
Report to Council

Date of Meeting: 19 December 2019

Subject: Garden Waste Permit Scheme

Report by: Strategic Director (Place)

1.0 Purpose

- 1.1. This purpose of this report is to advise the Council of the progress made towards the introduction of charges for collection of domestic garden waste from March 2020.

2.0 Recommendations

- a) It is recommended that the Council notes the contents of this report and the ongoing cross-service work to implement the garden waste permit scheme.
- b) It is recommended that the Council notes the initial annual charge at £36 per bin and agree that any future increases will be brought back to Council for approval as part of the annual review of charges process.
- c) Note that HRA will cover the cost of permits for those tenants who wish to participate in the scheme (following consultation in line with the 2001 Act).

3.0 Background

- 3.1. Clackmannanshire Council currently provides a garden waste recycling service to approximately 22,000 properties. This service allows householders to recycle grass cuttings, weeds, shrub cuttings, hedge trimmings, flowers, plants, leaves and twigs via a kerbside collection using a brown wheelie bin. The service is provided between March and November.
- 3.2. The total tonnage of garden waste collected in Clackmannanshire in 2018 was around 3,500t.
- 3.3. The Waste (Scotland) Regulations 2012 introduced a requirement on local authorities to provide householders with collection services for dry recyclable waste and food waste. The collection of garden waste is however not a statutory service that Clackmannanshire Council has to provide to householders, and under the Controlled Waste Regulations 1992, local

authorities can levy a charge for the collection of certain types of household waste, including garden waste.

- 3.4. Charging for garden waste is common practice in England and Wales with over 50% of councils charging for this service. In Scotland, a number of councils have now introduced a charge, including Angus, Dundee City, Edinburgh and Perth & Kinross. A number of other Scottish councils have intimated they are considering adopting this practice. One authority, Scottish Borders, elected to discontinue garden waste collections in 2014, and instead promote home composting, disposal at Household Waste Recycling Centres or the use of private collection companies.
- 3.5. Over the last few months, a cross service working group has been developing the strategy covering service logistics, planning, charging methods, permitting, auditing and control. A list of frequently asked questions will also be developed to provide more information to specific queries and this will be posted on the Council's Website.
- 3.6. Officers have considered similar schemes in other local authorities and have chosen to develop a very similar model to that developed and successfully implemented in Perth & Kinross.
- 3.7. Angus Council's take-up figure during the first year of operation was 46% of applicable households, while Perth & Kinross indicated a take-up figure of 54% during the first year. The financial model for Clackmannanshire is based on an estimated take-up rate of between 30% to 50%.

4.0 Considerations

- 4.1. As part of the budget savings process in March 2019 it was agreed that Clackmannanshire Council would introduce a charge for the collection of garden waste to achieve a cost saving of £130k. The Council committed to introducing this Permit Scheme for garden waste collections commencing March 2020.
- 4.2. The Service has developed a delivery model based on a full cost recovery approach, as per current best practice.
- 4.3. The financial benefit to the Council from the implementation of the Permit Scheme is dependant on the take-up to the scheme. A cost benefit of £130k will be achieved at a household take-up rate of around thirty percent which would achieve the budgeted saving. However a fifty percent take-up rate would result in a cost benefit of around £290k.
- 4.4. A benchmarking exercise was undertaken in relation to those other Authorities who are currently providing or initiating garden waste permit schemes. Setting the permit fee at £36 will enable full cost recovery to be achieved at the forecast take-up rate of fifty percent. The permit fee would be retained within the pricing band derived through the benchmarking study.
- 4.5. There will be a significant additional administration burden during the introduction phase. The financial model supports provision of an additional 1.5 FTE staff for a six month period to assist within the Contact Centre.

- 4.6. As part of the HRA budget 2019/20 approval, it was noted that the Housing service would consult its tenants in line with the 2001 Housing Act for consideration if the HRA should cover the cost of permits for those who wish to participate in the scheme. The Housing service consulted with over 10% of its tenant base and 85% agreed with this proposal. Housing Officers will engage with tenants to assist those who want a permit to gain appropriate access. Consultation has also taken place with Ochilview, Paragon and Kingdom housing associations and they are reviewing whether they can subsidise their tenants access to the scheme.

Proposed Scheme

- 4.7. Letters will be sent to all households approximately 2 months prior to the start of the charging period. This letter will advise people of how to register for the service, how to make payment, what to do if they have multiple bins (maximum 2) and how they can arrange for bins to be removed if they do not wish to participate.
- 4.8. This communication will be reinforced by a comprehensive social media campaign, information on the Council's website and local newspapers.
- 4.9. Householders will be encouraged to register online wherever possible and staff at various Council offices will be able to assist householders who do not have internet access at home. Payment can be made over the phone or via the secure website using their debit or credit card. Payment can be made in person at council offices – locations and full details will be specified in letters sent to residents.
- 4.10. Once payment has been received, householders will receive notification of their registration to the scheme within 21 working days. The registration documents will include a sticker (permit) which includes the address of the registered property and detailed Terms & Conditions associated with the service. The sticker will be placed on the bin by the householder and will indicate to the collection crew that the address is included in the scheme. Only those bins displaying a valid sticker will be emptied.
- 4.11. Householders will be able to sign up at any point during the charging period, but there will be no part year reductions for householders who sign up at a later date.
- 4.12. The frequency of collections will not change. It is proposed to continue to operate every three weeks throughout the year from March to November inclusive. Collection details will be advertised on the council website where calendars will be available to download.
- 4.13. Householders who do not sign up for the scheme will be encouraged to dispose of garden waste free of charge at Forthbank Household Waste Recycling Centre. Alternatively information will be provided on the Council website to encourage home composting.
- 4.14. Further details about the reason why the scheme is being introduced, how it will operate and details on how to order a home composting bin will be displayed on the council website. A list of Frequently Asked Questions (FAQs) will be created to provide more information to specific queries.

Enforcement

- 4.15. Information hangers, placed onto the handle of bins by the waste operatives, will be used to inform households of contamination within any of the recycling bins and to explain what material is acceptable. Garden waste placed into the residual waste bins would result in an increase in tonnage (currently through landfill) at a potentially significant cost.
- 4.16. To minimise the likely impact of garden waste finding its way into the residual waste stream following the introduction of a charge, the use of information hangers will be extended to identify garden waste as a contaminant within the residual waste bin, instructing that this waste should be disposed of via the brown bin service, through home composting or free of charge at Forthbank Household Waste Recycling Centre. Garden waste or residual waste presented in sacks alongside the residual bin or garden waste bin will not be collected. These measures will be widely communicated to householders at the outset of the scheme implementation.
- 4.17. The assisted collection service will be retained for eligible residents who purchase a garden waste permit.

5.0 Sustainability Implications

- 5.1. This model will ensure delivery of a sustainable garden waste collection service for Clackmannanshire residents. The self funding scheme should not be affected by further financial pressures on Council budgets going forward.
- 5.2. Contamination of other waste streams has been considered and factored into the financial model. Case studies have been undertaken and contamination of up to 10% is forecast in the first year. The Service will focus on reducing this annually.

6.0 Resource Implications

6.1. *Financial Details*

- 6.2. The proposed scheme is based on an estimated take-up of the service of between 30% to 50%, and levying an annual charge of £36 per bin for three weekly collection taking place between March and November each year. This would enable the Service to achieve a cost benefit of between £130k to £290k. Take-up of around 48% is required to achieve full cost recovery.
- 6.3. Staffing, communication and IT costs, including those costs associated with setting up the scheme have been factored into the financial model.
- 6.4. The upfront costs of implementing the scheme in financial year 2019/20 will be met from the existing Waste Services revenue budget.
- 6.5. There will be an expected financial contribution of around £62,000 from the approved HRA budget.

6.6. Finance have been consulted and have agreed the financial implications as set out in the report. Yes

6.7. *Staffing*

6.8. Additional administration support of 1.5 FTE for 6 months is required to support the implementation of the scheme. This will involve advertising 1 FTE position and distributing the remaining hours between existing part-time staff.

6.9. *Communications*

6.10. A defined communications strategy covering the proposed changes to the garden waste service has been developed.

7.0 Exempt Reports

7.1. Is this report exempt? Yes (please detail the reasons for exemption below) No

8.0 Declarations

The recommendations contained within this report support or implement our Corporate Priorities and Council Policies.

(1) **Our Priorities** (Please double click on the check box)

Clackmannanshire will be attractive to businesses & people and ensure fair opportunities for all	<input checked="" type="checkbox"/>
Our families; children and young people will have the best possible start in life	<input type="checkbox"/>
Women and girls will be confident and aspirational, and achieve their full potential	<input type="checkbox"/>
Our communities will be resilient and empowered so that they can thrive and flourish	<input type="checkbox"/>

(2) **Council Policies** (Please detail)

9.0 Equalities Impact

9.1 Have you undertaken the required equalities impact assessment to ensure that no groups are adversely affected by the recommendations?

Yes This is contained within the Business Case

10.0 Legality

10.1 It has been confirmed that in adopting the recommendations contained in this report, the Council is acting within its legal powers. Yes

11.0 Appendices

11.1 Please list any appendices attached to this report. If there are no appendices, please state "none".

Business Case

12.0 Background Papers

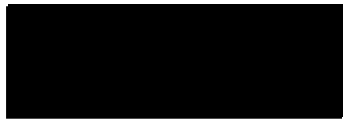
12.1 Have you used other documents to compile your report? (All documents must be kept available by the author for public inspection for four years from the date of meeting at which the report is considered)

Yes (please list the documents below) No

Author(s)

NAME	DESIGNATION	TEL NO / EXTENSION
Scott Walker	Team Leader	Extension : 2612

Approved by

NAME	DESIGNATION	SIGNATURE
Pete Leonard	Strategic Director (Place)	



Clackmannanshire Council Transformation Programme Business Case

GARDEN WASTE PERMIT SCHEME



**Clackmannanshire
Council**

Comhairle Siorrachd
Chlach Mhanann

www.clacks.gov.uk

Document Control			
Version	Revision Date	Change Summary	Author
Project Title	<i>Garden Waste Permit Scheme</i>		
Project Sponsor	<i>Strategic Director – Place</i>		
Project Manager	<i>Scott Walker</i>		
1.0			

Distribution			
Version	Name	Title	Issued Date
1.0	Scott Walker	Team Leader	

Section 1 – Project Overview

Background

- 1.1 *The Place Service currently collects garden waste from all residents who have requested a 'brown bin', on a three weekly service. This service is provided for 9 months of the year (March to November inclusive). The service is provided using in-house resources, supplemented by agency staff as required. The service collects the garden waste at kerbside and transports it to the transfer station at Polmaise, Stirling.*
- 1.2 *Historically all household waste was collected in a single bin presented at kerbside. Latterly additional bins were provided to residents with the objective of encouraging recycling practices. Therefore although there has been a historical service provided, the collection of green waste is not a statutory duty. At its budget setting meeting in March 2019, the Council agreed to implement a chargeable permit system for the collection of garden waste from 1 March 2020, to achieve a targeted cost saving of £130k.*

Case for Change

- 1.3 *The existing waste collection regime is not sustainable due to the current financial environment and is exacerbated by increased demand (due to new residential developments). As resources diminish, the additional pressures in operating the green waste collections are contributing to the risk of failure in other waste collection streams. A number of local authorities have successfully introduced garden waste permit systems and many others are looking to follow suit. One authority within Scotland no longer provides a garden waste collection service.*
- 1.4 *The Council is under pressure to reduce non-statutory services due to the financial pressures place upon it. The cost of undertaking this non-statutory service is around £270k per annum. Implementing a cost neutral brown bin collection service would allow this resource to be utilised in providing statutory services, while retaining the garden collection waste service for those residents willing to pay for it. Other options, such as bringing green waste to Forthbank Recycling Centre (at no cost) or composting, would be available for those residents not wishing to participate.*

Strategic Fit

- 1.5 *This project is in line with the Council's Organisational Transformation priority in that the changes will enable a modern, efficient and sustainable waste collection service.*

Section 2 – Option Appraisal

2.1 This saving was approved by Council in March 2019 under the proposal to provide an in-house chargeable garden waste collection service. Therefore the do-nothing option scenario is not appropriate at this time. With regards to the method of applications, payments and permit deliveries, the Service is currently considering two options:-

Option 1 : Maintain in-house application system, create in-house database but utilise third party for issuing permits

Option 2 : Maintain in-house application system but utilise third party for hosting on-line database and for issuing permits.

The benefits and risks of each option are as follows:-

Pro's

Option 1: Reduced revenue cost

Greater control over delivery (mailing)

Option 2: Limited strain on admin resources

Recommended by neighbouring LA

Full control over application status

Cons

Additional in-house admin pressures

Risk to coordination of database and mailing systems

Risk of less detailed record keeping

More expensive (estimate £6k)

Data control issues (GDPR)

2.2 *After initial considerations through the working group, Option 2 is the preferred method for delivery. The reason for this is that the on-line portal appears to provide a more robust recording method which has been trialled, tested and recommended by a neighbouring local authority. Further there will be limited additional admin burden which should compensate the additional revenue cost.*

Section 3 – Financial Information

Implementation Costs

3.1 Finance have confirmed the following information is accurate. Implementation costs for this project are as follows (**Note that all costs, except the crown commercial fee of £5.7k, will be reoccurring annual costs. Contingencies have been retained within the three year model**):-

- Staffing – Project tasks and management undertaken by existing staff members. 2 additional Business Support staff required for maximum period of 9 months (£36k) for processing permit applications
- New systems – on-line portal costs circa £17k (tbc through procurement process). Payment portal on Council website (GOSS) and crown commercial fee handling of £5.7k
- Advertising - £9k postal costs on advising Clackmannanshire residents of new permit system and how to apply. Additional processing costs (£0.30 per application)
- Restructuring costs – no changes planned due to this project
- Surveys – new collection routes will be developed by existing staff
- Consultation – undertaken as part of the 2018/19 budget consultation process
- Procurement Costs – advertised through Public Contract Scotland by existing staff

	Cost (£)
Staff Cost	36,000
System Cost	16,700
Processing Costs	3,350
Advertising	9,000
Contamination allowance (forecast at 50% take-up)	£38,150
Contingency	£20,000
Total (All Revenue)	£110,000

3.2 These implementation costs will require to be found within the existing revenue budget however the income received from the Permit scheme will cover the majority of implementation and running costs of the regime (depending on the agreed Permit fee).

Three Year Costing Model

	Baseline (Existing)	Year 1 (2019/20)	Year 2 (2020/21)	Year 3 (2021/22)
Collection Staff	62,477	62,477	64,350	66,281
Waste Disposal	114,000	138,950	140,095	141,239
Fleet Costs	46,825	46,825	48,230	49,677
Central Charges	46,269	46,269	47,657	49,087
Permit / Portal / Adverts		29,035	23,335	23,335
Additional Administration		36,004	37,084	38,197
Contingency		20,000	20,000	20,000

Total (Revenue)	269,751	379,560	380,751	387,816
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3.3 Year 1 costs increase due to the requirement to advertise and implement new systems. Years 2 and 3 are calculated based on inflation of 3% on staff and fleet costs.

3.4 Projected income is highlighted in the table below, based on a permit fee of £36. The financial model used to implement the service is based on full cost recovery (FCR) principles. FCR is predicted at a take-up rate of around 48 percent (to achieve income of around £380k). The forecasts used within Section 5 are based on a take-up rate of 50%.

3.5 At 50% take-up, the increase in income generated would be around £400k. Costs would increase from £269,751 to £379,560, resulting in a net benefit of around £290k (£400,000 - (£379,560 - £269,751)).

3.6 A net benefit of around £130k, to meet outcome targeted in the 2019 budget setting process, is achievable at a take-up of around 30%. The full financial model has been developed and agreed with finance.

Take-Up Rate	33%	40%	50%
Projected Income	£264k	£320k	£400k
Net Benefit	£145k	£206k	£290k

Section 4 – Deliverables

4.1 The preferred option 2 would allow a sustainable garden waste collection service to be provided to those residents of Clackmannanshire who wish to pay for the service. This would be a continuation of the existing service, in terms of frequency and method of collection. The income received from the permits would cover the costs of the service delivery. Any excess capacity (due to reduced participation) will be used to cover demands and introduce efficiencies elsewhere in the service.

Section 5 – Benefits/Outcomes

5.1 The preferred outcome will provide a choice for the residents of Clackmannanshire in how they wish to dispose of garden waste.

5.2 They key benefits/outcomes/aims are:

- Provision of a sustainable garden waste collection service in Clackmannanshire. The scheme will be self funding and therefore immune from future financial pressures on Council budgets (measure - percentage take up)
- Achieve full cost recovery of service provision (measure - profitability)
- Limit cross contamination into other waste streams through enforcement and control measures (measure – tonnages of residual waste / number of requests to return to contaminated bins)

Outcome	Indicator	Baseline (2019/20)	Target Year 1 (2020/21)	Target Year 2 (2021/22)	Target Year 3 (2022/23)
Mitigation of corporate risk: Insufficient Financial Sustainability	Percentage of residents purchasing a Permit	0%	50%	52%	54%
	Surplus generated	£0	£20k	£19k	£12k
Contribution to Sustainability & Climate Change Strategy	Increase in residual waste tonnages	0%	10%	8%	6%

5.3 The dis-benefits of the scheme are highlighted in Section 9 and Section 10 and are focused on:-

- risk of cross contamination of garden waste into the residual waste stream inducing a higher disposal cost (case studies have been undertaken and allowances have been made accordingly within the financial model).
- risk of excluding residents due to financial affordability (a full EQIA has been undertaken and provided in Appendix A).
- pressures on other waste collection services from ensuring that the garden waste service is efficient and reliable (resourcing levels have been reviewed and measures will be undertaken to ensure demand can be met).

5.4 The following benchmarked indicators will also be monitored to ensure that the changes result in maintained or improved performance levels. Where performance is already better than the Scottish average, targets are to maintain/improve on 18/19 performance, otherwise the aim is to improve to the Scottish average. Note that in 18/19, our performance declined slightly in all of these indicators, therefore, transformational changes are required to reverse this. It is also notable that, with the exception of Disposal Costs, the 18/19 Scottish averages all also declined, therefore, there are clearly wider issues affecting all authorities' performance in this area.

Outcome	Indicator	Baseline (2018/19)	Rank (2018/19)	Scottish Avg. (2018/19)	Target (2019/20)
Mitigation of corporate risk: Insufficient Financial Sustainability	Cost of waste collection per premise	£60.10	14	£67.45	£60.10
	Cost of waste disposal per premise	£100.04	20	£97.29	£97.29
Contribution to Sustainability & Climate Change Strategy	Household waste composted or recycled	56.3%	5	44.7%	56.3%*
Corporate Plan value: Be the Customer	Satisfaction with refuse collection (Scottish Household Survey)	71.7%	26	76.3%	76.3%

5.5 *There is a risk that the Council's overall waste recycling rates will be reduced through the implementation of this scheme. Worst case scenario is that 50% of garden waste is lost from the recycling stream (either through contamination or disposal by other means). This would result in a reduction in the percentage of household waste composted or recycled to 49% (from 56.3%). Case studies on other authorities who have been through this process indicate that the expected loss of recycled material is less than 10%. This would result in the recycling rate reducing to 54.8% (a reduction of 1.5%).

5.6 Consideration should also be given to other policy changes which will have an effect on the recycling rates, such as the changes to kerbside collections from June 19.

Section 6 – Stakeholder Engagement

Part 1 – Business Case Development

6.1 Consultation and engagement has been undertaken with the following groups during the Business Case development (many of whom contributed to the working group)

Stakeholder(s)	Feedback	Impact on Business Case
Housing HRA	Advised of possible uptake and payment mechanisms for HRA clients	
IT / Finance	Advice on web portals, payment processing & assistance with procurement	Able to provide accurate costings for transactions, website development
Procurement	Consideration of length of contract for portal / permit system.	
Communications	Requirements for comms strategy and robust scheme T&C's in advance of first release.	Ensure full and robust financial information is compiled prior to agreeing permit cost. Consideration of fixing fees for a number of years.
Contact Centre	Need for additional resource to administer expected high volume of enquiries / applications over a short period of time. Need for over the counter payment option at local centres	Need to include costs for additional business support staff to administer project during peak times.
Housing Associations (Ochilview / Paragon)	Wish to be involved in the project to partially subsidise clients	
Waste Staff	Need for additional resources to ensure priority green waste collection system can be provided. Consultation with other Authorities who have developed Permit schemes.	Need to ensure service fully resourced to be able to provide collection service. Costs of online portal and assistance in developing preferred options.

Part 2 – Implementation

6.2 The following consultation & engagement will be undertaken throughout the project's implementation:

Internal

Stakeholder	Communication Methods	Frequency	Start Date	End Date	Owner
Housing Staff	Team Meetings	Monthly	June 19	Dec 19	Murray Sharp
Contact Centre / CAP staff	Verbal Briefings	Monthly	Oct 19	Apr 20	TBC
Trade Unions	Verbal Briefings	Quarterly	July 19	Dec 19	Scott Walker
SLG	Briefing Note	Quarterly	Jul 19	Dec 19	Scott Walker

External

Stakeholder	Communication Methods	Frequency	Start Date	End Date	Owner
Impacted Tenants	Letter	Once	Jan 20	Jan 20	Scott Walker
RSLs	Letter	Once	Sep 19	Sep 19	Alan Salmond

Section 7 – Governance

7.1 Achievements, progress and risk mitigation (including the emergence of new risks throughout the project life-cycle) will be monitored closely via regular Project Team meetings. Summary highlights, exceptions, and any required subsequent decisions arising from these meetings (or required from higher governance bodies) will be reported/referred to SLG (Project Board) and/or the Change Board/Council.

Section 8 – Risk Register

8.1 A number of risks have been identified that, if they were to happen, would impact on the Council’s ability to successfully deliver the project. The table below details all of these risks, and the Project Teams proposed response to each risk. The Risk Register will be reviewed regularly by the Project Team to ensure that it remains up to date and captures any new or emerging risks.

Ref	Risk	Current Risk			Approach	Mitigation Actions (scores take into account actions that are already complete)	Owner
		Likelihood	Impact	Total			
1	Failure to achieve approved saving due to Members overturning decision or not approving realistic cost (financial and reputational damage)	3	4	12	Treat	Member engagement & robust business case (developed in consultation with Change Programme Manager)	Scott Walker Pete Leonard Dave Hunt
2	Financial projections are unachievable due to unrealistic charges or VAT issues, resulting in saving not being achieved or requirement to increase charges (with implications for uptake)	3	3	9	Treat	Involvement of Finance in financial modelling (advice is that Permit charges are exempt from VAT). Proposed charge is based on learning that these have been unsustainable elsewhere and require annual increases.	Donna Tierney Calum Ferguson
3	Timing of implementation fails to incorporate key dependencies/considerations	1	4	4	Treat	Include Waste operations, Finance, Comms, Contact Centre, IT, Housing & Change Programme in project team/plan development (see section 11/Appendix B)	Scott Walker Project Team
4	Year 1 uptake is below projected levels due to residents not being aware of the changes or being put off by cost	4	3	12	Treat	Full involvement of Communications in planning and development of Comms strategy to manage message – key stage is letter to all residents in early Jan 2020	Carla MacFarlane
5	Inability to manage administration of permits due to lack of robust system or insufficient Contact Centre resources	2	3	6	Treat	Procure online portal and employ additional support staff and integrate them into Contact Centre	Dean Barret John Allan Suzanne MacMillan
6	Residents are unable to apply for permits due to online portal not being available in time or system failure during working hours	2	4	8	Treat	Ensure procurement undertaken by Oct 19. Paper form available for contact centre / CAP centre staff to record applicant details.	Dean Barret John Allan Suzanne MacMillan
7	Inability to provide reliable Garden Waste collection service due to staff resources	2	4	8	Treat	Business cases for new staff to be developed Oct 19. Agency could be employed to cover if required.	Scott Walker Colin Smillie
8	Failure to maintain existing service delivery	1	3	3	Treat	See Section 9	Scott Walker
9	Changes adversely impact vulnerable residents	3	2	6	Treat	See Section 10	Scott/Murray Sharp

Section 9 – Business Impact Assessment

9.1 Assuming the successful delivery of the project, the potential impacts on current service delivery are:

Time Period/Links	Potential Impact	Mitigation Actions
Delivery of Project	Contamination of other waste streams (by non participants) will affect services ability to provide reliable service and affect costs. Possible demand pressure for additional vehicles & crew.	Training of front line staff (contamination) and public awareness campaign through press and social media. Utilise efficiencies generated by reduced garden waste collections for other collection streams. Financial model accounts for expected contamination costs from garden waste into other streams.
Transition/Post Project	Requirement to provide reliable garden waste collection service may lead to delays in other services (if resources become tight)	Fleet / Waste Supervisors meet to improve vehicle service programming to ensure vehicle availability. Driver shortage issues to be addressed.
Impact on other Projects	Workload involved in initiating Permit system will affect other operations within Waste Services.	Programme Waste workload to avoid conflict with key project milestones. Share key tasks among client team to limit pressures. Work with SMT / Finance to identify risks / feasibility of other savings targets
Impact on other services (e.g. HR, IT, Finance etc.)	Volume of calls to Contact Centre may have a significant effect. Social media enquiries and complaints may put strain on Comms	Ensure additional business support staff employed through project are liaising with Contact Centre

Section 10 – Equality and Fairer Scotland Impact Assessment

10.1 An Equality and Fairer Scotland Impact Assessment has been undertaken, and can be seen at Appendix A. The key issues emerging are: -

- There is a risk to older people and those on lower incomes. However this is mitigated by the provision of the Service to HRA residents.

Section 11 – Project Plan

11.1 A detailed Project Plan for the preferred option is attached at Appendix B, key milestones below (monitoring and updates will be provided as per sections 6 & 7).

Action	Deadline (for Completion)	Owner
Portal / IT	1 December 2019	A.Bonner / H.McNaught
Procurement	31 October 2019	D.Barrett
Staff Training	23 December 2019	A.Salmond
Communications Strategy	31 October 2019	S.Walker / C.McFarlane
Support Services Preparation	23 December 2019	A.Salmond /S.MacMillan
Operational Services	1 February 2020	C.Smillie / M.Croy

Section 12 – Recommendation

12.1 Change Board/Council are asked to: -

- Approve the preferred option as set out in paragraph 2.6

APPENDIX A - Equality and Fairer Scotland Impact Assessment - Screening

Title of Policy:	PLC POL 018 Garden Waste Permit Scheme
Service:	Place
Team:	Waste Services

Will the policy have to go to Council or committee for approval	Yes
Is it a major policy, significantly affecting how functions are delivered?	Yes
Does it relate to functions that previous involvement activities have identified as being important to particular protected groups?	No
Does it relate to an area where the Council has set equality outcomes?	No
Does it relate to an area where there are known inequalities?	No
Does it relate to a policy where there is significant potential for reducing inequalities or improving outcomes?	No

IF YES TO ANY - Move on to an Equality & Fairer Scotland Assessment

IF NO - Explain why an Equality & Fairer Scotland Assessment is not required

APPROVAL		
NAME	DESIGNATION	DATE
Garry Dallas	Strategic Director	February 2019

NB This screening exercise is not to be treated as an assessment of impact and therefore does not need to be published. However, if you decide not to assess the impact of any policy, you will have to be able to explain your decision. To do this, you should keep a full record of how you reached your decision.

Equality and Fairer Scotland Impact Assessment - Scoping

<p>Purpose of the proposed policy or changes to established policy</p>
<p>The purpose of the change is to ensure that Clackmannanshire Council is able to set a balanced budget, as required by statute, for the year 2019/20.</p> <p>Introduce a charging regime for the collection of Garden Waste would require residents to pre-purchase a permit prior to their brown bin (garden waste) being collected at kerbside. Those that do not choose to participate (or are unable to do so) would require to dispose of any garden waste (if applicable) by home composting or bringing to Forthbank HWRC</p>
<p>Which aspects of the policy are particularly relevant to each element of the Council's responsibilities in relation to the General Equality Duty and the Fairer Scotland Duty?</p>
<p>General Equality Duty -</p>
<p>➤ Eliminating unlawful discrimination, harassment and victimisation and other prohibited conduct</p>
<p>Impacts if any are likely to be minimal.</p>
<p>➤ Advancing equality of opportunity between people who share a relevant protected characteristic and those who do not</p>
<p>Increases in fees and charges may have a impact on those on low incomes, including some elderly people and some of those with disabilities. There is mitigation in that many low income households do not generate significant garden waste due to the nature of their properties. Additionally there is a possibility that Council tenants could have the permit service provided through the HRA. Further work is required to determine whether this is feasible and to outline how many additional affected people within the Groups would be affected.</p>
<p>➤ Fostering good relations between people who share a protected characteristic and those who do not.</p>
<p>Impacts if any are likely to be minimal.</p>
<p>Fairer Scotland Duty -</p>
<p>➤ Reducing inequalities of outcome caused by socioeconomic disadvantage</p>
<p>Some aspects of the budget proposals may have significant impacts on people who already experience socioeconomic disadvantage. The mitigation is similar to above but further work is required to identify if significant numbers of people, in at risk groups, would not be covered.</p> <p>However the proposed scheme has the advantage of providing a sustainable garden waste collection service that otherwise may be removed completely.</p>

To which of the equality groups is the policy relevant?		
Protected Characteristic	Yes/No*	Explanation
Age	Yes	The charge would be levied against all groups however some older people may be on very low incomes and may not be able to afford this service.
Disability	Yes	The charge would be levied against all groups however some older people may be on very low incomes and may not be able to afford this service.
Gender Reassignment	No	
Marriage and civil partnership	No	
Pregnancy and Maternity	No	
Race	No	
Religion and Belief	No	
Sex	No	
Sexual Orientation	No	

* Delete as required

What evidence is already available about the needs of relevant groups, and where are the gaps in evidence?
<p>Health inequalities continue to present challenges for our older population, and those with disabilities.</p> <p>We know that the communities of Coalsnaughton, Fishcross and Alloa South and East experience longstanding challenges associated with deprivation; there is a possibility, given the profile of proposals that these communities may be affected although the garden waste service may be retained from the majority through the HRA.</p> <p>Further engagement with groups and communities is required to understand the nature of the socioeconomic impact arising from the proposals and any mitigating actions.</p>
Which equality groups and communities might it be helpful to involve in the development of the policy?
<p>Older people – liaise with CTSI to understand most effective engagement approach.</p> <p>People with disabilities - liaise with CTSI to understand most effective engagement approach</p>
Next steps
<p>Face to face engagement will be arranged during January 2019 to enable impacts to be better understood. An online consultation will also be available from 9th January 2019 allowing for comments and feedback on the proposals. Following these engagement events, we will update this equality and fairer Scotland impact assessment</p>

Equality and Fairer Scotland Impact Assessment - Decision

Evidence findings		
<p>Proposals relating to waste and recycling were mixed with some respondents feeling that a reduction may lead to environmental problems, flytipping and more household waste going to landfill. Implementing fees and charges/full cost recovery models may have an impact on those on low incomes, including some elderly people and some of those with disabilities but the equalities and poverty implications as generally assessed as being low. This is on the basis that many low income households do not generate significant garden waste due to the nature of their properties, and/or may have access to the permit service provided through the HRA.</p> <p>The proposal was assessed as having a low equalities/poverty impact.</p>		
Details of engagement undertaken and feedback received		
<p>Detailed feedback from budget engagement exercise for 2019/20 comprising online comments/feedback and representations made at budget engagement events held as part of the overall exercise.</p>		
Decision/recommendation		
<p>Having considered the potential or actual impacts of this policy, the following decision/ recommendation is made:</p>		
Tick	Option 1: No major change	
✓	<p>The assessment demonstrates that the policy is robust. The evidence shows no potential for unlawful discrimination and that all opportunities have been taken to advance equality of opportunity and foster good relations, subject to continuing monitoring and review.</p>	
	Option 2: Adjust the policy – this involves taking steps to remove any barriers, to better advance equality or to foster good relations. It may be possible to remove or change the aspect of the policy that creates any negative or unwanted impact, or to introduce additional measures to reduce or mitigate any potential negative impact.	
	Option 3: Continue the policy – this means adopting or continuing with the policy, despite the potential for adverse impact. The justification should clearly set out how this decision is compatible with the Council’s obligations under the duty.	
	Option 4: Stop and remove the policy – if there are adverse effects that are not justified and cannot be mitigated, consideration should be given to stopping the policy altogether. If a policy leads to unlawful discrimination it should be removed or changed.	
Justification for decision		
<p>The Council met on 6th March 2019 and set the budget for 2019/20. This included the approval of this policy.</p>		
APPROVAL		
NAME	DESIGNATION	DATE
Garry Dallas	Strategic Director	24 th April 2019

APPENDIX B – Project Plan

Theme/Objective: PORTAL / IT			
1a	Development & Testing of GOSS Portal	1 December 2019	H.McNaught / A. Bonner / B.Short
	NOTE – See AB Project Plan (Appendix C)		

Theme/Objective: PROCUREMENT / HR			
2a	Procurement of Permit Provider Note – Project Plan within Tender Spec (Appendix D)	31 October 2019	D.Barrett
2b	Recruitment of Temp Support Staff Note – Linkages to Contact Centre / Working Locations	31 October 2019	S.Walker / S.MacMillan / A.Salmond
2c	Recruitment of Operational Staff	31 January 2020	S.Walker / M.Croy

Theme/Objective: TRAINING			
3a	Training of Contact Centre Staff	23 Dec 2019	A.Salmond / S.MacMillan
3b	Training of CAP staff	23 Dec 2019	A.Salmond / TBC
3c	Training of Operational Staff	31 Jan 2020	A.Salmond / D.Barrett

Theme/Objective: COMMUNICATIONS			
4a	Develop Communications Strategy	31 October 2019	C.MacFarlane / S.Walker
4b	Develop Pathway for unexpected problems (Internal FAQ's)	31 October 2019	S.MacMillan / S.Walker
4c	Issue letters to all residents (Advising of changes) (Remember to book with provider well in advance).	5 January 2020 (First working week)	A.Salmond / L.Hamilton
4d	Upload T&C's to Website	5 January 2020	A.Salmond

Theme/Objective: OPERATIONS / CONTACT CENTRE			
5a	Agree date for Support Staff to Commence	31 Oct 2019	S.Walker
5b	Complete Artwork for Permits	31 Oct 2019	D.Barrett / R.Feehan
5c	Finalise procedures with Permit Provider	31 Oct 2019	D.Barrett
5d	Collection Operations Commence 1 March 2020	1 Feb 2020	M.Croy / C.Smillie
5e	Provision of leaflets to Operational Staff for permit queries	5 Jan 2020	D.Barrett / R.Feehan

**Note: 'Themes/Objectives' included for illustrative purposes. They will vary between projects – but used to demonstrate that it is useful to group actions together rather than just having one big long list.*