly higher than industry standard of 35%) and referral rates.
- Regular meetings with Gary Shipton at Sussex O to cross reference our data findings with his sources so that we are responsive to waxing and waning public trends eg Dog friendly, sustainable travel, affordable family holidays.
- We have the operational capacity to monitor impressions and tweak meta data to capture a greater market share of traffic to strong effect.
- We completed a website upgrade to improve website traffic which we expect to start rising over the next 12 months.
- We raised £23k delivering rate card services.

Most importantly, our activities are delivering profitability to businesses.

To quote Chichester Festival Theatre; *'I'm happy to say we have been able to look at the referrals and can see 647 referrals bringing in just under £3,000 of ticket sales. TGSW is our highest referrer of tourism websites.'*

Ashling Park's "reasons for booking" consistently quote the press generated specifically from TGSW press trip.

Blackdown Ridge sold out of all of their red wine after our press trip.

Sky Television approached us and have just completed a pilot project involving our vineyards.

Fishbourne Roman Place; 'Thank you for making our Roman Army Week the most successful it has ever been'

Stage 3 – Post transformation – Finding an effective operational rhythm to make Chichester District a stand out visitor destination

- Increase digital footprint of Chichester District
- Regular and effective social media presence (matching visitor appetite with local content in a way that includes a greater number of local business – through itineraries, round ups and competitions). Increased website traffic with regular SEO (Search Engine Optimisation) driven content. Regular Press coverage
- Active engagement between TGSW and businesses across the district facilitating regular quarterly networking and continued regular collaboration
- Working with stakeholders to create an identity for Chichester City and Chichester District that is more accessible to the visitor
- Regular delivery of services from TGSW rate card without detracting from the public service delivery to CDC.

Stage 3

This regular rhythm of delivery, post transformation, will be the focus of 2023.

Regarding the development of a local identity, there are 3 pervading themes that set our district apart;

1. Chichester – the Wine Capital of England

The Blue Sail consultants engage by Sussex Modern, have identified that Wine production in the UK is a £17.3 bn industry and 25% of production is in Sussex. Only 23% of the 140 vineyards in the UK have a visitor experience.

In Chichester District we have a good concentration of visitor friendly vineyards. I have spoken to Wine GB who acknowledge that Chichester is well positioned to develop into 'The Wine Capital of England'. Originally the proposal was for Chichester to be the 'Sparkling Wine Capital of Sussex', but with global warming, our vineyards would prefer to keep the option open of moving into still wine (which favours a warmer climate). Also, our vineyards express an ambition to be recognised nationally rather than just at a County level. TGSW look forward to seeing how, collectively, with CDC and local business we might take advantage of this opportunity. Hand and glove with this offering will be our local food and drink.

2. **'Outstanding Culture in Outstanding Countyside'**

TGSW would like to create an identity for Chichester as the place to experience theatre and galleries that rival London, in the setting of our magnificent countryside.

3. **The Green Destination**

whether the visitor motivation is a desire for green, sustainable tourism or cost efficient use of oil, there is the commercial impetus to create a strong identity as an environmentally friendly place to go.

The service level agreement with CDC specifically requires TGSW to;

- Developing a product portfolio for the district and seasonal campaigns
- Increasing the prominence of accommodation options – through itineraries
- Increase networking between businesses
- Developing additional income generating activities
- Improve digital footprint for Chichester District with an increase in 10% across all social media platforms. Website traffic will improve over the next 12 months after technical upgrade.
- Reporting requirements

All service level agreement targets have been met

Partnerships of Value

Over the last reporting period there have been discussions about the focus of the GSW funds from CDC to only support businesses within the geographical area of the District. Whilst TGSW understands this requirement it believes wider collaboration is needed in order to ensure maximum value for those within the District. In order to avoid confusion over the use of publicly granted funds, TGSW has actively sought external funding in order to support and engage these related businesses. TGSW is sensitive to the presentational element of this approach but based on the comments below the value to CDC is far greater with the inclusion of select tourist business partners.

For example;

1. TGSW includes some vineyards outside the geographic boundaries of CDC where they add to our local offering. For example, Wiston, Nytimber and Sugrue have a strong national reputation and when combined with Ashling Park, Tinwood and Roebuck Estate, create a critical mass at which Chichester City can be an epicentre.

2. Another area that we work with in collaboration regularly is Arundel. The online google searches for Arundel and Chichester fit a very similar profile. By including some Arundel content on our website, we can potentially capture an additional 60k searches a month. The combined volume of searches for 'Arundel' and 'Thing to do in Arundel' monthly, is on average, greater than 'Chichester', 'Things to do in Chichester', 'Goodwood' and 'Chichester Festival Theatre' combined. It is of great benefit to the Digital Footprint of Chichester District, to have selective content for Arundel on The Great Sussex Way Website.

It may be sensible and necessary to have a wider debate about how to differentiate direct investment by CDC into TGSW and the very real commercial need for a more nuanced approach to building appropriate partnerships which add value to all local tourism businesses within our physical geographical boundaries.

Summary

Thanks to the ongoing support of Chichester District Council, The Great Sussex Way is now delivering a professional, targeted and effected service to the tourism businesses of Chichester District.

Our services are directly and demonstrably, increasing the profitability of Chichester businesses. TGSW has been through a period of transformation to modernise the marketing and technical capabilities of our organisation. Having completed stages one and two above it leaves us in the strong position to focus on stage three.

This will put us in the position to realise the ambition to be the best performing DMO nationally for our size and funding by late 2024.

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Chichester District Council

OVERVIEW AND SCRUTINY COMMITTEE

17 January 2023

Domestic Food Waste Collections

1. Contacts

Report Author:

Kevin Carter: - Divisional Manager Contract Services
Tel: 01243 534697 E-mail: kcarter@chichester.gov.uk

2. Recommendations

- 2.1 The Committee is requested to note the proposal that in the absence of any clarity regarding the Government's requirements and funding, that the Council should not yet commence the implementation of a separate domestic food waste collection service, but instead keep a watching brief and update members as and when the Government progresses matters.**

3. Background

- 3.1 The Environment Act 2021 and the Governments Resources and Waste Strategy identified weekly food waste collections will be mandated for all domestic properties by 2025 as well as changes to other waste stream collection responsibilities.
- 3.2 The Government have stated that new funding would be made available in the form of payments to implement new statutory responsibilities included within the Act and indicated its intention to make New Burdens funding available for the introduction of these responsibilities, committing £295 million of capital funding for local authorities to prepare for separate food waste collections via its Net Zero Strategy.
- 3.3 Subsequently the government called for further evidence, to which local authorities responded. Most recently the government has indicated continuing support for Net Zero without specific detail around the status of financial commitments made in the strategy.
- 3.4 Government consultations on various aspects of The Environment Act have been undertaken although Government responses to these consultations have been delayed several times. Defra have recently indicated that it is still the Government's intention to see through the reforms and responses to the consultations can be expected at "the end of 2022".
- 3.5 With the delay in receiving the details of the new statutory responsibilities, the confirmation of funding being made available and the mechanism for payment

of this funding, most local authorities who are not currently collecting food waste have delayed any decision to implement this new service.

- 3.6 Cabinet in July 2022 resolved to commence planning work for the implementation of domestic food waste collection and released £22,500 from reserves to support this work. A formal report was to be prepared for presentation to the Overview and Scrutiny committee. The report should include the following areas:
 - 3.6.1 Update of 2019 Eunomia model using current data to identify total system costs for the implementation of a kerbside food waste collection service.
 - 3.6.2 Development of more detailed operational plans to identify different delivery model options for consideration.
 - 3.6.3 Development of implementation timescales, from formal approval to proceed to commencement of service provision.
 - 3.6.4 Identification of key risks and issues that would be associated with the introduction of a food waste collection service.
 - 3.6.5 Identification of waste disposal requirements from WSCC
 - 3.6.6 Identification of any potential opportunities for the growth of commercial food waste collections
- 3.7 CDC currently serves approximately 60,000 domestic properties. CDC's current service consists of:
 - 3.7.1 fortnightly co-mingled recycling with a 240-litre wheeled bin for dry mixed recycling (DMR), collecting glass, paper, card, cartons, plastic bottles, plastic pots, tubs and trays, and metal tins and cans, aerosols and foil
 - 3.7.2 fortnightly charged garden waste with a 240-litre wheeled bin, which residents can subscribe to; and
 - 3.7.3 fortnightly residual collections from 240-litre wheeled bins
 - 3.7.4 some smaller occupancy households have smaller 180ltr bins whilst larger households may have 360 ltr bins
 - 3.7.5 Flats and some Homes of Multiple Occupancy (HMO's) are serviced by 1,100-litre communal bins. Smaller vehicles are used to collect from 1,055 properties with restricted access. Garden waste is only collected from standard access households

4. Progress

4.1 Modelling report

4.2 Eunomia Research and Consulting (Eunomia) was commissioned in June 2022 by Chichester District Council (CDC), to carry out an options appraisal of the household waste collection service. The purpose of this options appraisal was to review the authority's current household waste collection system and evaluate the costs, resource implications and likely performance of introducing a separate weekly food waste collection service to all households.

4.3 The cost and performance outcomes of this study are intended to allow CDC to identify the lowest cost approach that will meet the food waste requirements set to be introduced under the Environment Act 2021 and the Resources and Waste Strategy

4.4 The approach taken to model CDC's system was first to gather data of CDC's collection service, including the current collection methodology, recycling performance, recent waste composition data etc.

4.5 The current service was benchmarked against similar authorities to provide context on how CDC currently performs and to determine the likely performance within each collection option to be modelled.

4.6 A 'baseline' model was then created representing the current service. CDC specific inputs such as geography, number and type of households, current services and service performance, resources, and waste composition were then used to refine the model. These inputs were calibrated using known outputs (which in modelling terms includes the numbers of crew and vehicles used to deliver the collection services), as well as factors such as productivity, pass rates (houses per hr), set out rates (%) and capture rates (kg / household)

4.7 Waste flow modelling was undertaken to assess the indicative recycling rate for each of the options being modelled and used to determine the number of resources (vehicles and staff) required. Costs were then calculated. It should be noted that all costs identified within the model are presented as marginal costs relative to the baseline. The modelling does not include transition/implementation costs for service changes, including bin delivery/exchange; household communication costs, both on-going and in relation to service changes; or spare vehicles, staff cover for holiday and sickness, overheads (supervision and management) or back-office staff. These costs are to be added into the model output to provide a total cost of operation.

4.8 The options modelled are diagrammatically shown in Appendix A. No changes to the green waste or dry recycling collection services were modelled.

4.8.1 Baseline. Fortnightly residual, fortnightly comingled dry recycling and charged garden waste

- 4.8.2 Option 1. Fortnightly residual, fortnightly comingled dry recycling, weekly food waste collected in a 12t vehicle and charged garden waste
- 4.8.3 Option 2. Fortnightly residual, fortnightly comingled dry recycling, weekly food waste collected in a 7.5t vehicle and fortnightly charged garden waste
- 4.8.4 Option 3. 3-weekly residual, fortnightly comingled dry recycling, weekly food waste collected in a 7.5t vehicle and fortnightly charged garden waste. Communal properties continue to have fortnightly residual collection
- 4.8.5 Different vehicle sizes were modelled as larger vehicles have a greater payload and can service more households before returning to a transfer station. 12 t vehicles are however more expensive than 7.5t vehicles. Depending on driver age, 7.5 tonne drivers may not need to be HGV qualified and as such are easier to recruit than full HGV licence holders.

4.9 Modelling results

4.10 The main findings of the modelling suggest

- 4.10.1 Where only food waste is introduced (Options 1 and 2), there is an increase in the recycling rate from 44.9% to 55.2% across CDC.
- 4.10.2 The choice of food waste vehicle between 12 tonne (Option 1) and 7.5 tonne (Option 2) results in no change in recycling performance, as waste flows are not affected.
- 4.10.3 Only when the residual collection frequency is decreased (Option 3) from fortnightly to three-weekly does the recycling rate increase again, to 62.3%. It should be noted that this option has potential resident concerns and currently only a minority (but growing) of other local authorities have introduced this approach.
- 4.10.4 The theoretical annual marginal costs and the more realistic annual costs when adding in an operational consideration factor to cover vehicle non-availability, resource holiday and sickness cover etc , for each option are shown below.

	Annual Costs	
	Theoretical	Realistic
Option 1	£747,000	£933,000
Option 2	£730,000	£912,000
Option 3	£526,000	£702,000

Further breakdown of these costs are included in Appendix B NB:-These costs use input values valid in September 2022.

- 4.10.5 Where food waste is introduced with 12t vehicles (Option 1), the increase in costs is highest at £747,000. This is closely followed by Option 2, which is not quite as expensive due to the use of the less expensive 7.5T food waste

vehicles. Staff costs, however, are higher than in Option 1

4.10.6 The greatest residual disposal cost savings arise in Option 3 where a greater amount of food waste and some dry recycling is diverted from the 3-weekly residual waste service. This option also has the lowest total collection costs, due to savings on residual waste vehicles. In Option 3, unlike other options, there is also a small increase in recycling treatment costs due to CDC collecting additional recycling, but this is fully offset by the residual waste savings

4.10.7 In addition to the operational costs included in 4.10.4, one off service change costs must also be considered for the introduction of the food waste service. Indicative service change communication costs are between £0.50 and £1.50 per household. Using £1.00 per household for the first year as well as £50,000 of additional resource to plan and manage the roll out approximately £110,000 will be required. Additional one-off costs for new vehicles and food caddies per household will also be required. Indicative one off costs are shown in the table below

	One off costs			
	Communication / Project	Vehicles	Bins/ Caddies	Total
Option 1	£110,000	£880,000	£249,000	£1,239,000
Option 2	£110,000	£680,000	£249,000	£1,039,000
Option 3	£110,000	£765,000	£249,000	£1,124,000

4.11 Delivery Plan

4.12 From receiving approval to commence a domestic food waste implementation project to the service commencing will be circa 20 -22 months

4.13 Vehicle availability is currently 12 months from receipt of a purchase order. A full competitive tender process will be required to purchase the new food waste collection fleet. The procurement activities of the fleet are all on the critical path for the project.

4.14 For the introduction of a new universal service and in consideration of the total project cost a full governance process will need to be followed, including Cabinet and full Council reports and approvals. These activities are also on the projects critical path.

4.15 Appendix C, shows a top level project Gantt chart

4.16 Whole System Costs

4.17 Although CDC is responsible only for collection costs, with disposal costs falling to West Sussex County Council, it is important to understand the impact of the proposed changes on costs across the whole local authority waste management system. Changes that reduce the amount of residual waste being generated will

tend to reduce costs for the County Council, even if they result in increased collection costs for CDC. This may give rise to opportunities to discuss how any disposal savings may be shared.

- 4.18 The disposal cost of residual waste is significantly higher than for a similar weight of food waste. There are significant residual disposal savings in all options due to the diversion of food waste from the residual waste stream. The Eunomia model estimated that any increase in collection costs as stated in 4.10.4 could potentially be fully offset by the estimated disposal cost reduction. These estimates do not however include the significant capital costs the County Council must incur to modify the disposal infrastructure to accept, transport and process separately collected food waste. The Micro Biological Treatment (MBT) plant in Brockenhurst Wood will require significant modification as will each transfer station to be able to accept and keep segregated the food waste collected by each District and Borough.
- 4.19 West Sussex County Council currently await the Government position on any potential new burden funding that may become available to assist with implementation of separate food waste collection and processing. Once this position is known WSCC may be in a better position to discuss whole system costs, including savings that would accrue to them as the disposal authority.
- 4.20 WSCC are in a similar position to CDC and other District and Boroughs as the Government has yet to clarify if any funding will be made available to support these modifications, any service transition or ongoing revenue support costs.
- 4.21 Commercial Food Waste impact
- 4.22 It is expected that the Government will confirm that businesses who generate food waste must have a weekly collection service of food waste in place. Industry is awaiting the timescales of when this will be made mandatory and what the criteria would be for a business to have to comply.
- 4.23 CDC already has a commercial food waste collection business, which after COVID has seen a steady growth with now over 50 customers receiving regular collections.
- 4.24 When similar legislation was introduced into Scotland, the few organisations with an established commercial food waste collection service in place saw a significant increase in demand for that service. CCS, in anticipation of this have started to consider the operational requirements to expand its current service with one option being to leverage the domestic food waste fleet to support the expansion of the commercial service.
- 4.25 Separate rounds would be required to ensure domestic and commercial food waste is segregated and the current operational working practices will be changed to support this approach.
- 4.26 Key Risks

- 4.27 There are many risks and opportunities associated with the introduction of a new kerbside waste collection service. The risks identified within this report only focus on if and / or when a decision should be taken to introduce food waste.
- 4.28 The risk matrix shown in Appendix D identifies some of the strategic risks CDC may face in the timing of making any decision.

5. Proposal

- 5.1 In the absence of any clarity regarding the Governments requirements and funding that the Council should not yet commence the implementation of a separate domestic food waste collection service but instead keep a watching brief and update members as and when the Government progresses matters.

6. Alternatives Considered

- 6.1 As an alternative option to the proposal included in 5.0 members could go ahead and commence implementing a separate domestic food waste collection service. However, given the Council current financial pressures this would require members to identify how such a service would be funded.
- 6.2 To implement the service prior to any Government announcement could also jeopardise how much funding might be available later as there is a risk that some of the funding may be targeted towards those authorities that had yet decided upon such an implementation.







7. Resource and Legal Implications

- 7.1 The resource and legal implications will be key considerations for the options appraisal along with the other considerations set out in paragraph 4.2

8. Other Implications

	Yes	No
Crime and Disorder		x
Biodiversity and Climate Change Mitigation Potential to reduce the carbon footprint of the Council's buildings.	x	
Human Rights and Equality Impact An Equality Impact Assessment to be undertaken for any preferred option with a focus on accessibility.	x	
Safeguarding and Early Help		x
General Data Protection Regulations (GDPR)		x
Health and Wellbeing		x
Other (please specify)		

Appendix A :- Illustration of the different options considered

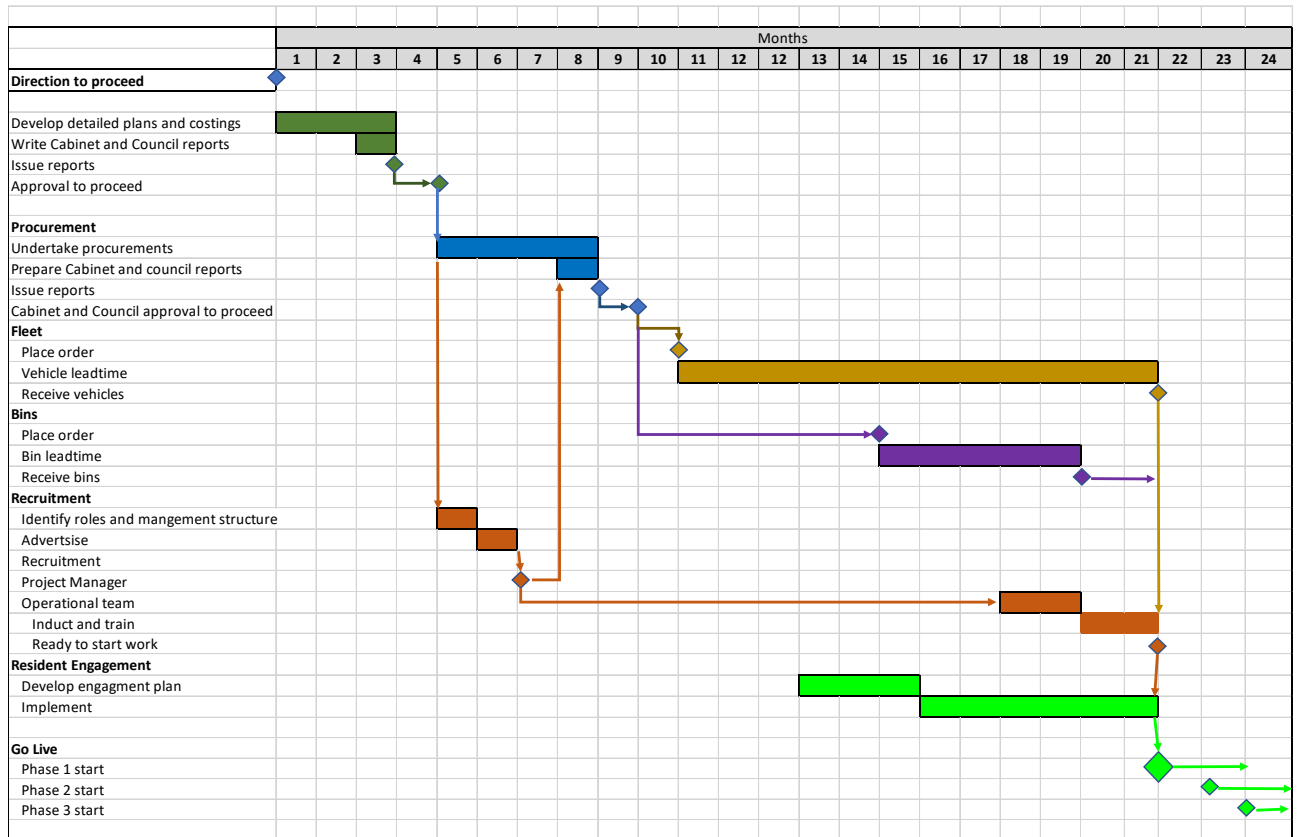
	Baseline	Option 1	Option 2	Option 3
Dry Recycling	Fortnightly Comingled 			
Food Waste	None	Weekly  12T Vehicle	Weekly  7.5T Vehicle	
Garden Waste	Fortnightly, Charged 			
Residual Waste	Fortnightly 240L Bin 			3-Weekly 240L Bin 
	Baseline	Option 1	Option 2	Option 3

Appendix B – Marginal costs for each option.

Annual Marginal Costs relative to baseline			
	Option 1	Option 2	Option 3
Vehicle costs	£243,000	£202,000	£169,000
Staff Costs	£467,000	£491,000	£356,000
Container costs	£37,000	£37,000	£37,000
Total gross costs	£747,000	£730,000	£562,000
incl Operational factor (25%)	£933,750	£912,500	£702,500

NB:- All options have used diesel powered vehicles, have used resource labour rates valid as at September 2022 and assume a 10 year lifecycle for vehicles.

Appendix C:- Indicative implementation timetable



Appendix D:- Strategic Risks

Strategic Risks - Timing of Decision						
Risk No	Risk	Type of Risk	Probability of risk	Severity of Risk	Comments	Mitigation
1	Public become frustrated with delay in implementing food waste collections	Reputational	Low	Low	To date only a relatively small number of residents have questioned why CDC do not have a food waste service	Develop agreed responses to resident queries
2	CDC's CO2 reduction target of 10% per year will not be met until food waste is implemented	Reputational / Environmental	High	Medium	The current CO2 reduction plan does not currently include food waste as a activity to reduce CO2. In practice since CDC are not responsible for waste disposal CDC's CO2 footprint will likely increase with the introduction of the kerbside collection service	Work with WSCC to indentify whole system CO2 footprint.
3	Residents object to implementing the service using diesel vehicles instead of electric version	Financial / Reputational / Environmental	Low	Low	The implementation costs have assumed diesel vehicles will be purchased. Electric vehicles may be available at the time of purchase but this will need to be confirmed.	If available then purchase electric vehicles or delay implementation until they are available. Electric vehicles will add approx £100k per annum to costs
4	Decision made to implement before Government announces any potential funding for new burden responsibilities..	Financial	Medium	High	Funding may not be made available retrospectively for costs already incurred or potentially for service implementation decisions made prior to funding being announced. It is hoped Government will at least support / assist with capital costs of the service so circa £1 million.	In anticipation of Government announcement which will hopefully include funding statement, start detailed planning work, including preparing the necessary procurement paperwork, without formally committing to providing the service if resource is available or to commit to providing the service before any government announcements and accept the risk.

OSC WORK PROGRAMME

Items remaining for 2023:

Issue	OSC's role in this review	Lead Officer
14 March 2023		
Efficiency programme	Monitoring & review	A Buckley
Invitation to Police and Crime Commissioner		
Social prescribing update including young persons social prescribing	Monitoring & review	E Thomas

Work Programme Notes

- Southern Gateway Project to be discussed by the Committee as and when appropriate
- Coastal Partnership update – for Monitoring and Review – Alison Stevens (to July 2023 meeting)

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