Paper No. WRWA 23-26

WESTERN RIVERSIDE WASTE AUTHORITY

MEETING	26th October 2023
REPORT AUTHOR/DATE	General Manager *(Contact Mark Broxup - Tel. 020 8871 2788)* 28th September 2023
SUBJECT	A Report outlining progress with operations and other matters since the previous meeting of the Authority.
CONTENTS	Page 1 Executive Summary Pages 1 to 9 Items reported on Page 12 Recommendations Pages 14 - 17 Appendix A - tonnage tables Pages 18- 21 Appendix B - proposed Authority response to consultation on EPR regulations Pages 22 to 30 Appendix C – Cory EDI report – September 2023
STATUS	Open
BACKGROUND PAPERS	None

This page is left blank intentionally

EXECUTIVE SUMMARY

1. This paper brings Members up to date on operational and other matters, which, in themselves, do not warrant the production of a separate paper. The majority of these matters are for Members' information, but where approval is sought this is referred to in the report and summarised at the end. The specific matters covered in this report are:-

    a) Operations
    b) Performance Monitoring
    c) Collection And Packaging Waste Regulations
    d) Emissions Trading Scheme
    e) Appointment of Treasurer
    f) Education Programme – 2022/23 & 2023/24
    g) Constituent Council New Recycling Initiatives
    h) Nitrous Oxide Canisters & Single Use Vapes
    i) Western Riverside Environmental Fund
    j) Equality, Diversity and Inclusion
    k) Rework
    l) Items costing between £5,000 and £30,000
    m) Comments of the Treasurer
    n) Recommendations

OPERATIONS

Smugglers Way

2. Since the last meeting of the Authority, there has been one fire at the Smugglers Way Transfer Station requiring the London Fire Brigade's attendance. The fire took place on Friday, 25th August 2023. Whilst it is difficult to establish the exact cause, the last load tipped into Bay 5, the site of the fire, originated from the Household Waste and Recycling Centre (**"HWRC"**). The London Fire Brigade (**"LFB"**) were called to site, with three fire engines attending. The operation of the HWRC was unaffected.

3. Historically, Authority officers have reported larger fires requiring attendance by the LFB and have not reported to Members more regular fires that on-site staff can extinguish. To date in 2023, in addition to the significant fires highlighted to Members, there have been an additional eight fires, which resulted in downtime, and the evacuation of staff.

Wandsworth Bridge Closure

4. Wandsworth Bridge was closed for vehicles from Monday, 24th July 2023 for ten weeks for essential repairs and is due to reopen on Sunday 1st October 2023. Following approval by the Chair, arrangements were made for Hammersmith & Fulham (**"HF"**) and Kensington and Chelsea (**"KC"**) vehicles to deliver some of their residual waste and co-mingled recycling to West London Waste Authority's (**"WLWA"**) Transport Avenue site which is run by Suez (this is in addition to the Authority's own facilities).

5. The cost for General Waste will be broadly cost neutral to the Authority and the boroughs i.e. the same as if it came to Smugglers Way but the cost for the dry recyclables will be around £40 per tonne higher which is made up of a charge of £20 by Suez to receive and load the material into bulkers and around £20/tonne for the cost of the transport back to Smugglers Way. These additional costs have been passed onto the councils concerned.

6. Arrangements were also made with the WLWA to allow HF and KC residents to use its Reuse and Recycling centre at Abbey Road in the London Borough Brent for the duration of the bridge closure. The costs are in line with those at the HWRC at Smugglers Way so the impact should be cost neutral for the Authority.

PERFORMANCE MONITORING

Introduction

7. Detailed tonnage tables are attached as Appendix A to this report. The modelling to forecast the outturn figures for 2023/24 compares performance against the corresponding period in the previous year. The tables shown set out:

    a) the tonnages of each waste type (including co-mingled recycling contamination) delivered by each constituent council in the current financial year up to 31st May 2023, together with projected outturn tonnages, compared against those budgeted for and the previous financial year's outturn; and

    b) comparisons of the tonnages of each major waste type handled by each constituent council on an annual basis.

Points to Highlight

8. If the trend in the overall level of waste arisings from the first five months of 2023/24 continues throughout the remainder of the financial year, there would

be a 0.53% decrease compared to the outturn tonnage for 2022/23. Decreases against the 2022/23 outturn figures are currently predicted for all boroughs but tonnages at the Household Waste and Recycling Centre (**"HWRC"**) are currently to be 5.19% higher than last year.

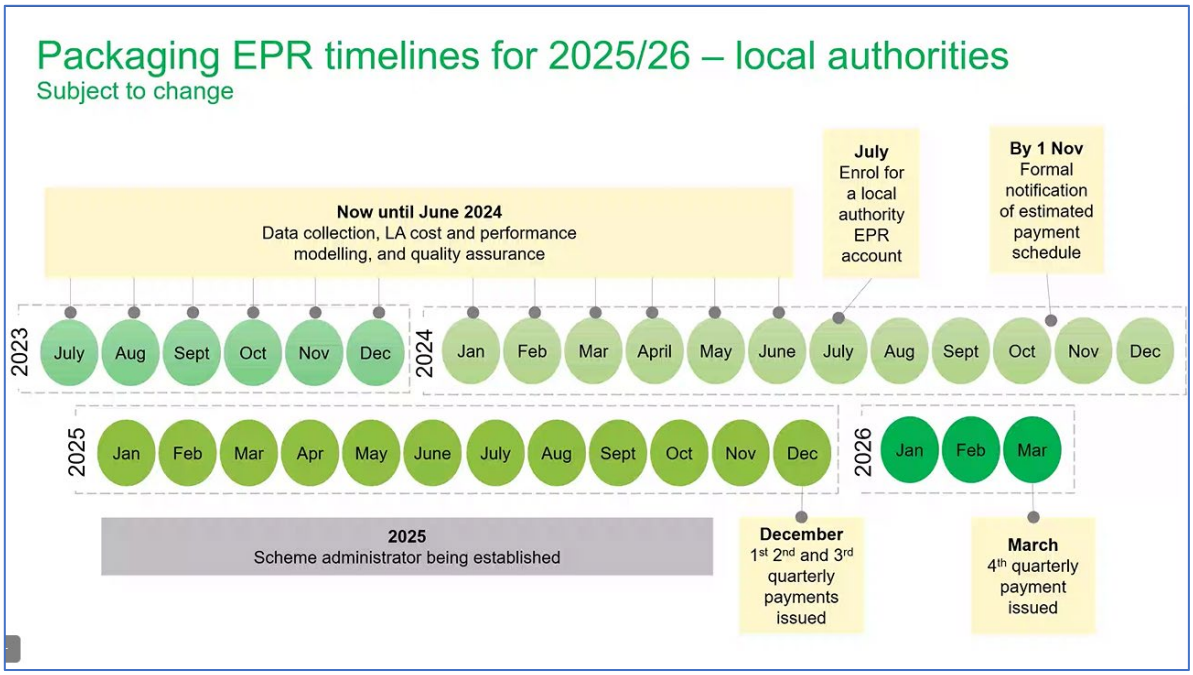
9. However, tonnages at the HWRC can be very seasonal and weather influenced and it worth highlighting that April and May have not been 'typical' months with April having extremely high rainfall and May extremely low rainfall. May also had three bank holidays due to the Coronation so making long term predictions on waste arisings at this stage is difficult.

COLLECTION AND PACKAGING WASTE REGULATIONS

10. The Government has announced on 25th July 2023 that it is delaying the introduction of the Collection and Packaging Waste Regulations (**"CPWR"**) until 2025. These regulations are designed to improve the recycling of packaging waste and reduce the amount of residual waste.

11. The Government said that the new timeline was necessary to help the UK to reduce inflation and to give businesses more time to work with local government on the scheme and it has produced the following revised timetable (Figure 1) for the introduction of Extended Producer Responsibility (**"EPR"**).

Figure 1



Consistent Collections/Simpler Recycling

12. The Government also announced on 25th July 2023 that its proposals for collection consistency (including separate food waste collections) and related new burdens compensation will not now be introduced until after EPR is implemented October 2025.
13. However, on 20th September 2023, Defra launched a scheme called 'Simpler Recycling', "formerly known as Consistency in Recycling". At the time of writing no details on what 'Simpler Recycling' will entail have been published and an oral update will be given at the Authority meeting.

Deposit Return Scheme

14. In January 2023, the Government announced that a Deposit Return Scheme (**"DRS"**) would also be introduced in October 2025 but there has recently been speculation in the press that this will slip to 2026 or even later.

15. These delays are likely to have several negative impacts, including:

    - discouraging investment in new recycling infrastructure, as businesses and local authorities remain uncertain about the future regulatory landscape; and

    - slowing the transition to a circular economy any the consequential reduction in environmental impact, as producers will have less incentive to reduce their packaging or make it more reusable and recyclable.

16. Officers have calculated that the financial impact to the Authority of the delay to the introduction of a DRS and EPR to be around £1.8 million a year with around 95% of these costs due to the delay in introducing EPR. Overall, they mean the taxpayer, rather than the producer of the packaging, is still bearing these costs.

Consultation on the draft regulations for EPR

17. On 28th July 2023 the Government opened a consultation on the draft Producer Responsibility Obligations (Packaging and Packaging Waste) Regulations 2024. The purpose of the consultation is not to invite comments on the overall policy intention and objectives (these have been the subject of previous consultations in 2019 and 2021) but to gather views on how the approach set out in the Government's March 2022 consultation response have been reflected in the draft Regulations, and to receive feedback on the operability of their implementation arrangements.

18. The draft regulations do not place any direct obligations on local authorities as primary powers do not allow for this but Part 6 Chapter 3 of the draft regulations "Assessment of disposal costs" will affect the Authority directly. The Authority's proposed consultation response, attached as Appendix B to this report, is therefore limited to this section and how the scheme administrator will:

    - calculate disposal costs,
    - judge the 'effectiveness' and 'efficiency' of a of local authority's waste management services in relation to packaging, and
    - decide on how 'improvement' plans and deductions (up to 20% of costs) might be arrived at.

19. When reading the draft response please be aware that the definition of 'Disposal Costs' in the draft regulations is wide ranging and includes not only waste disposal/treatment costs but also waste collection, storage, sorting, transport and a host of other costs such as publicity and marketing.

20. The consultation closes on 9th October 2023 and officers will submit the response set out in Appendix B in draft with a covering letter saying that it is subject to formal amendment/adoption at this meeting of the Authority. The Authority is recommended to ratify the response set out in Appendix B or suggest amendments it feels are necessary.

EMISSIONS TRADING SCHEME

21. The UK Emissions Trading Scheme ("UK ETS") was established in January 2021 and is a market-based approach to tackle greenhouse gas emissions in the UK. It was introduced to replace the UK's participation in the European Union Emissions Trading System after Brexit. The scheme puts a cap on the total amount of greenhouse gas emissions that certain industries and facilities can produce. These sectors are allocated a specific number of emission allowances, and each allowance represents the right to emit a certain amount of greenhouse gases.

22. Companies must hold enough allowances to cover their emissions. If a company reduces its emissions, it may have extra allowances that it can sell to other companies facing challenges in meeting their emission targets. This creates a financial incentive for companies to reduce their carbon footprint and invest in cleaner technologies. The UK ETS is a critical part of the UK's strategy to combat climate change and transition to a low-carbon economy.

23. In March 2022, the Government consulted on various aspects of the UK ETS including expanding it to new sectors including Energy from Waste ("EfW"). On

3rd July 2023, the Government announced its decision to include EfW in the scheme from 2028, a decision the Environmental Service Association described as "the most significant regulatory intervention to the UK waste industry in a generation". The 2028 date also aligns with the proposed ban on biodegradable waste to landfill.

24. This gives the EfW industry[1], and its customers, a five-year period to prepare for implementation. While the exact details of how the tax will be calculated "are still to be determined", some have suggested costs of around £80 to £100 per tonne of carbon emitted with others estimating up to £400 a tonne[2]. Consequently, it is likely to fundamentally change the economics of the sector and affect all stakeholders in the market including local government.

25. The UK ETS only applies to carbon from fossilised and not biogenic sources. The Environment Agency (**"EA"**) estimates that EfW combustion generates between 0.7 and 1.7 tonnes of CO_2 per tonne of municipal solid waste combusted. Currently, the Authority sends around 285,000 tonnes of residual waste a year to EfW 43% of which is from fossilised sources therefore, on the EA's estimates, this means the Authority's waste is generating somewhere between around 86,000 and 208,000 tonnes of fossilised CO_2 a year. If the cost per tonne of fossilised CO_2 emitted were to be £100/tonne then, from 2028 onwards, the additional cost to the Authority might be somewhere between £8.5 and £21 million a year. At the moment there is no detail on how the scheme will work in practice when it is applied to EfW, including what level of 'free' tonnage allowances might apply in the early years (if any), and how the impact on local government will be managed.

26. Whilst the waste industry has generally supported the Government's proposals it has highlighted that it is important that other complementary decarbonisation and waste reduction policies, including the Collection and Packaging Reforms ("CPR") discussed at paragraphs 10 to 19 above, are also implemented by Government as a key focus of these reforms is the removal of fossilised carbon in the form of plastic from the residual waste stream.

<u>Carbon Capture</u>

27. The ETS provides an incentive to adopt Carbon Capture, Utilisation and Storage ("CCUS") applications by allowing companies to reduce their compliance

[1] The Government intends to include advanced thermal treatment (ATT), advanced conversion technology (ACT) and other related advanced waste technologies (including waste-to-fuel facilities) in the UK ETS.

[2] At the time of writing, the UK ETS price is £50/tonne having been at £98/tonne in August 2022. The EU ETS price is €86/tonne having been at €100/tonne in March 2023.

obligations by capturing their emissions. In its Spring 2023 budget the Government pledged £20 billion to fund CCUS in the UK and eight EfW facilities (mainly in the Northwest and East Coast of England) were identified as being eligible for funding.

28. As reported in June 2023 (Paper No. WRWA 23-16) Cory, the Authority's waste contractor, is expected to apply to the planning inspectorate in Quarter 1 2024 for a Development Consent Order for a CCUS system to capture up to 95% of the total CO_2 emissions produced by the Riverside 1 (where the Authority's residual waste is managed) and Riverside 2 (currently under construction) EfW Facilities.

29. There is the potential that the CCUS system could be in place by 2028/29 and as the feedstock to the two EfW Facilities is likely to contain around 50% biogenic content, this would result in net-negative CO_2 emissions of approximately 0.6 million tonnes a year of CO_2.

APPOINTMENT OF TREASURER

30. An appointments committee of the Authority has been formed to interview candidates for the position of Treasurer on the afternoon of 31st October 2023.

EDUCATION PROGRAMME

The 2023/24 Academic Year

31. The Autumn Term has just started, and the Education Team are now taking bookings throughout 2023/24.

32. Following the resignation of an Education Officer at the start of the term, the Education Team currently consists of one part-time, term time only member of staff. It is proposed that she focusses most of her time on schools on-site educational talks and tours (where demand is greatest) and any spare capacity can be filled with daytime adult tours.

33. The role of Education Team Leader will shortly be advertised with the role to encompass leading on the Education Programme review described in paragraph 34 below as well as leading educational visits on site.

Looking forward to the 2024/25 Academic Year

34. In a meeting with Members, it was agreed that Officers should undertake a review of the Education Programme in 2023/24 with any changes to be implemented from September 2024.

35. The review will seek advice from leaders in education and consider all aspects of the current programme including, but not restricted to, the following:

    a. what its key focus should be, waste reduction, reuse or recycling or combinations thereof;

    b. whether the focus should be on site visits or on wider engagement within the community or a proportion of both;

    c. how to best align with the curriculum and wider messaging on climate change;

    d. how to increase engagement with primary schools, particularly those who don't engage currently – what are the barriers and how might they be overcome;

    e. what age groups should be given priority in primary schools KS1 or KS2

    f. how to increase engagement work with secondary schools (Key Stage 3 and 4), colleges and universities within the Authority area;

    g. increasing adult tours on-site and/or meetings in the community;

    h. the staffing and other resources required to deliver the proposed outcomes.

36. It is proposed that the Authority agree that Members be kept periodically informed of the progress of the review, with opportunities for them to steer the direction of travel to be included and that the outcome of the review be brought before the June 2024 meeting of the Authority for decision.

CONSTITUENT COUNCIL NEW RECYCLING INITIATIVES

37. At the meeting of the Authority on 22nd September 2010 (Paper No. WRWA 669A) Members instructed the Clerk to write to each of the constituent councils to inform them that, in future, should they wish to make arrangements themselves to recycle any significant tonnage of waste then, in accordance with Section 48 of the Environment Protection Act 1990, they must, as soon as reasonably practicable, notify the Authority in writing. The Authority will then approve or object to any such proposal at its next available meeting. The Clerk wrote to the constituent councils, as instructed, on 27th October 2010.

38. The constituent councils have not notified the Authority of any new initiatives since the previous Authority meeting.

NITROUS OXIDE CANISTERS & SINGLE USE VAPES

39. On 5th September 2023 the Government announced that Nitrous Oxide (also known as 'laughing gas') will be categorised as a class C drug and made illegal by the end of 2023. Those found in unlawful possession of the drug could face up to two years in prison or an unlimited fine, with up to 14 years for supply or production. However, there will be exemptions for legitimate uses of nitrous oxide, for example in medical or catering industries. The gas is commonly used as a painkiller and for producing whipped cream in cooking. Unless managed correctly the pressurised canisters the gas is sold in are a hazard to operatives due to the risk of explosion and if involved in a fire they will intensify it by acting as an oxidant.

40. The use of nitrous oxide canisters soared during the pandemic and are now a common element within the recycling and residual waste streams. The Royal Borough of Kensington and Chelsea collected around 9,500 canisters of Nitrous Oxide following the 2023 Notting Hill Carnival alone with a disposal cost of around £50,000.

41. On 12th September it was reported by the Daily Telegraph that the Government is "poised" to ban single-use vapes on health grounds following a consultation by the Department of Health and Social Care. This follows on from the Guardian having reported recently that 5 million single-use vapes are being thrown away in the UK every week, a fourfold increase on 2022, with the lithium in the products batteries being enough to create 5,000 electric car batteries a year.

42. Lithium ion batteries are now the main source of fires at the Authority's facilities (see paragraphs 2 and 3 above) and in the waste industry generally, and any reduction in their use is to be welcomed.

WESTERN RIVERSIDE ENVIRONMENTAL FUND

43. As reported to the Authority in June 2022 (Paper No. WRWA 22-14) the Western Riverside Environmental Fund (**"WREF"**) was established in 1999 and has distributed over £4 million of landfill tax credits to local environmental projects. However, funding stopped in 2017 when Cory sold its landfill business, and the subsequent closure of Viridor's Beddington Lane landfill site meant the Authority's boroughs no longer qualified geographically for such funding.

44. WREF is therefore in the process of winding itself up, a process that was significantly delayed by Covid. Only three projects are still active all of which due to be completed by the end of 2023. Any funds remaining, after taking into account

Groundworks administration costs, will be distributed to another environmental body.

EQUALITY, DIVERSITY AND INCLUSION

45. The Authority's Equality, Diversity and Inclusion (**"EDI"**) Policy requires that the Authority reviews its implementation annually and each key area is reviewed below:

Recruitment, Selection, and Promotion

46. The Authority aims to encourage the highest quality candidates from all backgrounds to apply and ensures equal and fair treatment throughout the recruitment process.

47. The Authority has recruited to a Finance and Administration Officer and Administrative Assistant position since the last review of the EDI Policy in November 2022. EDI was clearly signposted as part of the recruitment process. The Authority is also a Disability Confident employer.

EDI training

48. An EDI training session, run by Wandsworth Council's HR section took place on Monday, 18th September 2023. The training serves as part of an induction for new members of staff but also serves to focus thinking on tools to increase diversity in the two direct services we provide – the Education Programme and the Household Waste and Recycling Centre.

Learning and Development

49. All employees are encouraged to reach their full potential through appropriate fair access to learning, development, and career progression opportunities. All employees are encouraged to invest in their development and consider opportunities to develop their competencies and skills i.e. a WRWA funded training course resulting in a Diploma in Contract Management from CIPFA being achieved by a staff member in the past year.

Procurement and Supply Chain Diversity

50. Contractors and suppliers that supply significant levels of service or goods to the Authority must provide evidence in annual equality, diversity, and inclusion reports to the Authority. Members will find the evidence supplied by Cory in September 2023, attached as Appendix C to this report.

Terms and Conditions

51. All policies covering pay, benefits, grades and terms and conditions are formulated and implemented regarding equality, diversity, and inclusion. The use of flexible working arrangements have being implemented since February 2022 to balance individual staff circumstances with organisational or operational requirements.

52. Access to work requirements (reasonable adjustments) for those with a disability have been, and will be implemented, when required.

Discipline and Grievance

53. The Authority's working environment is inclusive and no form of discrimination is tolerated. No staff concerns have been raised in this regard.

New Initiatives

54. At the request of Members, during 2023/24, the Authority will survey the users of the Household Waste and Recycling Centre on EDI matters, with the results obtained being fed back to the constituent councils to inform their future communication campaigns on the services available.

REWORK

55. The reuse workshop at Smugglers Way known as 'Rework' was provided under a 'Licence to Occupy' with London Reuse Limited as the licensee and the Authority and Cory as the freeholder and leaseholder of the site respectively. However, London Reuse Limited was dissolved in 2022 and a new licence needs to be entered into, with Groundwork London being the new licensee.

56. The license will run until 25th January 2027 (although the Authority has rights to terminate on 90 days' written notice) and gives Groundwork the right to prepare items for reuse that are received on site. The terms of the licence are essentially the same as those offered previously but updated to reflect the passage of time with the only significant difference being that Cory has waived its right to reimbursement from Groundwork for the cost of supplying the workshops with electricity and water.

57. The Authority is recommended to instruct officers to enter into a new Licence to Occupy with Groundwork London and Cory.

ITEMS COSTING BETWEEN £5,000 AND £30,000

58. The reportable items of expenditure authorised by officers under delegated powers within the band range of £5,000 to £30,000 since the last Authority meeting.

Shakespeare Martineau	Legal Advice - Procurement	£18,625.00
Shakespeare Martineau	Legal Advice – FOI Request	£7,370.10

COMMENTS OF THE TREASURER

59. The Treasurer advises that, as outlined in the February Budget paper (Paper No. WRWA 23-01), constituent councils are always advised to make their own assumptions regarding tonnage levels when setting and monitoring their budgets and therefore the impact of the latest tonnage forecasts outlined in this report.

60. The impact of the Environment Act was included within the Authority's Risk Register presented to the meeting in June (Paper No. WRWA 23-14), highlighting that there could be additional costs as a result. However, the Collection and Packaging Waste Regulations should clearly redirect waste to elsewhere within the waste stream rather than the Authority and therefore (despite loss of recycling income) should generate reduced costs for the Authority and therefore constituent boroughs. As outlined in paragraph 15 above, when implemented, EPR will hopefully reduce the Authority costs by £1.8m. Wider implications of the Act are still unknown.

61. The expansion of the Emissions Trading Scheme to EfW could add significant costs to the Authority but because allowances are traded, the cost per allowance is not yet determined. Based on an estimated cost of £100 per tonne of carbon emitted, the overall annual cost could be somewhere between £8.5 and £21 million a year which would need to be recharged to boroughs within the general waste rate.

RECOMMENDATIONS

62. It is recommended that the Authority:

    a) ratify the response to the consultation on EPR Regulations as set out in Appendix B to this report or to suggest amendments;

    b) agree the suggested outline of the Education Programme Review (as detailed in paragraphs 34-36 above);

c) as described in paragraphs 55 to 57, instruct officers to enter into a new Licence to Occupy with Groundwork London and Cory; and

d) otherwise receives this report as information.

M. Broxup
GENERAL MANAGER

Western Riverside Administration Office
Smugglers Way
Wandsworth
SW18 1JS

28th September 2023

After 5 months of 2023/2024

General Waste Delivered (Tonnes)

	2019/2020	2020/2021	2021/2022	2022/2023	TO DATE 2023/2024	FORECAST 2023/2024	Annual Change Tonnes	Annual Change Percent	2023/2024 Budget Tonnes	Budget Change Tonnes	Budget Change Percent
HF	56,021	55,590	55,435	52,852	22,322	52,948	96	0.18%	52,257	691	1.32%
KC	58,209	46,755	53,842	55,272	22,601	54,015	-1,257	-2.27%	55,509	-1,495	-2.69%
LA	86,536	88,694	87,517	87,083	36,054	86,371	-712	-0.82%	85,540	831	0.97%
WA	75,666	80,509	78,795	75,004	31,835	75,389	385	0.51%	73,872	1,517	2.05%
WRWA	8,865	9,504	7,939	6,958	3,414	7,224	266	3.82%	6,935	288	4.16%
Total	285,298	281,052	283,526	277,170	116,226	275,947	-1,223	-0.44%	274,114	1,833	0.67%
Change		-4,247	2,475	-6,357		-1,223					
Percentage Change		-1.49%	0.88%	-2.24%		-0.44%					

Co-Mingled Waste Delivered (Tonnes)

	2019/2020	2020/2021	2021/2022	2022/2023	TO DATE 2023/2024	FORECAST 2023/2024	Annual Change Tonnes	Annual Change Percent	2023/2024 Budget Tonnes	Budget Change Tonnes	Budget Change Percent
HF	11,703	12,573	12,030	11,149	4,408	10,645	-504	-4.52%	10,984	-339	-3.09%
KC	15,961	12,528	14,076	13,962	5,562	13,555	-407	-2.92%	13,959	-404	-2.89%
LA	19,543	22,317	20,728	17,223	7,489	17,178	-46	-0.27%	17,100	77	0.45%
WA	20,355	23,577	21,842	19,343	7,824	18,866	-477	-2.47%	19,080	-214	-1.12%
WRWA	538	373	407	344	122	251	-92	-26.90%	332	-81	-24.40%
Total	68,099	71,368	69,082	62,022	25,404	60,495	-1,526	-2.46%	61,456	-961	-1.56%
Change		3,269	-2,286	-7,061		-1,526					
Percentage Change		4.80%	-3.20%	-10.22%		-2.46%					

Co-Mingled Contamination (Percentage)

	2019/2020	2020/2021	2021/2022	2022/2023	TO DATE 2023/2024	FORECAST 2023/2024	Change in Percentage Point
HF	13.62%	13.93%	16.93%	16.88%	15.72%	15.72%	-1.16%
KC	10.64%	11.03%	11.48%	12.29%	10.39%	10.39%	-1.91%
LA	14.31%	14.49%	16.59%	15.23%	14.77%	14.77%	-0.46%
WA	12.78%	13.49%	14.12%	12.67%	13.92%	13.92%	1.25%
WRWA	12.84%	13.90%	14.84%	14.09%	13.77%	13.77%	-0.32%

Co-Mingled Contamination (Tonnes)

	2019/2020	2020/2021	2021/2022	2022/2023	TO DATE 2023/2024	FORECAST 2023/2024	Annual Change Tonnes	Annual Change Percent	2017/2018 Budget Percentage	2023/2024 Budget Tonnes	Budget Change Tonnes	Budget Change Percent
HF	1,594	1,752	2,036	1,881	693	1,673	-208	-11.07%	16.7%	1,833	-159	-8.70%
KC	1,699	1,382	1,616	1,716	578	1,408	-308	-17.97%	12.5%	1,748	-340	-19.47%
LA	2,796	3,233	3,439	2,623	1,106	2,538	-86	-3.26%	15.6%	2,666	-128	-4.80%
WA	2,602	3,181	3,084	2,450	1,089	2,626	176	7.16%	13.4%	2,554	72	2.83%
WRWA	69	52	60	48	17	35	-14	-28.56%	14.3%	48	-13	-27.32%
Total	8,760	9,600	10,235	8,720	3,483	8,279	-440	-5.05%	14.4%	8,848	-569	-6.43%
Change		840	635	-1,516		-440						
Percentage Change		9.59%	6.62%	-14.81%		-5.05%						

Green Waste Delivered (Tonnes)

	2019/2020	2020/2021	2021/2022	2022/2023	TO DATE 2023/2024	FORECAST 2023/2024	Annual Change Tonnes	Annual Change Percent	2023/2024 Budget Tonnes	Budget Change Tonnes	Budget Change Percent
HF	83	98	78	98	-	97	-1	-0.79%	154	-57	-37.24%
KC	475	495	514	469	165	523	54	11.54%	459	64	13.96%
LA	733	608	574	853	357	1,085	232	27.19%	949	135	14.26%
WA	449	365	325	287	57	367	80	27.76%	243	124	51.03%
WRWA	3,171	3,099	2,647	2,058	1,345	2,444	386	18.75%	2,012	432	21.47%
Total	4,911	4,665	4,139	3,764	1,924	4,515	751	19.95%	3,817	698	18.28%
Change		-245	-527	-374		751					
Percentage Change		-5.00%	-11.29%	-9.04%		19.95%					

Appendix A

Clinical Waste Delivered (Tonnes)

	2019/2020	2020/2021	2021/2022	2022/2023	TO DATE 2023/2024	FORECAST 2023/2024	Annual Change Tonnes	Annual Change Percent	2023/2024 Budget Tonnes	Budget Change Tonnes	Budget Change Percent
HF	18	16	14	12	5	11	-1	-7.84%	11	-1	-5.43%
KC	1	1	1	1	1	2	0	23.54%	1	0	25.97%
LA	3	4	6	6	2	5	-1	-22.89%	6	-2	-25.74%
WA	66	65	75	73	29	73	0	0.48%	73	0	0.52%
WRWA	-	-	-	-	-	-	-	0.00%	-	-	0.00%
Total	88	87	96	92	37	90	-2	-1.70%	92	-1	-1.56%
Change		-2	9	-4		-2					
Percentage Change		-1.85%	10.48%	-4.40%		-1.70%					

Detritus Waste Delivered (Tonnes)

	2019/2020	2020/2021	2021/2022	2022/2023	TO DATE 2023/2024	FORECAST 2023/2024	Annual Change Tonnes	Annual Change Percent	2023/2024 Budget Tonnes	Budget Change Tonnes	Budget Change Percent
HF	449	463	434	469	164	469	0	0.00%	440	29	6.67%
KC	1,021	806	707	666	234	669	4	0.58%	669	0	0.07%
LA	518	542	562	458	177	560	102	22.31%	471	89	18.92%
WA	2,841	2,861	2,613	2,481	796	2,194	-287	-11.57%	2,577	-383	-14.86%
WRWA	-	-	-	-	-	-	-	0.00%	-	-	0.00%
Total	4,829	4,672	4,316	4,074	1,371	3,893	-181	-4.45%	4,157	-264	-6.35%
Change		-157	-356	-243		-181					
Percentage Change		-3.24%	-7.61%	-5.62%		-4.45%					

Battery Waste Delivered (Tonnes)

	2019/2020	2020/2021	2021/2022	2022/2023	TO DATE 2023/2024	FORECAST 2023/2024	Annual Change Tonnes	Annual Change Percent	2023/2024 Budget Tonnes	Budget Change Tonnes	Budget Change Percent
HF	1	0	0	1	0	1	0	11.86%	1	0	12.31%
KC	-	-	-	-	-	-	-	0.00%	-	-	0.00%
LA	-	-	-	-	-	-	-	0.00%	-	-	0.00%
WA	-	-	-	-	-	-	-	0.00%	-	-	0.00%
WRWA	24	32	26	22	14	32	9	42.43%	28	4	14.33%
Total	25	32	26	23	14	32	10	41.68%	28	4	14.29%
Change		7	-6	-4		10					
Percentage Change		28.69%	-17.56%	-13.52%		41.68%					

Electrical Waste Delivered (Tonnes)

	2019/2020	2020/2021	2021/2022	2022/2023	TO DATE 2023/2024	FORECAST 2023/2024	Annual Change Tonnes	Annual Change Percent	2023/2024 Budget Tonnes	Budget Change Tonnes	Budget Change Percent
HF	20	10	13	10	6	14	4	35.37%	9	5	51.49%
KC	26	32	15	8	1	3	-5	-63.98%	7	-4	-60.56%
LA	113	106	70	91	21	51	-40	-44.08%	52	-1	-1.57%
WA	2	4	1	1	0	0	-0	-61.74%	1	-0	-59.97%
WRWA	726	792	673	575	241	539	-36	-6.23%	563	-23	-4.11%
Total	888	944	772	686	269	608	-78	-11.36%	632	-24	-3.81%
Change		56	-172	-86		-78					
Percentage Change		6.36%	-18.25%	-11.19%		-11.36%					

Fridge Waste Delivered (Tonnes)

	2019/2020	2020/2021	2021/2022	2022/2023	TO DATE 2023/2024	FORECAST 2023/2024	Annual Change Tonnes	Annual Change Percent	2023/2024 Budget Tonnes	Budget Change Tonnes	Budget Change Percent
HF	89	81	88	78	35	87	9	11.10%	75	12	16.24%
KC	51	39	45	42	11	27	-16	-36.62%	39	-12	-30.92%
LA	174	172	151	132	30	79	-53	-40.14%	104	-25	-23.82%
WA	153	75	59	71	33	98	27	37.63%	60	39	65.08%
WRWA	79	74	56	51	21	45	-6	-11.93%	51	-6	-11.54%
Total	546	440	400	375	130	336	-39	-10.40%	328	8	2.54%
Change		-105	-40	-25		-39					
Percentage Change		-19.30%	-9.19%	-6.13%		-10.40%					

Gas Bottle Waste Delivered (Tonnes)

	2019/2020	2020/2021	2021/2022	2022/2023	TO DATE 2023/2024	FORECAST 2023/2024	Annual Change Tonnes	Annual Change Percent	2023/2024 Budget Tonnes	Budget Change Tonnes	Budget Change Percent
HF	1	1	1	1	1	3	2	170.07%	1	2	385.55%
KC	1	1	2	5	3	12	6	119.31%	5	7	160.03%
LA	4	1	2	2	1	1	-1	-54.28%	2	-1	-55.84%
WA	1	1	1	0	1	1	1	223.75%	0	1	258.67%
WRWA	-	16	24	27	5	13	-14	-52.43%	30	-17	-57.37%
Total	6	20	30	36	10	30	-6	-17.31%	38	-8	-21.29%
Change		14	10	6		-6					
Percentage Change		218.55%	48.08%	20.17%		-17.31%					

Carpet Waste Delivered (Tonnes)

					TO DATE	FORECAST	Annual Change	Annual Change	2023/2024 Budget	Budget Change	Budget Change
	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024	2023/2024	Tonnes	Percent	Tonnes	Tonnes	Percent
HF	-	-	-	-	-	-	-	0.00%	-	-	0.00%
KC	-	-	-	-	-	-	-	0.00%	-	-	0.00%
LA	-	-	-	-	-	-	-	0.00%	-	-	0.00%
WA	-	-	-	-	-	-	-	0.00%	-	-	0.00%
WRWA	375	365	281	-	-	-	-	0.00%	-	-	0.00%
Total	375	365	281	-	-	-	-	0.00%	-	-	0.00%
Change		- 10	- 84	- 281		-					
Percentage Change		-2.66%	-23.01%	-100.00%							

Inert Waste Delivered (Tonnes)

					TO DATE	FORECAST	Annual Change	Annual Change	2023/2024 Budget	Budget Change	Budget Change
	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024	2023/2024	Tonnes	Percent	Tonnes	Tonnes	Percent
HF	5	-	-	-	-	-	-	0.00%	-	-	0.00%
KC	-	2	-	-	-	-	-	0.00%	-	-	0.00%
LA	2	-	5	5	55	60	55	1041.19%	-	60	0.00%
WA	15	4	-	-	1	1	1	0.00%	-	1	0.00%
WRWA	1,677	1,891	1,508	1,068	579	1,058	- 10	-0.94%	995	63	6.32%
Total	1,700	1,897	1,513	1,073	634	1,118	45	4.20%	995	123	12.38%
Change		197	- 384	- 439		45					
Percentage Change		11.58%	-20.25%	-29.05%		4.20%					

Oil/Paint/Rigid Plastics Waste Delivered (Tonnes)

					TO DATE	FORECAST	Annual Change	Annual Change	2023/2024 Budget	Budget Change	Budget Change
	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024	2023/2024	Tonnes	Percent	Tonnes	Tonnes	Percent
HF	-	-	0	0	0	0	- 0	-33.70%	0	- 0	-33.43%
KC	-	0	-	-	-	-	-	0.00%	-	-	0.00%
LA	-	-	6	27	15	31	4	13.13%	192	- 161	-84.01%
WA	-	-	-	-	0	0	0	0.00%	-	0	0.00%
WRWA	17	16	39	151	89	270	118	78.35%	410	- 140	-34.22%
Total	17	16	45	179	105	301	122	68.25%	602	- 302	-50.07%
Change		- 1	28	134		122					
Percentage Change		-5.31%	171.38%	301.08%		68.25%					

Paper/Cardboard Waste Delivered (Tonnes)

					TO DATE	FORECAST	Annual Change	Annual Change	2023/2024 Budget	Budget Change	Budget Change
	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024	2023/2024	Tonnes	Percent	Tonnes	Tonnes	Percent
HF	-	-	-	-	-	-	-	0.00%	-	-	0.00%
KC	-	-	-	-	-	-	-	0.00%	-	-	0.00%
LA	423	423	323	239	99	208	- 32	-13.17%	264	- 56	-21.29%
WA	-	2	-	-	-	-	-	0.00%	-	-	0.00%
WRWA	962	1,171	1,023	876	388	910	34	3.93%	847	63	7.47%
Total	1,385	1,595	1,346	1,115	487	1,118	3	0.26%	1,111	7	0.64%
Change		211	- 249	- 231		3					
Percentage Change		15.21%	-15.61%	-17.15%		0.26%					

Scrap Metal Waste Delivered (Tonnes)

					TO DATE	FORECAST	Annual Change	Annual Change	2023/2024 Budget	Budget Change	Budget Change
	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024	2023/2024	Tonnes	Percent	Tonnes	Tonnes	Percent
HF	19	10	16	21	10	28	8	37.10%	19	9	46.00%
KC	0	-	4	0	0	1	0	84.92%	0	0	85.66%
LA	114	62	61	62	23	49	- 13	-21.26%	51	- 3	-4.88%
WA	4	7	-	-	-	-	-	0.00%	-	-	0.00%
WRWA	666	699	684	589	280	614	25	4.23%	549	65	11.85%
Total	803	779	764	672	313	691	20	2.92%	620	72	11.56%
Change		- 25	- 15	- 92		20					
Percentage Change		-3.06%	-1.86%	-12.09%		2.92%					

Textile Waste Delivered (Tonnes)

					TO DATE	FORECAST	Annual Change	Annual Change	2023/2024 Budget	Budget Change	Budget Change
	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024	2023/2024	Tonnes	Percent	Tonnes	Tonnes	Percent
HF	-	-	-	-	-	-	-	0.00%	-	-	0.00%
KC	-	-	-	-	-	-	-	0.00%	-	-	0.00%
LA	-	-	-	-	-	-	-	0.00%	-	-	0.00%
WA	-	-	-	-	-	-	-	0.00%	-	-	0.00%
WRWA	254	287	260	250	109	245	- 5	-1.93%	243	2	0.67%
Total	254	287	260	250	109	245	- 5	-1.93%	243	2	0.67%
Change		33	- 27	- 11		- 5					
Percentage Change		13.12%	-9.31%	-4.13%		-1.93%					

Appendix A

Tyre Waste Delivered (Tonnes)

	2019/2020	2020/2021	2021/2022	2022/2023	TO DATE 2023/2024	FORECAST 2023/2024	Annual Change Tonnes	Annual Change Percent	2023/2024 Budget Tonnes	Budget Change Tonnes	Budget Change Percent
HF	1	0	2	0	0	1	0	123.76%	0	0	499.77%
KC	-	0	-	-	-	-	-	0.00%	-	-	0.00%
LA	8	5	7	7	0	1	- 6	-79.73%	5	- 4	-73.55%
WA	1	1	1	1	0	1	- 0	-26.28%	1	- 0	-27.32%
WRWA	-	-	12	11	2	4	- 8	-68.51%	11	- 7	-67.82%
Total	9	7	22	20	3	7	- 13	-67.04%	18	- 11	-63.31%
Change		- 2	15	- 2		- 13					
Percentage Change		-18.55%	206.94%	-9.86%		-67.04%					

Wood Waste Delivered (Tonnes)

	2019/2020	2020/2021	2021/2022	2022/2023	TO DATE 2023/2024	FORECAST 2023/2024	Annual Change Tonnes	Annual Change Percent	2023/2024 Budget Tonnes	Budget Change Tonnes	Budget Change Percent
HF	-	-	-	-	-	-	-	0.00%	-	-	0.00%
KC	1	-	-	-	-	-	-	0.00%	-	-	0.00%
LA	140	-	58	259	152	356	97	37.32%	246	- 246	-100.00%
WA	-	-	-	-	-	-	-	0.00%	-	-	0.00%
WRWA	3,773	3,808	3,298	3,025	1,454	3,187	162	5.37%	2,999	188	6.27%
Total	3,913	3,808	3,356	3,284	1,606	3,543	259	7.89%	3,244	299	9.21%
Change		- 104	- 452	- 72		259					
Percentage Change		-2.67%	-11.88%	-2.15%		7.89%					

Total Waste Delivered (Tonnes)

	2019/2020	2020/2021	2021/2022	2022/2023	TO DATE 2023/2024	FORECAST 2023/2024	Annual Change Tonnes	Annual Change Percent	2023/2024 Budget Tonnes	Budget Change Tonnes	Budget Change Percent
HF	68,410	68,843	68,112	64,691	26,951	64,304	- 387	-0.60%	63,952	352	0.55%
KC	75,746	60,660	69,206	70,426	28,579	68,807	- 1,620	-2.30%	70,649	- 1,843	-2.61%
LA	108,311	112,934	110,069	106,448	44,475	106,033	- 415	-0.39%	104,982	1,051	1.00%
WA	99,551	107,470	103,711	97,262	40,576	96,990	- 272	-0.28%	95,907	1,084	1.13%
WRWA	21,128	22,129	18,877	16,005	8,064	16,835	830	5.19%	16,005	830	5.19%
Total	373,146	372,036	369,975	354,833	148,645	352,969	- 1,864	-0.53%	351,495	1,474	0.42%
Change		- 1,110	- 2,061	- 15,142		- 1,864					
Percentage Change		-0.30%	-0.55%	-4.09%		-0.53%					

Appendix B

Proposed Authority Response to the Government Consultation on the draft Producer Responsibility Obligations (Packaging and Packaging Waste) Regulations [2024]

Q22. Do the draft Regulations make it clear what the Scheme Administrator is required to do and consider in assessing local authority efficient net disposal costs and service effectiveness?

a. Yes b. No

If no, how could these be made clear and what do you consider is missing?

Regulation 71 sets out the disposal costs that a relevant authority may be due compensation for the management of household and binned packaging waste.

Regulations 72, 73 and 74 then set out the process by which the scheme administrator must assess a relevant authority's disposal costs and make any adjustment to them to allow for any income and the efficiency of the waste management service being provided. Regulation 75 then sets out the procedure the scheme administrator must follow in making those assessments.

At regulation 72(5) a relevant authority is defined as providing an efficient waste management service if the disposal costs of the authority are as low as reasonably possible taking into account —

(a) the waste management service provided by the authority, and
(b) any other factors specific to —

(i) that authority, or
(ii) to the area in relation to which it exercises its waste management functions, which in the opinion of the scheme administrator are likely to affect its disposal costs.

In making any such assessments, Regulation 75(c) allows the scheme administrator to use a standard model, adjusted to reflect factors specific to the relevant authority, including any, or all, of the following:

(i) the frequency, pattern and type of collections of household packaging waste and binned packaging waste in the area of that authority ("the relevant area");
(ii) the population density in the relevant area;

(iii) the type and accessibility of dwellings in the relevant area;
(iv) the levels of deprivation in the relevant area;
(v) government policies and the regulatory requirements affecting waste management to which the authority is subject;
(vi) any other factor the scheme administrator considers relevant to the assessment.

Given that the relevant authority is already bound by procurement and best value legislation and will have gone through due process and been audited on the securing of the services that determine its disposal costs, how can the scheme administrator then determine that they are not already as low as reasonably possible? The premise upon which the process is based seems fundamentally flawed.

If the scheme administrator could identify that the services, resulting in the disposal costs, had been procured in some way that unfairly penalised the management of packaging waste (as opposed to any other sort of waste) then it would be reasonable for the scheme administrator to make a balancing adjustment but not otherwise.

Notwithstanding the Authority's objection to the principle of the scheme administrator assessing the efficiency of the relevant authority's services it also takes issue with the factor 75(c)(i) in particular.

The relevant authority will have gone through waste strategy and procurement processes (including consultation with local residents) before its locally elected leaders will have determined what the best service to manage all of its waste is – packaging waste is only a small element.

Why therefore is the scheme administrator making assessments based on "the frequency, pattern and type of collections of household packaging waste and binned packaging waste in the area of that authority". Unless it is to simply determine if the service has been specifically designed to prejudice packaging waste in some way. It cannot be the role of the scheme administrator to judge on the overall suitability of the waste disposal arrangements a relevant authority has put in place for its area.

There are a number of key factors missing from the standard list, such as the impact of borrowing costs, foreign exchange rates, steel prices and other market factors that prevailed at the time contracts were entered into. This is particularly the case with large infrastructure waste disposal and recycling contracts. Another factor that appears to have not been given any consideration is the linkage between gate fees and potential revenue share mechanisms. The level of market risk a local authority is willing to expose itself to in waste and recycling contracts is a key factor given the very volatile nature of the waste recycling and energy markets. Regulation 73(2)

should therefore be altered, as set out below, to allow for the fact that potential income can quickly become additional cost in adverse market conditions:

> *"Once the scheme administrator has determined the efficient disposal costs of a relevant authority in an assessment year for a packaging category in accordance with regulation 72, the scheme administrator must subtract from* ***or add to*** *that figure the waste income* ***or additional charges*** *expected to be earned* ***or borne*** *by the authority in that packaging category in that assessment year, as calculated under paragraph (1),to determine the net efficient disposal costs for that authority."*

Q23. Do the draft Regulations make appropriate provision for how the Scheme Administrator will incentivise the delivery of efficient and effective packaging waste management services by local authorities?

a. Yes b. No c. Do not know

If no, please detail why and explain what is missing.

The Regulations only have a stick, i.e. the potential for a relevant authority to lose up to 20% of its net costs if the scheme administrator deems it not to be providing an effective waste management service.

It would be helpful if there were also a mechanism whereby relevant authorities could be incentivised to change their arrangements maybe by adopting alternative collection processes as part of a retendering exercise. This could be reflective of additional costs incurred on non-packaging waste streams as a consequence.

Q24. Do the draft Regulations make it clear what the Scheme Administrator is required to do and consider in assessing Scheme Administrator public information costs and administration costs?

a. Yes b. No

If no, how could these be made clear and what do you consider is missing?

For the reasons given in the answers to questions 22 and 23 above.

Q29. Do the draft Regulations set out clearly the process the Scheme Administrator must follow in making fee and cost recalculations?
a. Yes
b. No

c. Do not know
If no, how can the process be made clearer?

The Authority understands the need for adjustments to be made if there are material errors in either the level of producer fees and/or local authority costs. However, local authority budgets are not set up to accommodate such in year reductions. Regulation 81(1)(b) should be amended to say that the adjustment will be factored into the calculations for the subsequent assessment year.

CORY GROUP

Equality, Diversity, and Inclusion Report for Western Riverside Waste Authority.

Introduction

This Report is the third report provided by Cory on the topic of Equality, Diversity and Inclusion, providing an update on the progress made on our targets from last year and detailing our aspirations for the next 12 months. All of which continues to demonstrate Cory's commitment to this area.

Cory continues to be extremely proud of its people, culture, and employment practices, as a result of the hard work, development and efforts made we continue to benefit from high levels of employee retention, with the average length of service with the group of employees engaged on the Authority's contracts now over 12 years. Four employees have over 30 years' service and our longest serving having almost 45 years. Whilst welcome, this does also mean that the opportunity to alter the diversity of the employee group, is naturally lower than in a higher turnover environment.

Therefore, any changes to the Group's demographics will take time, however this does not mean that we are not continuing to take proactive steps to build on the progress already made.

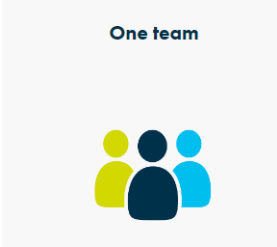
Our Employees

As shown by our average length of service, the Cory Group demonstrates that it is has created a place where people not only want to work but also stay and build their careers over the longer term.

The Cory Group simply would not exist without the high-quality employees that it engages. Our ability to continue to provide the high levels of service to the Authority is built on the skills and abilities of its employees.

The Group further recognises that having a work force that is diverse, engaged and operates an inclusive culture enables both the Group and employees to thrive.

This commitment is demonstrated in one of the Group's core values being 'One Team'.



Governance and Oversight

To ensure that this culture is built, maintained, and developed the Group deploys various strategies and tactics, from positive encouragement, team building, through to robust processes and procedures backed up with Executive Team commitment to develop these areas, but also to ensure that we have a zero-tolerance approach to any behaviour or conduct that is at odds with these standards.

Cory is confident that is complies with the requirements, but also the intentions and spirit, of the Authority's Equality, Diversity, and Inclusion objectives. This can be demonstrated in the following areas, many of which the Authority will be largely aware of already as a result of previous reporting and daily interactions.

Many of these areas are familiar to the Authority, but as they are fundamental to the successful operation of the Cory Group they have been reproduced and built upon from previous reports.

Recruitment, Selection and Promotion.

All recruitment, selection and promotion decisions are based on candidate's ability, performance, and potential, it is in the Group's express interest to ensure that roles are filled from the widest talent pool possible.

The Group has robust policies and procedures to safeguard the integrity of its recruitment, selection, and promotion processes. Whilst these are governed by the legislative framework (including but not limited to the Equality Act, the Asylum and Immigration Act and the Rehabilitation of Offenders Act) they go beyond the minimum statutory requirements and provide guidance and controls to ensure that best practice is followed.

All managers involved in recruitment, selection and promotion are trained in the core competencies required and the importance of transparent, fair, and well documented processes. These processes are supported and overseen by the Group's HR Team. All roles are advertised as appropriate, and all reasonable adjustments will be made for all candidates that report themselves as disabled.

In addition to this the Group continues, with the support of EU Skills (our sector skills council), to receive unconscious bias training to help improve the processes used in decision making.

Learning and Development

The Group takes a personalised approached to all its learning and development activities. To achieve this, every year each employee's development plan for the next twelve months is mapped out and agreed in consultation with the employee, their line manager and the Learning and Development Department. This approach ensures that all employees get the best chance to develop and fulfil their full potential. It also ensures that all employees development needs are actively considered, and the Learning & Development Department ensures that all employees are actively discussed and considered for support.

In addition to this Cory provides training in areas of equality, diversity, and inclusion for specific activities (for example recruitment) as well as more generally.

Procurement and Supply Chain Diversity

Our commitment to diversity and inclusion extends beyond our own operations. Cory is committed to ensuring that our procurement and supply chain activities are aligned with our own vision, values company policies and procedures and positions, including but not limited to our Diversity and Inclusion Policy and Modern Slavery and Human Trafficking Statement.

One of our largest suppliers is ALS Managed Services who supply labour for the Material Recycling Facility. Cory has a bespoke agreement that governs this provision of labour which includes a strict set of key performance indicators that ALS are measured against.

ALS' Equality, Diversity, and Inclusion Policy includes a commitment to promote equality and diversity in all ALS' policies, practices, and procedures and in all areas where they have influence.

ALS always aim to recruit, train and promote the best person for the job and to create a working environment free from unlawful discrimination, victimisation and harassment in which all employees are treated equally and with dignity and respect.

To meet this objective, ALS has a policy of recruiting and developing people with suitable qualifications, experience, personal attributes, and potential into all roles, regardless of gender, marital status, sexual orientation, age, ethnic origin, colour, nationality, religion or disability of any kind.

Cory regularly meets with ALS to ensure that it is conforming to all its performance and contractual obligations, including in the field of equality diversity and inclusion.

Terms and Conditions

All terms and conditions available within the Group are operated in a fair and transparent way. All roles are graded by the HR Department using the Hay Job Evaluation system to ensure that the benefits, rewards, and pay are appropriate for the role. The Group's focus and recognition of the importance of this area is reflected by the existence of the REMCO Committee, which reports to the main Board, and maintains oversight and control.

The Group operates a range of policies that support employees in their personal and professional lives, including:

- Flexible working
- Part Time and 'term time' working
- Enhanced maternity and paternity provisions
- Emergency leave policy for domestic difficulties

Since the last report we have added access to financial wellbeing training, which provides training in areas such as budgeting, investing and retirement planning.

Discipline and Grievance

The Group operates a zero-tolerance approach to bullying, discrimination harassment or victimisation. This is expressly covered in the Group's Disciplinary Policy. Any complaint of discrimination, victimisation and harassment will be dealt with swiftly and by an independent manager with the relevant skills and experience.

Disciplinary rules are enforced consistently across the whole group taking into consideration specific circumstances and facts. These processes are overseen by the HR Department who are professionally qualified to do so.

External Whistleblowing

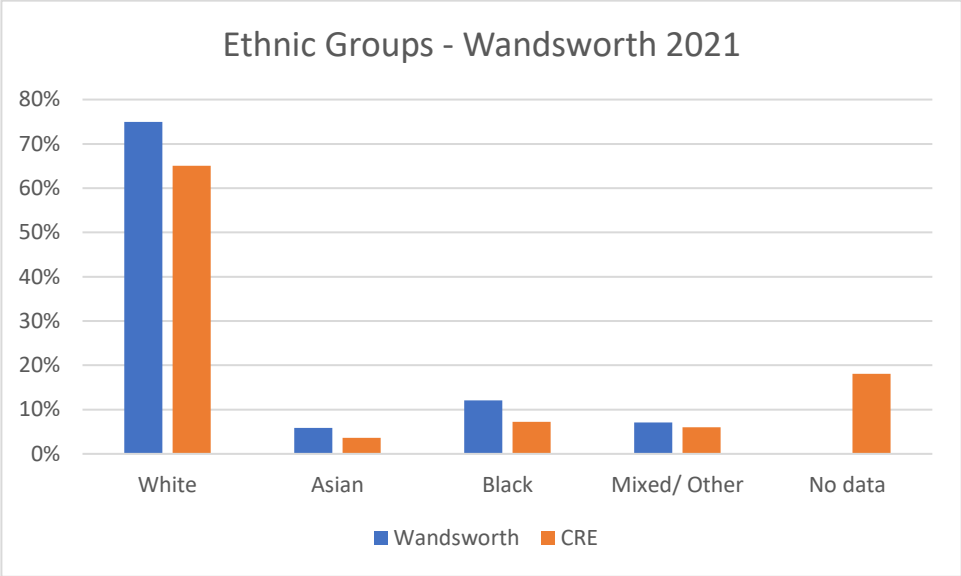
The Group engages the services of See Hear Speak Up (www.seehearspeakup.co.uk) an independent third party whistleblowing service, this enables all employees to confidentially or anonymously if required report any wrongdoing or breaches of our policies or commitments. The service is set up to ensure that regardless of who the complaint is made against (up to and including CEO) there is an appropriate route for the concerns to be investigated.

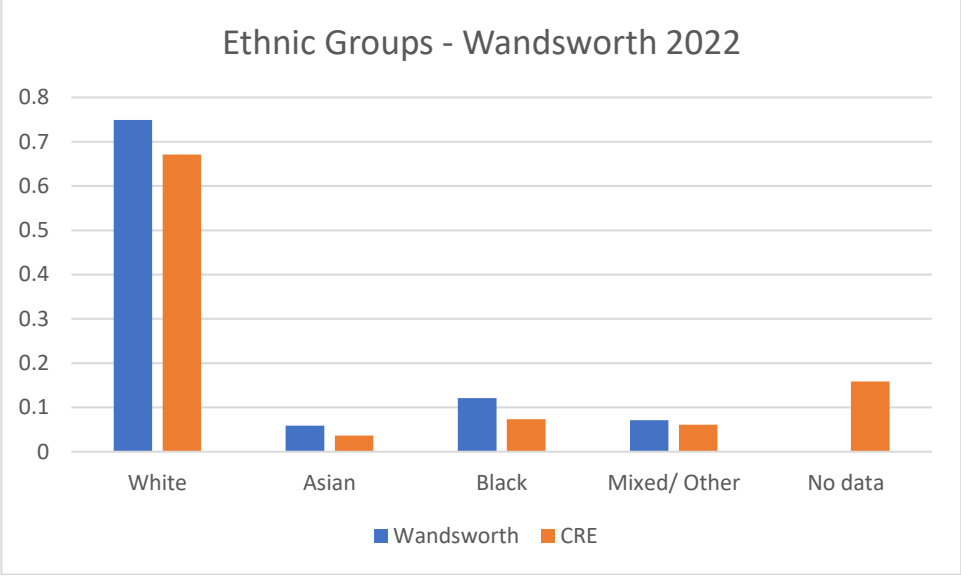
Monitoring and Evaluation

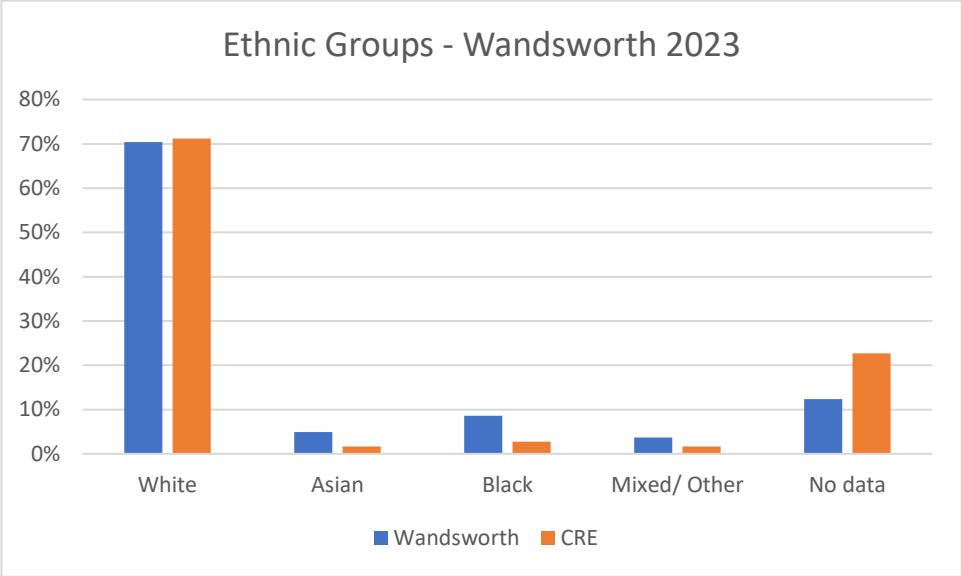
The Group regularly measures its core demographics, including but not limited to:

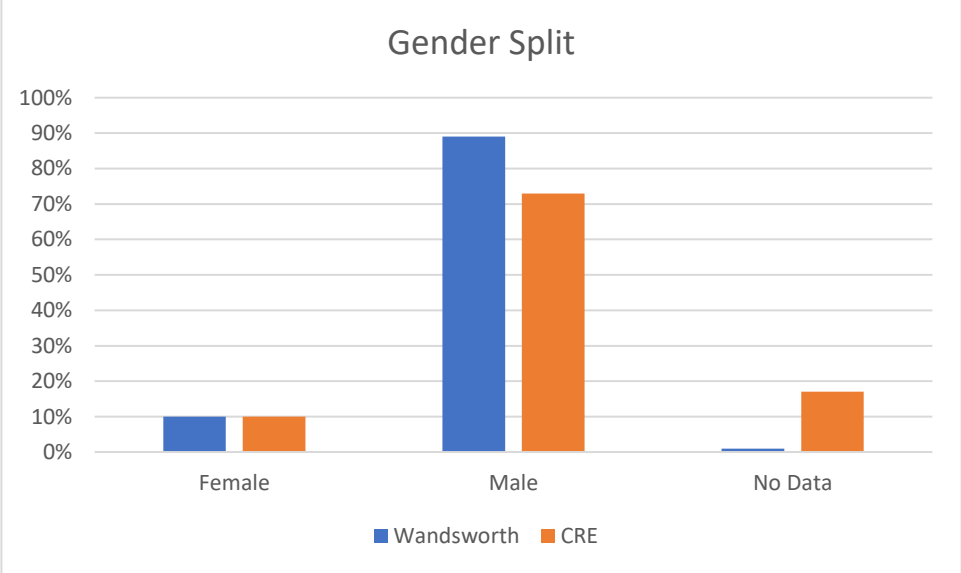
- Ethnicity
- Sex
- Age
- Sexual Orientation
- Levels of employees with a disability

The data is regularly reviewed at Executive Leadership Team leave and is compared against the demographics of the communities that we serve. As mentioned earlier in the paper due to the low levels or labour turn over these are very slow-moving metrics. Below we highlight the changes over the last 12 months in the ethnic make-up of our employees.


Ethnic Groups - Wandsworth 2021
80%
70%
60%
50%
40%
30%
20%
10%
0%
White
Asian
Black
Mixed/ Other
No data
Wandsworth
CRE


Ethnic Groups - Wandsworth 2022
0.8
0.7
0.6
0.5
0.4
0.3
0.2
0.1
0
White
Asian
Black
Mixed/ Other
No data
Wandsworth
CRE





These statistics help formulate the next steps that the Group takes in this field, and these are covered later in the paper. As highlighted above these have barely moved over the last three years, with most of the movement attributed to how employees have self-identified themselves.

Board Oversight

The Group has a Board sub-committee, which consists of the Chair, CEO, Director of HR and four shareholder Directors, which has corporate responsibility for all employment matters including Diversity, Inclusion and Equality. This committee meets at least twice a year and ensures that these matters are fully covered and considered at full Board level.

In addition to this the Group has sophisticated risk management processes that were implemented in collaboration with Marsh Risk Management Consulting Practice. The successful retention, recruitment and management is an express 'risk' that is identified. Within this risk, Diversity, Equality, and Inclusion are identified as a key component.

These risks are formally reviewed quarterly, by the risk management team which consists of the 'risk owner' – the Director of HR, and the head of Risk Management & Compliance. The risks and control measures are consistently reviewed, and their effectiveness is tested. The findings of these risk reviews are then reported, via the Board Audit and Risk committee.

This approach ensures that the Board has two formal routes, in addition to the numerous 'day to day' routes to monitor evaluate and provide oversight and governance to in this field.

External Evaluation

The Group is regularly evaluated externally by Investors in People, GRESB, and formally audited by BSI for our performance in operating effective systems and processes to ensure that we are meeting the high standards that we set ourselves and the Authority demands. We would be happy to share the relevant parts of these reports with the Authority.

Performance against 2022 Targets

The Authority will recall that the Group set itself two targets for 2022/23 namely:

- Launch a coaching and mentoring programme.
- Integrate the 80 new employees (c20% increase in headcount for the Group) at the Barking Transfer Station)

Pleasingly significant progress has been made against these two objectives:

- Launch a coaching and mentoring programme.

This was launched at Executive Leadership support in January 2023 with a cohort of 8 mentors and mentees. All 8 Mentors undertook extensive initial training to ensure that they were equipped with the skills, knowledge and techniques to support their mentees in the most effective way. This was supported by our mentoring partner Goal17.

The mentoring relationships were established, and each partnership met on a regular basis over a period of 6 months. We are currently collating the formal feedback to ensure that maximum learnings have been secured.

However, we have already recorded significant improvements amongst the mentees and mentors and have scheduled the next cohort to commence Q4 2023.

We would be very interested in looking at the potential to collaborate with the Authority in this scheme.

- Integrate the 80 new employees (c20% increase in headcount for the Group) at the Barking Transfer Station)

A significant amount of the Group's resources were engaged in integrating the newly acquired operation at Barking, whilst not directly impacting the Authority this acquisition gives the Group significantly more contingency to ensure that we can support the Authority.

Whilst several of the areas in integrating the new acquisition were technical large amounts of time were spent ensuring that inclusion was high on the agenda for these new Cory employees. This included, supervisors attending Cory's First Line Manager training, social events for the new staff, Barking employees being mentees and regular visits and interactions with senior Cory employees.

The levels of productivity, staff retention and morale are indicative of a successful integration.

Additional Successes

To support it's inclusion approach the Group is currently involved in a positive mental health push. This is designed to remove the stigma about talking about mental health in the workplace and provides significant practical help and support to all employees and included:

- Access to 24/7 GP services
- Access to a Employee Assitance Programme
- Up to 6 free face to face counselling session with a qualified counsellor
- Trained and appointed mental health first aiders at each site
- Updated and issued each employee a pragmatic and practical guide on how to get assistance
- Re-trained all managers and supervisors on how to support their employees with their mental health

Targets for 2022/23

As well as continuing the work mentioned above the Group's objectives for the coming year will be:

- Establish, Finance, and Promote a Cory Women's network.

As shown in the data supplied, there is a significant gender split in the Group. To further foster inclusivity the goal will be to set up a Women's Network which will hold regular events for the whole business on topics that are important to speak about in the workplace, such as menopause and Imposter Syndrome, as well as holding Women Only events where employees can have open conversations.

- Succeed the Positive about mental health campaign with a positive about Employee Engagement 'Campaign' focused on Inclusion.

Championed by the HR team, there will be a roll out over 2024 of a schedule of activities, specific communication, and initiatives which will actively target engagement and inclusion in the workplace. The

goal is to have a measurable increase in engagement, looking at metrics such as sickness, absence and turnover.

Conclusion

The Group is proud of its employment record and continues to be fully committed to ensuring that we provide a safe, effective, and well supported place to work.

This commitment does not just acknowledge the areas of Equality, Diversity, and Inclusion but recognises the fundamental importance of this to the success of the Group.

This commitment is inbuilt not only in our governance, policies, management style but in our culture and our core values.

The Group wholeheartedly welcomes the Authority's continued recognition of the importance of this area and its interest in our work to better this - and would be pleased to collaborate further to share best practice and the experience e of the Authority's members to seek to further enhance our performance in these areas.



Toby Warren
Director of HR

August 2023