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Chairman and Members of the
Overview and Scrutiny Committee

Your contact: Peter Mannings
Tel: 01279 502174
Date: 27 October 2025

cc. All other recipients of the
Overview and Scrutiny Committee
agenda

Dear Councillor,

OVERVIEW AND SCRUTINY COMMITTEE - 4 NOVEMBER 2025

Please find attached the following reports which were marked “to follow” on the agenda for the above meeting:

8. Mobilisation of Waste, Recycling and Street Cleansing Contract (Pages 2 - 32)

Please bring these papers with you to the meeting next Tuesday

Yours faithfully,

Peter Mannings
Committee Support Officer
East Herts Council
[Peter Mannings@eastherts.gov.uk](mailto:Peter.Mannings@eastherts.gov.uk)

MEETING : OVERVIEW AND SCRUTINY COMMITTEE
VENUE : COUNCIL CHAMBER, WALLFIELDS, HERTFORD
DATE : TUESDAY 4 NOVEMBER 2025
TIME : 7.00 PM

Agenda Item 8

East Herts Council Report

Overview and Scrutiny Committee

Date of meeting: 4 November 2025

Report by: Jeanette Lowden – Service Manager - Waste

Report title: Mobilisation of Waste, Recycling and Street Cleansing Contract

Ward(s) affected: All

Summary

The purpose of this report is to provide an update to the committee regarding the mobilisation of waste, recycling and collection services from the start of the new contract in May 2025, primarily focusing on the roll out of the new waste and recycling services from August 2025

RECOMMENDATIONS FOR OVERVIEW AND SCRUTINY

(a) To review and provide comments on the update report on waste, recycling and street cleansing contract mobilisation.

1. Proposal(s)

1.1 To provide an update on mobilisation of the Waste, Recycling and Street Cleansing contract in East Herts.

2. Background

2.1 At the request of the overview and scrutiny committee the following matters were requested to be reported on by the Shared Waste Service for review by the Committee:

a) An update on the mobilisation of the waste, recycling and street cleansing contract

2.2 The following report will cover these items:

- Overview of Service
- Container Deliveries
- Communications
- Customer Service and Digital Transformation
- Collection Issues
- Vehicle and Garage update
- Shared waste team update
- Next Steps

2.3 At its meeting on 9 July 2024, Executive agreed to award the new waste, recycling and street cleansing contract to Veolia UK Ltd. This contract has subsequently been mobilised with the contract beginning on 4 May 2025. Service changes introduced as part of the new contract commenced on 4 August

3. Reason(s)

3.1 To provide an update performance of services across East Hertfordshire.

4. Overview of Service:

4.1 As both the procurement of the contract and mobilisation of the service changes are large projects, a project team was established in August 2022, with officers from both councils. The team created a programme of works to oversee the procurement of the contract and subsequently the mobilisation of the contract including depot requirements, EV infrastructure, customer service and digital requirements, and communication.

4.2 A joint Project Board was also created to have strategic oversight of the procurement and subsequently the mobilisation of the contract and service changes. A risk register was created and monitored at board meetings. Relevant Cabinet / Executive Members and Senior officers sit on the board.

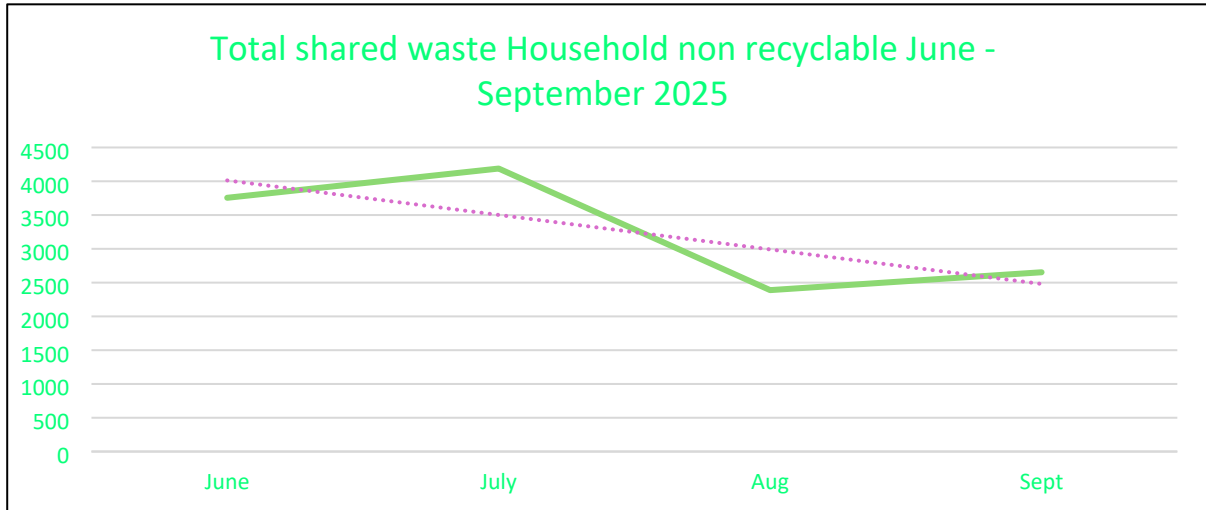
4.3 The new service was rolled out from 4 August across both districts. Key changes include:

- non-recyclable waste, mixed recycling and cardboard and paper bins have moved to a new alternating three-week collection cycle.
- Inclusion of soft plastics in the mixed recycling bin
- New collection days for some residents to improve route efficiency.
- Weekly food waste collections continued for North Herts and introduced in East Herts.
- Garden waste continues to be collected fortnightly for subscribers.

4.4 The new service has been designed to make recycling easier and more efficient for residents, while aligning with the Government's 'Simpler Recycling' environmental requirements. Although these changes are scheduled for national implementation from 2026, we have chosen to introduce them earlier as part of the new contract procurement. This proactive approach ensures we operate as efficiently and effectively as possible throughout the duration of the contract.

Initial collection data:

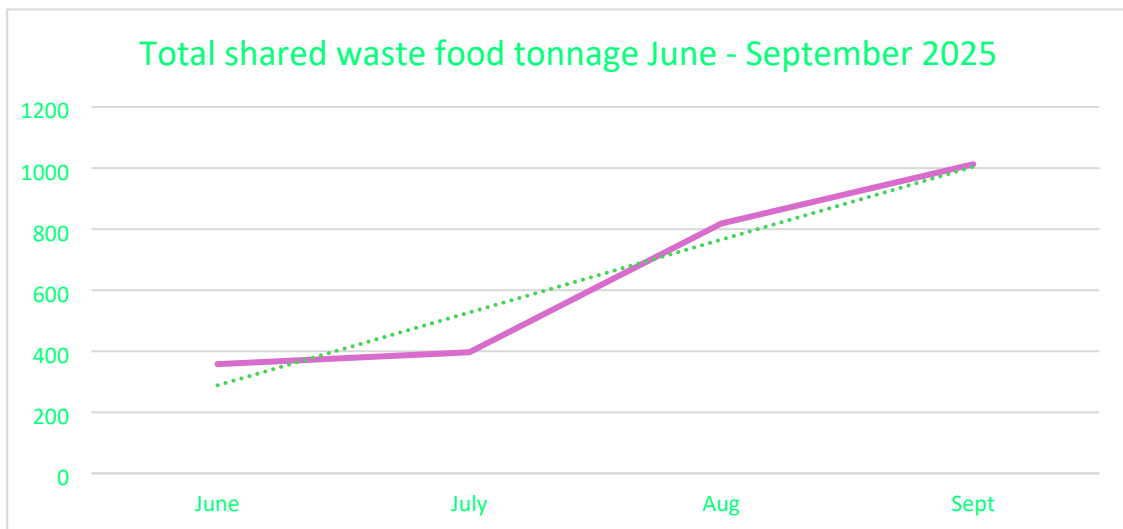
- The service changes in August have shown a significant impact on tonnages, particularly a big decrease in the amount of non recyclable waste being collected. The initial drop in tonnage aligns with the impact of the 3-weekly collections and the introduction of food waste collections in East Herts—diverting organic waste away from residual bins.



Graph 1
Table 1

Tonnage	June	July	Aug	Sept
Total Household non-recyclable	3755.44	4188.25	2388.88	2653.27

- There has been a large uptake of the new food waste services in East Herts and a further increase in participation in the food waste service in North Herts.



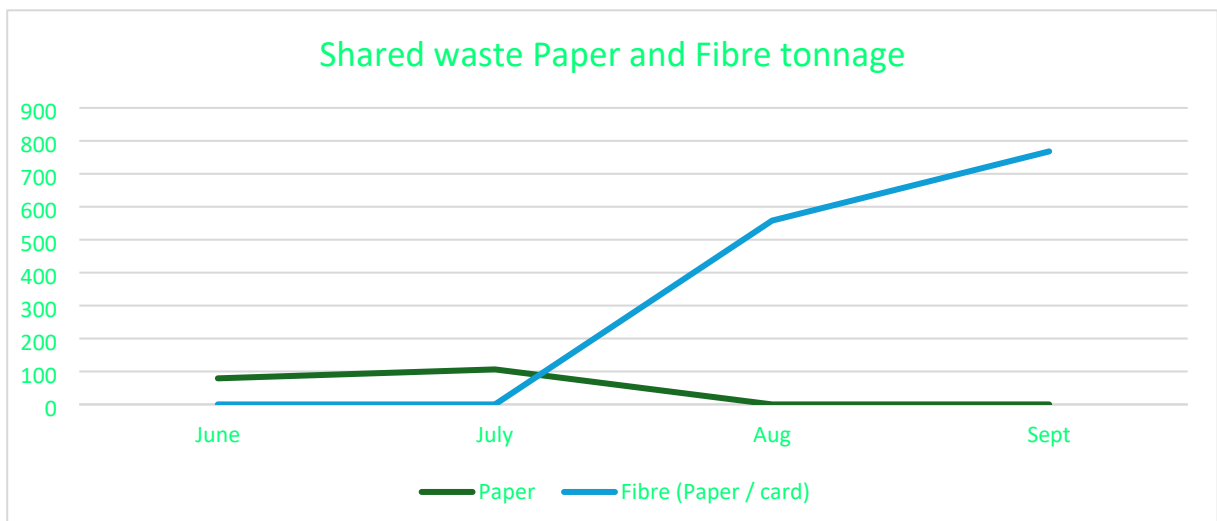
Graph 2

Tonnage	June	July	Aug	Sept
Total Household non-recyclable	3755.44	4188.25	2388.88	2653.27

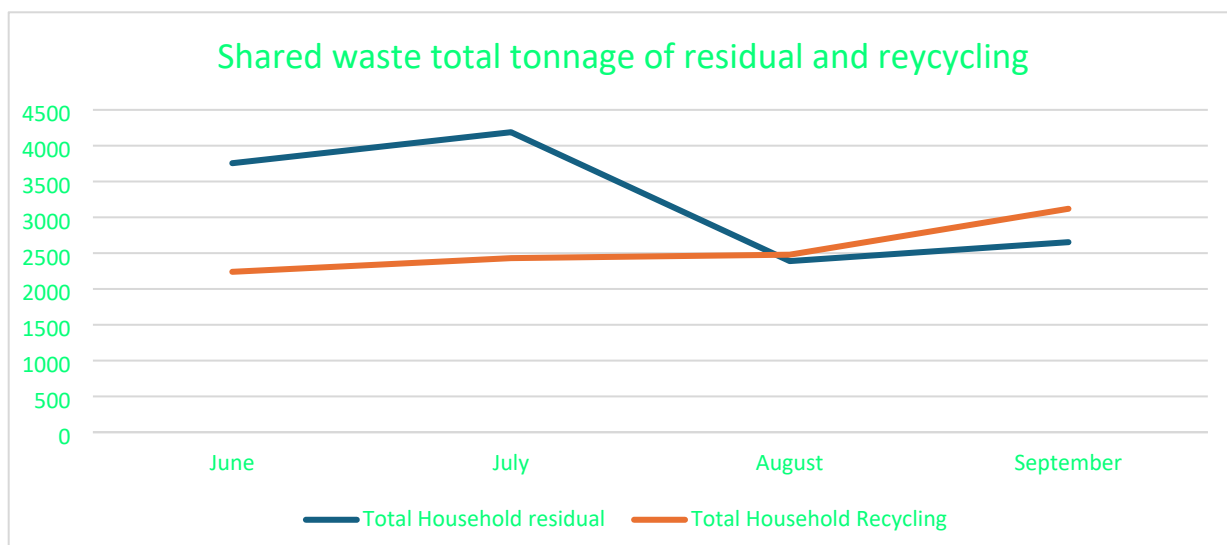
Food	357.75	396.72	818.5	1012.73
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Table 2

- The inclusion of soft plastic into the mixed recycling has been welcomed by residents, the removal of card from this waste stream gives enough space in the recycling bin for the extra soft plastic volume to be captured. It is important to note that the inclusion of soft plastics recycling adds volume, but not significant weight.
- There was a significant increase in capture of fibre (paper and cardboard) in August, due to the inclusion of cardboard in this waste stream.



- Overall, the data is showing positive signs of behavioural shift: residual waste is decreasing, food waste is increasing, and recycling streams are adjusting. While soft plastics may inflate bin volume, the tonnage data helps clarify actual material tonnage recovery.
- The overall tonnage of non recyclable waste is showing a decrease of just under 43% compared to July's data (data supplied in recent O&S and council meetings were based on interim figures available at the time)
- A non recyclable and recycling composition analysis is being carried out in Spring 2026, which should give further insight into the material being collected in each bin and opportunities to further target communications activity.



Graph 3

4.5 **Container deliveries:** In May, the process of delivering over 230,000 containers for the new service changes began, starting initially in North Herts, then from June in East Herts. Veolia commissioned the UK market leader to deliver the bins for the new service

- In North Herts this involved the introduction of a new 240l blue lidded bin for cardboard and paper, removing the card from the mixed recycling stream.
- East Herts was more complex as the introduction of the new service required the following new containers to be delivered and other existing containers to be repurposed:
 - Refuse - New 180-litre purple lidded bin delivered to kerbside properties to replace the previous 240-litre grey bin.
 - Mixed Recycling (plastic including soft plastic/glass/cans) - Black lidded 240-litre bin (formerly refuse bin) repurposed as a recycling bin.
 - Paper/cardboard - Blue lidded 240-litre bin (formerly mixed recycling bin) repurposed as cardboard and paper only bin.
 - Food waste - New 23-litre (kerbside) and 5-litre (kitchen) caddies delivered to kerbside properties as part of introduction of weekly food waste collection
 - Communal - services were expanded to mirror the collection offering for kerbside residents, including food waste, capacity adjustments continue to be carried out.
- The delivery schedule was built based on the property data being used to build the new waste collection rounds, this had been provided by the

client team from the previous contract dataset. The Client team had advised of reserved confidence in the dataset and additional checks were to be carried out by Veolia.

- Deliveries in North Herts commenced in May, as here only one additional container was required and there was less change to current set up. The distribution company required at least a three month window due to the quantity of deliveries required to be carried out across the full shared waste service.
- East Herts bin deliveries commenced in June, with the expectation that all deliveries would have been completed by mid-July, allowing a two-week window ahead of service change to carry out any rectifications/oversight deliveries.
- Although the delivery teams aimed to deliver to 468 households per day, this progress was slowed due to a number of factors.
- There was a change to the originally identified bin storage site which added an extra 20 minutes to journey times, which were planned initially from the County Hall site in Hertford. This reduced productivity, as some teams were unable to reload vehicles as frequently during the day as planned.
- Delivery staff had limited local knowledge, this did pose some issues with the delivery routing, very rural properties without street numbers and cross boundary errors.
- Upon completing the list of deliveries, the team began working through the rectifications. It was then established that around 1,671 addresses in East Herts had been overlooked due to a data error. The data had been cleansed to remove commercial units and unfortunately the 1671 residential properties had also inadvertently been captured by this. Veolia has taken full accountability for this oversight and apologised for the issues it caused.
- Due to IT system incompatibilities between Veolia, the council and the distribution company, this led to delays in real time data updates. This led to lack of oversight, a delay in responding to queries, and in some cases duplication of deliveries being carried out.
- Despite this, as of 3 August, 53,488 residents (or 97%) in East Herts had received their new containers and were set up to start the new service from day one. North Herts deliveries had been completed to the

delivery list by 4th August; however subsequent rectifications and deliveries were also carried out.

- To address the issue Veolia brought in additional delivery crews during the week and at the weekends throughout August and into September to help deliver bins. The cost of this additional resource has been fully absorbed by Veolia.
- Unfortunately, this issue led to an uplift in contact for both customer services team, this was especially noticeable in East Herts, due to the delay in some container deliveries. Problems with integration of bin request e-forms in East Herts also exacerbated the issue.
- To address outstanding deliveries and reduce pressure on Customer Service Centre (CSC) teams, Veolia (were asked to?) implemented a bespoke webform, accessible via both the North Herts and East Herts websites. This form allowed residents to report missing bin deliveries directly. In the interim, residents were advised to continue recycling using suitable containers until their bins were delivered. The table below shows the contacts received via the webform.

	East Herts	North Herts
Missed delivery as part of container rollout for service change	1454	395
Damaged container(s) (replacement delivered as part of this request)	435	57
Remove container(s) (delivered in error)	139	92
Total	2028	544

- Although in North Herts residents have been participating in a weekly food waste collection since 2018, the new service change prompted a significant and unexpected demand for new food waste caddies. Due to long lead times of previously ordered stock, there was a short period in which there was no availability of caddies to be delivered to residents.
- All deliveries relating to the new service roll out were completed by mid-September (this was mainly caddies due to stock shortage)

4.6 **Communications:** In July, Individual letters were sent to all domestic households advising of the change of frequency and collection day as required – letters also detailed their upcoming collection days for the first collection of each waste stream. (See Appx 4). Over 20 permutations of letters were sent out to over 107,000 households

across both districts, this detailed specifics of their changes and any additional collections which were being provided. Each permutation required information to be mail merged covering address details, collection days and dates. These were sent by Royal Mail.

- 4.7 Residents already receiving an extra capacity service also received a bespoke letter advising them of the enhanced collection frequency that they would be on under the new service.
- 4.8 A detailed communications plan was produced, and communications channels utilised included e-newsletter updates, press releases, social media posts, including a Minecraft video to advise residents of the new service design, in addition to the letter, service leaflet and stickers which they received.
- 4.9 A poster was also designed and distributed to parishes and libraries to display for residents as a further visual aide.
- 4.10 Due to vacancies within the team, a limited in person events were held, however the Hitchin eco day was attended, also a small number of area forums, giving further advice and answering queries.
- 4.11 Monthly Cllr drop-in sessions were organised for Cllrs to join online and raise any concerns with the waste team. Whilst sessions were readily available and promoted in advance, attendance was low, which reduced opportunities for direct engagement and feedback.
- 4.12 Regular updates were communicated to Members via MIS /MIB.
- 4.13 Collection Day change communications: To enable the new three-weekly collection regime to operate as efficiently as possible, collection days changes were required for approximately 70% of residents across the two districts.
- 4.14 A delay in receiving the new design round data from Veolia impacted on the timing of the letter mail out, due to the complex set of permutations, which took time to batch and organise the delivery.
- 4.15 A corrupted batch of letters was also discovered, but once identified, corrected letters were resent out to those affected residents. There was also a delay in letters reaching some residents despite them being sent 1st class. This was outside of the client team's control.

5. CUSTOMER SERVICE AND DIGITAL TRANSFORMATION

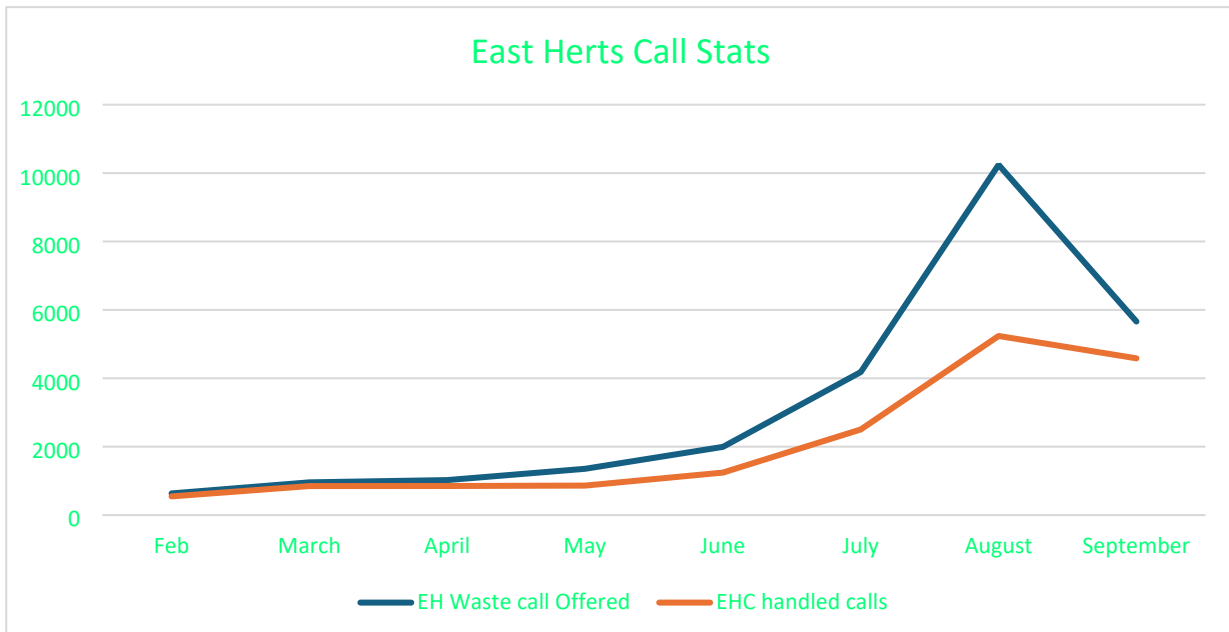
- 5.1 The successful implementation of customer service setup has been a critical part of the success or otherwise of the mobilisation of services.

Not only does this ensure that residents can access the councils easily and efficiently, but it also ensures that should operational issues arise there is the capacity to manage a higher number of contacts. Operational issues will always create a higher number of contacts, but if business as usual contacts can be managed online effectively it frees up customer service agents to manage other issues

- 5.2 East Herts, at go-live, had no CRM integrations in place. This meant that all residents were unable to self-serve via the website, and therefore all enquiries required some level of intervention from the Customer Services Centre (CSC). As a result, CSC experienced a significant volume of avoidable contact, and this created a large backlog of work from the outset.
- 5.3 To reduce the risk of the CSC becoming overwhelmed by increased contact volumes, we proactively brought in additional temporary staff ahead of the rollout of the new collection rounds. In total, six full-time temporary workers were recruited to support the waste service mobilisation. All have remained in post to date, helping to maintain service stability. With call volumes now stabilising, we plan to begin a phased release of some of these temporary roles starting in November.
- 5.4 Due to the sizeable email backlog, additional support from the corporate support hub, alongside staff overtime was sought - this enabled the backlog to be addressed and reduce back to normal levels.
- 5.5 CSC had been prepared for waste enquiries to be managed via CRM by default. However, in the absence of integrations, CSC had to adapt their approach by training selected team members to use the Echo system directly. This required dedicated staff members specifically to waste administration tasks on an ongoing basis, which in turn reduced their availability for handling inbound contact or supporting other service areas.
- 5.6 Periodic staff sickness within CSC has, at times, added further pressure on service levels. These instances have been generally short-term and infrequent, but they did contribute to capacity challenges during peak contact periods.
- 5.7 Integrated forms were made available post contract start, including missed bin reporting and collection day look, however the more complex forms have taken longer due to scheduling and payments functionality requirements. East Herts Bulky and garden waste subscription forms are due to go live from mid-October.

- 5.8 A delay in East Herts decision on taking Direct debit payments for garden waste customers impacted on both the waste team and customer services. To temporarily resolve the issue with bringing direct debit payments in house, East Herts procured Interbacs to manage the garden waste subscription DD customers for this financial year. The CSC saw a rise in calls from 30 September, in relation to the garden waste DD payments being taken, however this is considered a short-term impact and is being managed collectively by CSC, finance and the waste team
- 5.9 Reduced integrated webforms continue to impact EHC CSC teams, with higher than anticipated contacts needing to be handled by the team, additionally some unresolved scoping issues, technical resourcing gaps, and governance constraints has also impacted on progress.
- 5.10 External consultancy used by East Herts was heavily relied on due to limited internal capacity. Additional unplanned consultancy work was also required to help resolve anomalies, technical shortfalls and carry out reactive fixes for unaccounted issues within the original project plan.
- 5.11 An issue with the East Herts CRM system was identified, with a number of contacts being auto closed and the team not able to identify what action required. In addition, being unable to assign jobs led to some confusion amongst teams.
- 5.12 There continue to be challenges with the waste team's use of the EHC CRM system. The system currently does not support direct job assignment and automatically closes each job upon entry. As a result, each case must be manually reviewed to determine whether further action is required, this has led to the waste team taking longer to deal with issues and complaints. The waste team continue to work with the digital team to address these issues.
- 5.13 Customer service, waste and digital transformation teams continue to engage on a regular basis to address the remaining webforms and have implemented further measures to mitigate further risks and regain momentum on the project.
- 5.14 A new consultancy company is being procured to assist with the ongoing integration project.
- 5.15 The below graph shows the calls offered and handled by the customer service team in East. The initial rise in contact is seen at the beginning of July, and continued to rise throughout August, with a slight decrease showing in September. The spike encountered in East was impacted

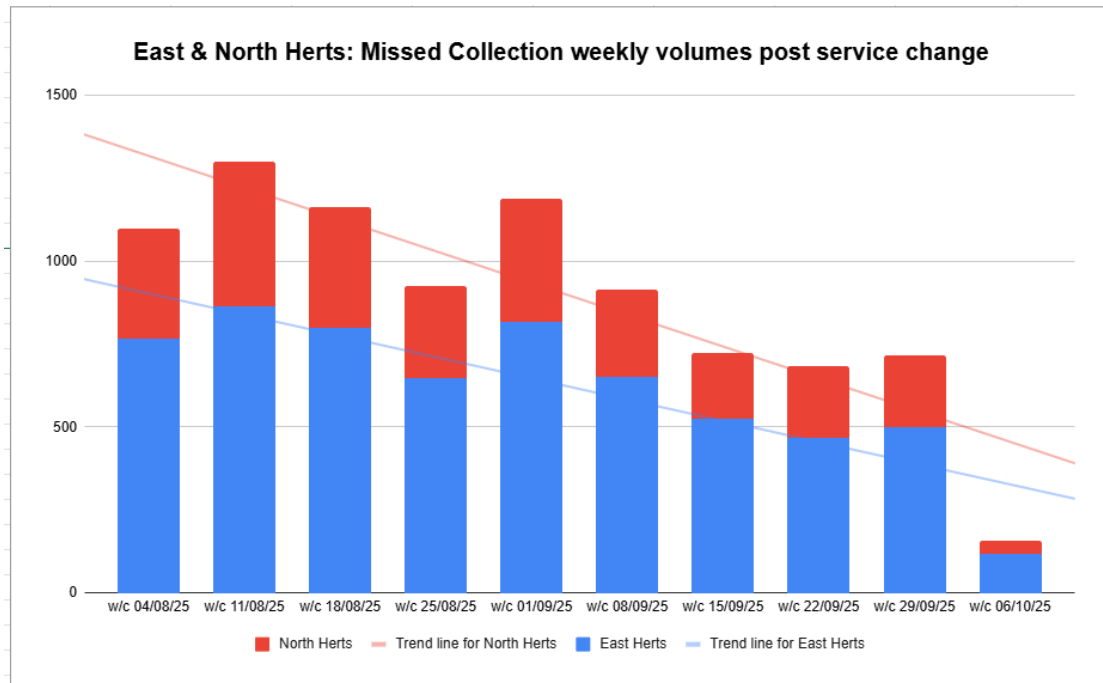
more due to initial issues with the container roll out and the unexpected delay of webform integration.



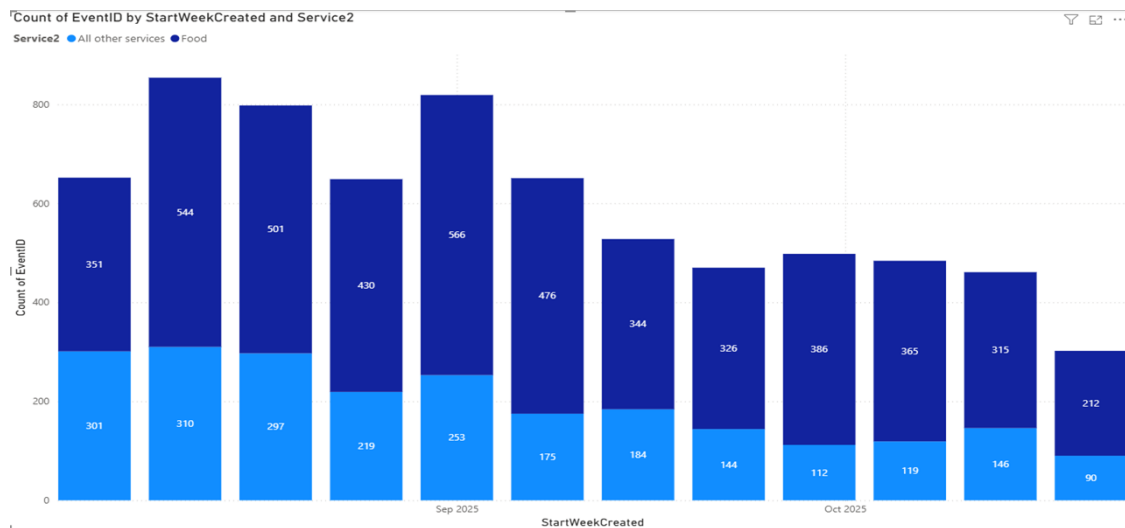
Graph 4

6. Collections Issues

6.1 As with any major service change, some level of disruption was always anticipated. There was an uplift in missed collection reporting across all services over the first few cycles of the new service. This was due to the bedding in of new crews, getting used to new rounds and areas. Although many staff are experienced, this was not on all rounds, there are also a lot of new staff, particularly in East Herts, where the new food waste service began. The below graph shows the number of missed bins since the new service and the overall downtrend as services have bedded in.



Graph 5



Graph 6

- 6.2 Veolia had planned additional vehicles and crew to support the teams over the initial new service period – these additional crews focused on the anticipated uplift of missed bins and general crew support to ensure daily completion.
- 6.3 It was also anticipated that the three-weekly cycle would encourage more reporting from residents who previously would manage if they missed a collection under the fortnightly scheme. As the service beds in and staff learn the rounds, missed collections should reduce.

Food waste

- 6.4 Food waste crews in East Herts experienced issues with the high volume of waste presented. Even after the initial first few weeks of the new service the tonnages remained high. Unfortunately, on occasion,

this has led to some roads not being able to be completed due to driver hours, or the disposal location closing.

- 6.5 This was continuously monitored by Veolia and the client team, with assisted crews helping where possible, crews also working overtime and weekend work, making every effort to complete.
- 6.6 Due to continued challenges faced with those crews, Veolia have now taken the decision to provide an additional crew to support the food waste service on a permanent basis as of mid-October.

Narrow/farm Round

- 6.7 Efficiencies introduced by Veolia, merged the previously separate narrow and farm rounds from both authorities together, this regrettably led to issues around knowledge of the mostly rural areas, and presentation of containers.
- 6.8 The specific layout and access constraints of properties previously served by the narrow round presented unforeseen challenges for crews operating under the new configuration. This resulted in a pattern of missed and repeated missed collections for affected households.
- 6.9 Veolia acknowledged the operational difficulties this caused, and in response, the properties impacted by the merger have now been realigned under separate depot supervision. This realignment ensures that crews familiar with the area are assigned to these rounds, and that routing is tailored to the unique requirements of the locations involved.

Communal collections

- 6.10 A data error was identified affecting container sizes at several blocks of flats. As a result of this error, these properties were incorrectly scheduled for a three-weekly domestic collection, rather than the appropriate communal service frequency. This affected 3.77% of communal residents (897 residents) of East Herts and 6.7% (1166 residents) of North Herts communal residents.
- 6.11 Once identified, the issue was promptly investigated and corrected. An interim schedule was put in place, defaulting affected locations to weekly collections to prevent further overflow and ensure continuity of service.
- 6.12 Additional crews were deployed to service the impacted communal areas, and operational adjustments were made to ensure bins were collected reliably
- 6.13 Locations continue to be monitored closely by Veolia management and the waste team, any further issues identified are resolved promptly and data amended swiftly, with crews also being given extra guidance. The

waste team are working with Veolia to ensure that data accuracy and service consistency are maintained going forward.

- 6.14 As part of the roll out programme the waste team are currently also visiting all communal locations to ensure that correct signage is placed on both containers and wall space, bespoke communal leaflets are also being delivered to residents advising them of the services.

7 Vehicles & Garage

- 7.1 The vehicle workshop has now been relocated to the Buntingford depot, installation of the equipment was delayed due to the EHC grounds maintenance contractor moving off site late, originally proposed February, and the area not being vacant until contract start.
- 7.2 Delays on receiving landlord permission also impacted on the scheduled works.
- 7.3 Due to a manufacturing recall, all but one of the planned electric vehicles was delayed. The new EV vehicles will be arriving between October and December 2025. Diesel fuelled vehicles were used at the commencement of the contract.
- 7.4 Due to the delayed exit of other contractors on sites, the installation of new bunded tanks and the use of hydrotreated vegetable oil (HVO) was delayed until October 2025. This is now fully operational with all non-EV vehicles using HVO, reducing the carbon emissions of the fleet by approx 90%

8 Capacity in the shared waste team

- 8.1 During the new service change, the client team carried vacant posts (as identified in Risk log APPX 1). This included three contract officer posts, and the waste communications post. More recently we have seen the departure of a further contract officer, and the Shared Waste Service manager, and our performance and project officer job share.
- 8.2 Although the Service manager post has now been filled, this has left a further gap of the Contract manager role, which is currently being recruited to, along with the Performance and project officer post.
- 8.3 Those periods of vacant post have led to further pressure on the team during an extremely busy time for the team.

9. NEXT STEPS

- 9.1 A bedding in period is usual practice for a contract of this type, as a transition of wholesale services from one provider to another including a service change is complex. A “grace period” was observed following the introduction of new services, however the Performance Management Regime (PMR) for the contract will be commencing in full as of 1st November.
- 9.2 The PMR will be reviewed by the Service Manager on an ongoing basis with Veolia management team, in line with the terms of the contract.
- 9.3 Resource issues in the shared waste team - The Service manager position has now been filled as of 1 September 2025; the Contract Manager post is currently being recruited to.
- 9.4 Additional temporary support has been recruited until November to assist in the management of flats communication and audit.
- 9.5 A new app is being released early November, for residents of both East & North Herts to use, enabling them to set notification of the collection’s days, alongside other search functions enhancing the use for residents.
- 9.6 Street transformation program to be fully integrated over the coming months, seeing the use of E-trikes in the main town centres, looking at further efficiencies and enhancements.
- 9.7 The continued use of HVO, seeing carbon efficiencies throughout the service, providing both councils with environmental benefits to meet their aspiration of Net Zero 2030. The SWS are currently working with both East and North teams on the reporting of this data. The new electric vehicles are due to arrive before the end of the year.
- 9.8 Further work with East digital team to progress on the outstanding webforms with an anticipated completion of December 2025.
- 9.9 Looking ahead to the Christmas period, further communication and support to residents will be given to manage the additional waste and recycling produced over this period
- 9.10 Social value will be monitored through the life of the contract, this includes local staff employed by the contract, apprenticeship programmes, support of local community projects, support of local economy

9.11 As part of the project close-down process, a lesson learnt meeting will be convened to evaluate the delivery approach, highlight what worked well, and identify any areas for refinement. This will ensure that learning is captured and applied to future rollouts

10. APPENDICES

Appendix 1 - Work package

Appendix 2 - Risk Log

Appendix 3 - Work Programme

Appendix 4 - Waste service change – activity plan

11. Implications/Consultations

Community Safety

No

Data Protection

No

Equalities

No

Environmental Sustainability

No

Financial

No

Health and Safety

No

Human Resources

No

Human Rights

No

Legal

No

Specific Wards

No

12. Background papers, appendices and other relevant material

12.1 Appendix 1 - Work package

12.2 Appendix 2 - Risk Log

12.3 Appendix 3 - Work Programme

12.4 Appendix 4 - Waste service change – activity plan

Contact Member

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Appx 1- WORK PACKAGES

Below is the list of completed work packages

<u>Work Package</u>	<u>Completion Date</u>
Agreement of lease for storage area for bin procurement	April 2025
Award of MRF tender	April 2025
Finalisation of Letchworth Depot lease	May 2025
Finalisation of Buntingford Depot lease	July 2025
Condition survey Buntingford Depot	June 2025
Condition survey Letchworth Depot	April 2025
Landlord permission for EV infrastructure at Letchworth Depot.	April 2025
Communication to Extra Capacity customers	May 2025
Finalisation of communication pack for bin deliveries	April 2025
Transfer of DD data base EHC	July 2025
Final data sets for ECHO	April 2025
NH Direct Debit run for garden waste	April 2025
Finalisation of bin delivery schedule	April 2025
Finalisation of day changes	June 2025
Landlord permission for site alterations and EV infrastructure at Buntingford Depot.	May 2025
EH Direct Debit run for garden waste	August 2025
Signing of MRF Contract	September 2025
Service leaflet and day change letters	July 2025
New Service Implementation	August 2025

Project Name: Waste, Recycling & Street Cleansing Contract Mobilisation and Demobilisation

Risk No.	Date Raised	Risk Owner	Title	Description	Category	Impact	Probability	I/P Score	Proximity	Last Review Date	Key Affecting Impacts	Completed Risk Mitigating Actions	Ongoing Risk Mitigating Actions	Action Owner(s)	Status of Actions
2	22/07/24	Chloe Hipwood	Skills shortage due to staff leaving.	There is a risk that the project cannot be delivered successfully due to lack of staff, skills and experience in the client team as a result of staff leaving.	People, Operational, Reputation	2	3	7	Immediate	01/10/25	Morale	Contract Officer Post recruited to Maternity cover post recruited to Communications officer recruited to	Regular 1-2-1's Regular team meetings New team members undergoing training Recruitment for replacement Comms officer - now completed and in post 1 x New vacancy - Contract Officer recruitment ongoing - due to start late Oct *Shared Service Manager Vacancy - in post Sept 25 *Shared contract manager - currently recruiting to post *Service performance and projects officer - currently	JL	Ongoing
14	22/07/24	Sarah Kingsley/ James Ellis	Insufficient staff resource	There is a risk that the project has insufficient staff resources because of the necessity to maintain business as usual	Financial, Operational, People, Reputation.	2	3	7	Immediate	01/10/25	Resource, Budget	IT projects managed corporately	Prioritisation of work streams Vacancies and volume of resident contacts are impacting on contract monitoring.	JL	Ongoing
27	22/07/24	Adam Staples	Availability of online services - EHC	There is a risk that the online web services are not set up for self serve in sufficient time for the start of the contract	Financial, Information, Operational, People, Reputation, Strategic	2	3	7	1-3 months	01/10/25	Time, Resource, External Factors	Early engagement meetings BPM completed for core services Meetings held with Veolia IT Timeline for IT development established Additional customer service support allocated. Direct entry into ECHO by customer service agents rather than via online forms Some forms integrated with ECHO, bin day look up, missed bin reporting, bulky (as of 17/10)	IT system set up and testing Allocation of sufficient resources	SM, AS	Ongoing
34	22/07/24	Geoff Hayden/ Anna Osbourn	Buntingford Repairs	There is a risk that Buntingford is not handed back to EHC with dilapidation repairs complete or EHC works not complete e.g. vehicle wash.	Financial, Operational,	2	2	5	Immediate	01/10/25	Time, Resource, Budget	Walls in transfer shed have been repaired. Veolia completed schedule of condition. Toilet block removed Roller shutter door now installed Garage fully functional	Estates to arrange a dilapidations survey A-frame replacement still to be carried out early 2026 Transfer shed washing - partially complete.	GH, JL	Ongoing
35	22/07/24	Michael Clark/ Phil Doggett	Letchworth Repairs	There is a risk that Letchworth is not handed back to NHC with dilapidation repairs complete or NHC works not complete	Financial, Operational,	2	2	5	Immediate	01/10/25	Time, Resource, Budget	Dilapidations survey received. Veolia completed schedule of condition. Tarmac has been completed Further asbestos report to be carried out to assess internal roofing with a view to securing with netting.	Estates to determine dilapidations costs for FCC. Work to be completed by the council TBC continued discussion with estate and Veolia to progress with works	MC, JL,PD	Ongoing
41	24/07/24	Geoff Hayden	Glendale Move	There is a risk that Glendale do not vacate the Buntingford Depot in time for the new provider to move in. This may also impact on the ability to install EV charging infrastructure.	Operational, Financial, Reputation	1	1	1	Immediate	14/07/25	Budget, Resource, External Factors	New site cleared Glendale approached Planning applications being developed Glendale moved off site	Some small items at Buntingford still to be cleared	GH	Completed

Project Risk Log

Project Name: Waste, Recycling & Street Cleansing Contract Mobilisation and Demobilisation

Risk No.	Date Raised	Risk Owner	Title	Description	Category	Impact	Probability	I/P Score	Proximity	Last Review Date	Key Affecting Impacts	Completed Risk Mitigating Actions	Ongoing Risk Mitigating Actions	Action Owner(s)	Status of Actions
42	08/08/24	Anita Higgs	Trade Direct Debits - EHC	There is a risk that the trade waste direct debit implementation creates additional work at a critical time during the mobilisation of the waste contract and that team capacity is affected if not implemented due to new EPR reporting requirements	Operational, Financial, Reputation	2	1	3	>6 months	28/05/25	Resource	Reassurance provided by finance		AH	Ongoing

Categories

Financial	Risks that relate to losing monetary resources or incurring unacceptable liabilities, including losses by fraud or corruption.
Information	Risks that relate to loss or inaccuracy of data, systems or reported information and to the transfer and sharing of data.
Operational	Risks that relate to the delivery of the service, specifically around day-to-day work.
People	Risks associated with employees and management and to the well-being of the public, stakeholders and partners.
Regulatory	Risks that relate to the regulatory environment and non-compliance.
Reputation	Risks that relate to the Council's brand or image and to the loss of public confidence.
Strategic	Risks that relate to the Council's failure to deliver a key corporate priority.

Impact

1 (Low)	<ul style="list-style-type: none"> • Consequences will not be severe and associated losses will be small • Negligible affect on service provision but may have a more significant cumulative affect if action is not taken • Minor injury, e.g. first aid required • Minimal damage to reputation, e.g. local press article • Minor damage to the local environment • Low financial loss, up to a value of £10,000 • Delivery of the project delayed by a few weeks only • No impact on stakeholders
2 (Medium)	<ul style="list-style-type: none"> • Will have a noticeable affect on services • Will cause a degree of disruption to service provision and impinge on budgets • Injury, e.g. external medical treatment required • Coverage in national tabloid press • Moderate damage to the local environment • Medium financial loss, up to a value of £100,000 • Delivery of the project delayed by a number of months • Some impact on stakeholders
3 (High)	<ul style="list-style-type: none"> • Can have a catastrophic affect • May result in significant financial loss, major service disruption or significant impact on the public • Serious injury or loss of life • Extensive coverage in the national press / national TV item • Major damage to the local environment • Major financial loss, exceeding a value of £100,000 • Delivery of the project no longer attainable • Significant impact on stakeholders

Probability

1 (Low)	The event is unlikely to occur within the next 12 months or will only occur once.
2 (Medium)	The event will occur on more than one occasion (2 to 3 times) within the next 12 months.
3 (High)	The event will occur on numerous occasions (4 or more times) within the next 12 months.

Ref	Project Title	Project Description	Dependant Projects	NHC Directorate/ Service Lead	EHC Department Lead	Project Lead Officer	Waste Service Officer Lead	Other departmental involvement/ stakeholders	Start Dates	End Date	Revised Start Date	Revised End Date	Status	Original Risk Likelihood	Original Risk Impact	Original Risk Score 1-9	Current Risk Likelihood	Current Risk Impact	Current Risk Score 1-9	Notes W/B 03/03/25	Notes 1/10/25
WM4	Flats - recycling provision refresh	Review of existing recycling and residual capacity Identify weekly residual waste services which can move fortnightly Determination of needs - case by case Engagement with Managing agents - case by case Bin procurement Bin delivery Resident engagement		Shared Waste Service	Shared Waste Service	JL/KLW	JL/KLW	Housing Associations Managing Agents	Jan-24	Dec-24	Jul-24	Feb-25	In Progress	Medium	Low	2	Medium	Low	2	Ongoing	Rounds incomplete on ECHO following day change. Updates and checks ongoing. 2 x agency staff assiting with signage and capacity checks
WM6	Commercial Food Waste	Set pricing structure Agree disposal arrangements with HCC Agree a delivery programme and capacity with Urbaser Marketing Business sign up Mobilisation	WM13 WM21 WM31	Shared Waste Service	Shared Waste Service	LO	LO	EHC Finance NHC Finance EHC Comms team NHC Comms team	Jan-24	Mar-25	Nov-24		In Progress	Low	Low	1	Low	Low	1	Pricing agreed	To be advertised further following bedding in of food rounds and determination of capacity pockets. To be promoted further following bedding in of food rounds and determination of capacity pockets.
WM7	Planning guidance update x2	Identification of changes required to SPDs Deveopment of new guidance and standard conditions Updates to websites		Shared Waste Service	Shared Waste Service	JL	JL	EHC Planning NHC Planning	Jan-24	Dec-24	Aug-24		In Progress	Low	Low	1	Low	Low	1	No further update	All agreed but needs adding to EH website
WM13	Recruitment of Trade Officer	New job description Job evaluation Advert and recruitment Training		Shared Waste Service	Shared Waste Service	LO	LO	Communications teams NHC HR	Jun-24	Jan-25	Jan-25	Apr-25	Not Started	Low	Low	1	Low	Low	1	No further update	to be done by Xmas
WM16	Garden Waste Portal - EHC	Development of specification Design of new portal Build of new portal Integration with finance systems for DDs Integration with card payment system Integration with waste management IT system System testing Soft launch user testing New subscription year - go live	WM17 WM19	N/A	Transformation	AS	SM/GB	Stevenage Procurement EHC Finance Stevenage IT EHC Legal EHC Customer Service Urbaser Digital Peanut	May-24	Dec-24			In Progress	High	High	8	High	High	9	Card payments being manually reconciled with some challenges identified. No other updates.	Portal ready but EH CSC have declined to publish. Ready to go live - awaiting date from digital team

Ref	Project Title	Project Description	Dependant Projects	NHC Directorate/ Service Lead	EHC Department Lead	Project Lead Officer	Waste Service Officer Lead	Other departmental involvement/ stakeholders	Start Dates	End Date	Revised Start Date	Revised End Date	Status	Original Risk Likelihood	Original Risk Impact	Original Risk Score 1-9	Current Risk Likelihood	Current Risk Impact	Current Risk Score 1-9	Notes W/B 03/03/25	Notes 1/10/25
WM17	Set Up Integrated Online Forms - EHC	Identify data capture requirements and reporting needs Set up forms Integration with waste management IT system Integration with card payment systems System testing Soft launch user testing Mobilisation - go live	WM16	N/A	Transformation	AS	LO	EHC Customer Service	Jun-24	Feb-25			In Progress	Medium	High	8	Medium	High	8	Funding request to enable work to progress.	Bulky, and replacement bins ready but not yet published online. Streets in test. Bulky is now live as of Oct 25, other webform to still lbe progressed by digital - EH moved away from granicus for support of this
WM19	Migration of Garden Waste Direct Debit EHC Customers	Determination if list transfer possible Determination of system to be used System setup Testing Communication with subscribers Re-signup	WM16	N/A	Finance	AH	LO	EHC Finance Stevenage IT EHC Customer Service Urbaser	Aug-24	Mar-25			In Progress	High	High	9	High	High	2	Completed	New contract with Interbacs managed by EH finance. DD's yet to be taken for 25/26. completed - first DD taken 1/10/25
WM21	Trade Waste Software	Identification of capabilities of Provider solution Determination of any outstanding system needs Decision on existing Whitespace solution Re-procurement System set and configuration System integration with finance systems X 2 System testing Data migration Soft launch testing	WM6	Shared Waste Service	Shared Waste Service	SM	SM	EHC Finance NHC Finance EHC Customer Service NHC Customer Service	Jul-24	Mar-25			In Progress	Medium	Medium	5	Medium	Medium	5	Negotiations ongoing with Whitespace	Whitespac e extended for 1 year. New online functionality in development for NH. Yet to be progressed in EH. no update
WM22	De-mobilisation	Demobilisation of Letchworth depot Demobilisation of Butingford depot Stock checks Asset checks and maintenance Condition survey Letchworth depot Condition survey Buntingford depot Data transfer/deletion as appropriate Novation of contracts		Shared Waste Service	Shared Waste Service	JL	JL	EHC Property Services NHC Property Services	Jul-24	Apr-25			In Progress	Medium	Medium	5	Medium	Medium	4	No update	Final contract payments to be agreed . Delapidati ons yet to be agreed - being progressed by property services. ongoing discussions with FCC & Veolia with NH property team

Ref	Project Title	Project Description	Dependant Projects	NHC Directorate/ Service Lead	EHC Department Lead	Project Lead Officer	Waste Service Officer Lead	Other departmental involvement/ stakeholders	Start Dates	End Date	Revised Start Date	Revised End Date	Status	Original Risk Likelihood	Original Risk Impact	Original Risk Score 1-9	Current Risk Likelihood	Current Risk Impact	Current Risk Score 1-9	Notes W/B 03/03/25	Notes 1/10/25
WM23	Mobilisation	See separate preferred bidder spreadsheet	WM22	Shared Waste Service	Shared Waste Service	CH	CH	All	Jul-24	Apr-25			In Progress	Low	High	6	Low	High	1	Crew drop in and training dates agreed. Dates for crew 1-2-1s agreed All workstreams progressing	completed
WM24	Procurement of MRF contract	Soft market testing Decision cycles Specification drafting Procurement exercise Evaluation Decision cycle Mobilisation		Shared Waste Service	Shared Waste Service	CH	CH	NHC Procurement EHC Finance NHC Finance EHC Legal NHC Legal HWP	Sep-24	May-25	May-25		In Progress	Medium	High	8	Low	High	1	Tenders due back 12 March	Contract still to be signed. completed, sealed & signed Sept 2025
WM25	EH Garden Waste Subscriptions 25/26	Agree pricing for 25/26 System set up DD sign up Subscription year communications Exception management	WM16 WM17 WM19	N/A	Shared Waste Service	LO/SM	LO/SM	EHC Finance	Sep-24	Jan-25			In Progress	Medium	High	8	Medium	High	6	Small numbers of card payers contacted to encourage resubscription. Reconciliation challenges being addressed.	Direct debits yet to be taken DD's now in place - awaiting update on 25/26 pricing update from EHC finance
WM28	Data cleansing and IT system configuration	Data cleansing of existing data set Determination of files for transfer to Provider Agreement of system assets set up Agreement of field configuration Business Process Mapping System set up	WM23	Shared Waste Service	Shared Waste Service	SM	SM	EHC Customer Service NHC Customer Service EHC Transformation Team NHC IT team	Dec-24	Mar-24			In Progress	Medium	Medium	5	Medium	Medium	5	Ongoing	Work ongoing following round change to manage flats, trade and streets impacts. no further updates

Ref	Project Title	Project Description	Dependant Projects	NHC Directorate/ Service Lead	EHC Department Lead	Project Lead Officer	Waste Service Officer Lead	Other departmental involvement/ stakeholders	Start Dates	End Date	Revised Start Date	Revised End Date	Status	Original Risk Likelihood	Original Risk Impact	Original Risk Score 1-9	Current Risk Likelihood	Current Risk Impact	Current Risk Score 1-9	Notes W/B 03/03/25		Notes 1/10/25
WM29	Caddy & Bin Roll Out	Organisation of storage Determination of delivery sequence Communication messages to residents Writing of schedules Writing of FAQs Issues management Deliveries management	WM23	Shared Waste Service	Shared Waste Service	GB	GB	Communications teams NHC Customer Service EHC Customer Service Provider	Jan-25	Jul-25			In Progress	Medium	High	8	Medium	High	1	not due	Almost	completed
WM31	Trade Waste Direct Debit	System set up System testing Notification to customer base Customer set up Invoice run Communication to outstanding customer base	WM6	N/A	Finance	AH	LO	EHC Customer Service EHC Finance Team EHC IT Team	Jan-24	Oct-24	Jun-24	Jan-25	Not Started	High	Medium	7	High	Medium	7	No update		no update
WM34	Transfer or closure of Buntingford Toilet	Decision regarding refurbishment, new cleaning contract or closure		N/A			CH	Communications team Members Property Services Buntingford Town Council	Sep-24	Apr-25	Jan-25		Not Started	Low	Low	1	Low	Low	1	Variation to NHC toilet contract being prepared. Toilet refurbishment completed	Ongoing issues with vandalism on. Future TBC. Ongoing cleansing covered by DANFO contract for the medium term.	no further update
WM36	Review of budgets	Determine variance from existing budgets Consider needs for alternative budget structure Consider impact of chargeable services Consider impact of new services on processing/haulage and recycling sales	WM35			CH	CH	Finance Teams Members	Jul-24	Oct-24			In Progress	Medium	Medium	4	Medium	Medium	4	No update	True up for contract to be finalised.	still in discussion
WM38	Contract Change Food Waste Disposal/ anticipated changes	Food waste disposal location changing in October 24 Contract change required for Urbaser and change process required in the new Veolia contract		Shared Waste Service	Legal Services	CH	CH	Finance Teams Legal Services	Aug-24	Oct-24		May-24	Not required	Low	Low	1	Medium	Low	2		not required but may be revisited.	no further update
WM41	Implimentation of Simpler Recycling for existing commercial customer base	There is a requirement for all businesses with 10 or more employees to impliment food waste collections from April 2025 and segregated waste for recycling. Much of the existing customer base do not have recycling collections and food waste collections are not currently offered		Shared Waste Service	Shared Waste Service	LO	LO	Environmental Health Town Councils Veolia Members	Jan-24	Jul-25		Oct-25	In Progress			3	Low	Low	1	No update	Promotion of food waste still required and further encouragement of shift to paper/card and mixed recycling collections	no further update

Ref	Project Title	Project Description	Dependant Projects	NHC Directorate/ Service Lead	EHC Department Lead	Project Lead Officer	Waste Service Officer Lead	Other departmental involvement/ stakeholders	Start Dates	End Date	Revised Start Date	Revised End Date	Status	Original Risk Likelihood	Original Risk Impact	Original Risk Score 1-9	Current Risk Likelihood	Current Risk Impact	Current Risk Score 1-9	Notes W/B 03/03/25	Notes 1/10/25
WM42	Determine properties not suitable for new bins and procure sacks for fibre	Review of services at terraced properties Provision of proposed sack properties to Members for review Procurement of sacks		Shared Waste Service	Shared Waste Service	JL	JL	Members	Jan-24	Mar-25			Completed			1	Low	Low	1		completed
WM43	Contamination process to be re-implemented	Implementation of staged contamination approached, by Veolia from collection to disposal location		Shared Waste Service	Shared Waste Service	LO	AMH	Contractor	May-25	Oct-25			in progress						1		Process has commenced, however waiting see how initial contact and process goes - communal to be dealt to to colecliton issues
WM44	Bin repair process	for full implementation of bin repairs to be carried out inhouse		Shared Waste Service	Shared Waste Service	KP	AMH	contractor	May-25	Oct-25			in progress						1		Received final cards for residents - need update on stock and processes
WM45	Waste App	For waste app to be procured to enable residents push notification of collection dates		Shared Waste Service	Shared Waste Service	LO	ASH	Comms team	Jul-25	Oct-25			In progress								Completed
WM46																					

AH	Anita Higgs
AS	Adam Staples
CH	Chloe Hipwood
CJ	Chris Jeffrey
GB	Gill Bryan
GH	Geoff Hayden
JL	Jeanette Lowden
KLW	Kera Lee-Williamson
LO	Louise Overington
MC	Michael Clark
RC	Rachel Cooper
SM	Sara Mellor
SM	Sara Mellor

Appendix 1 - 2025 Waste Service Change – headline external communications plan

Key messages:

New waste and recycling collection service launch: North Herts and East Herts Councils launched a new waste and recycling service on 4 August 2025, offering more recycling options and a more efficient service.

More recycling options: The new service increased the range of materials that can be recycled at home, including increased capacity for cardboard and paper, and the addition of plastic bags and wrapping recycling.

Collection frequency changes: Collections are on an alternating three-week cycle for non-recyclable waste, mixed recycling, cardboard and paper, while food waste will continue to be collected weekly and garden waste fortnightly for subscribers. Flats with communal bins were to remain on their current collection cycle.

Bin deliveries: New bins were delivered to households, this started in May, with instructions not to use them until 4 August.




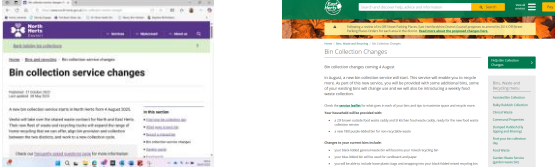
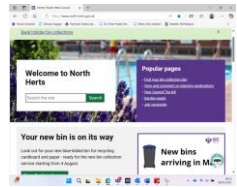
Government recycling targets: The changes are designed to meet the Government's 'Simpler Recycling' requirements which call for the separate collection of cardboard and paper and the recycling of soft plastics.












Public consultation: The decision to change the collection cycle and align services between North and East Herts follows a public consultation held in Summer 2022 and a competitive contract procurement process.

Support for extra capacity households: Households with special medical needs, multiple babies in nappies, and larger households received separate communication regarding extra support.

Communication of changes: Information about the changes was communicated to residents across both digital and non-digital channels (see overleaf) over several months.

Headline External Comms plan:

Month	Activity	Item
<p>OCTOBER 2022</p>	<p>Changes to bin collections coming in 2025 (non-digital & digital)</p> <ul style="list-style-type: none"> • Press - featured in printed version of The Comet plus digital version of other local papers. • E: Newsletter inclusion • Social media promotion 	
<p>SEPTEMBER 2024</p>	<p>Veolia announcement and three-weekly reminder (non-digital & digital)</p> <ul style="list-style-type: none"> • Press - featured in printed version of The Comet & Royston Crow plus digital version of other local papers. • E: Newsletter inclusion • Social media promotion 	
<p>2025</p>		
<p>MARCH</p>	<p>Introducing the changes A5 leaflet (non-digital & digital)</p> <ul style="list-style-type: none"> • Printed and distributed to all homes who have their Council Tax bill posted to them • Sent digitally to all homes who receive their Council Tax bill by email 	
<p>PUBLISHED OCT 22, THEN ONGOING</p>	<p>FAQs/Service change webpage (digital)</p>	
<p>MARCH LAUNCH, THEN ONGOING</p>	<p>Website homepage promotion (digital)</p> <ul style="list-style-type: none"> • MAY – reminder re new bins arriving/changes • JUNE – introducing the changes film • JULY – countdown • AUG – go live 	

<p>MARCH LAUNCH, THEN ONGOING</p>	<p>Press releases issued to local media (non-digital & digital)</p> <ul style="list-style-type: none"> MARCH – introducing the changes MAY – reminder re new bins arriving/changes JULY – final – service changing on 4 August 	 	
<p>MARCH LAUNCH, THEN ONGOING</p>	<p>Social media promotion (digital)</p> <ul style="list-style-type: none"> MARCH – introducing the changes MAY – reminder re new bins arriving/changes JULY – countdown AUG – go live 	 	
<p>MARCH LAUNCH, THEN ONGOING</p>	<p>E: Newsletter countdown (digital)</p> <ul style="list-style-type: none"> MARCH – introducing the changes MAY – reminder re new bins arriving/changes JULY – countdown AUG – go live 	 	
<p>MARCH LAUNCH, THEN ONGOING</p>	<p>Parish and Town Council updates (digital & non-digital)</p> <ul style="list-style-type: none"> MIS/MIB (digital) – Regular updates • Letters – sent w/c 9 June 		
<p>APRIL & ONGOING</p>	<p>Extra Capacity letter (non-digital)</p> <ul style="list-style-type: none"> Printed and distributed to all homes with extra capacity needs. 1000+ sent (based on the data we hold) 		
<p>MAY</p>	<p>Reminder of the changes leaflet (non-digital)</p> <ul style="list-style-type: none"> Printed and distributed to all homes alongside their new blue-lidded/Purple lidded bibs and caddies, East Herts residents has an additional food waste leaflet. 	 	

<p>MAY</p>	<p>Poster (non-digital)</p> <ul style="list-style-type: none"> A3 poster created for Parishes/Libraries/council-owned buildings To be displayed at all future Cllr surgeries and Forums too 	
	<p>MAY Email footer added to external emails North (digital)</p> <ul style="list-style-type: none"> Staff and Cllr emails – with click-through to service change webpage. 	
	<p>Town event pop-ups (in-person)</p> <ul style="list-style-type: none"> 10 May – Hitchin Eco Day <p>Bin deliveries with stickers and info Delivery of 200k+ containers</p>	
<p>JUNE</p>	<ul style="list-style-type: none"> In-person attendance at Area Forums (in-person) Vehicle naming competition launches 'Tag that truck' (digital & non-digital) Introducing the changes (graphical) film (digital) Detailed service change leaflet distributed to homes (non-digital) Outlook magazine double page spread (non-digital) 	
<p>JULY</p>	<ul style="list-style-type: none"> Minecraft video for social media explaining the changes Day change letters and Service Leaflet to residents (non-digital) Stakeholder packs (Cllrs, Customer service, Community Partnerships, Media) emailed (digital) 	
<p>AUGUST</p>	<ul style="list-style-type: none"> 4 AUGUST GO LIVE Updates to web pages to reflect new collection information. Significant increase in customer contact to Customer Services and client team 	
<p>SEPTEMBER</p>	<ul style="list-style-type: none"> New service social media and comms posts Still to come: Results of vehicle naming competition 	
<p>OCTOBER</p>	<p>Resident collections app</p>	