

# Environment and Communities Committee

## Agenda

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**Date:** Thursday, 26th September, 2024  
**Time:** 10.00 am  
**Venue:** Committee Suite 1,2 & 3, Westfields, Middlewich Road,  
Sandbach CW11 1HZ

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The agenda is divided into 2 parts. Part 1 is taken in the presence of the public and press. Part 2 items will be considered in the absence of the public and press for the reasons indicated on the agenda and at the foot of each report.

It should be noted that Part 1 items of Cheshire East Council decision making meetings are audio recorded and the recordings will be uploaded to the Council's website

### **PART 1 – MATTERS TO BE CONSIDERED WITH THE PUBLIC AND PRESS PRESENT**

1. **Apologies for Absence**

To note any apologies for absence from Members.

2. **Declarations of Interest**

To provide an opportunity for Members and Officers to declare any disclosable pecuniary interests, other registerable interests, and non-registerable interests in any item on the agenda.

3. **Minutes of Previous Meeting** (Pages 3 - 12)

To approve as a correct record the minutes of the previous meeting held on 18 July 2024.

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For requests for further information

**Contact:** Josie Lloyd

**Tel:** 01270 686466

**E-Mail:** [josie.lloyd@cheshireeast.gov.uk](mailto:josie.lloyd@cheshireeast.gov.uk) with any apologies

#### 4. **Public Speaking/Open Session**

In accordance with paragraph 2.24 of the Council's Committee Procedure Rules and Appendix on Public Speaking, set out in the [Constitution](#), a total period of 15 minutes is allocated for members of the public to put questions to the committee on any matter relating to this agenda. Each member of the public will be allowed up to two minutes each to speak, and the Chair will have discretion to vary this where they consider it appropriate.

Members of the public wishing to speak are required to provide notice of this at least three clear working days in advance of the meeting.

Petitions - To receive any petitions which have met the criteria - [Petitions Scheme Criteria](#), and falls within the remit of the Committee. Petition organisers will be allowed up to three minutes to speak.

#### 5. **First Financial Review 2024/25** (Pages 13 - 72)

To receive a report on the first financial review for Environment and Communities services for the financial year 2024/25.

#### 6. **Household Waste Recycling Centres Review - Final Recommendations** (Pages 73 - 298)

To consider a report on the final proposals for future permanent Household Waste Recycling Centre service provision following an update of previously collated review and feasibility study information, public consultation and the commencement of a procurement for a new operating contract provider.

#### 7. **Work Programme** (Pages 299 - 304)

To consider the work programme and determine any required amendments.

#### 8. **Exclusion of the Press and Public**

The reports relating to the remaining items on the agenda have been withheld from public circulation and deposit pursuant to Section 100(B)(2) of the Local Government Act 1972 on the grounds that the matters may be determined with the press and public excluded. The Committee may decide that the press and public be excluded from the meeting during consideration of the following items pursuant to Section 100(A)4 of the Local Government Act 1972 on the grounds that they involve the likely disclosure of exempt information as defined in Paragraphs 2 and 7A of Part 1 of Schedule 12A to the Local Government Act 1972 and public interest would not be served in publishing the information.

#### 9. **Household Waste Recycling Centres Review - Final Recommendations** (Pages 305 - 370)

To consider the confidential appendices to the report.

**Membership:** Councillors L Braithwaite, M Brooks, D Clark (Vice-Chair), T Dean, A Farrall, S Gardiner, H Moss, D Jefferay, B Posnett, H Seddon, L Smetham, M Warren (Chair) and H Whitaker

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## CHESHIRE EAST COUNCIL

Minutes of a meeting of the **Environment and Communities Committee** held on Thursday, 18th July, 2024 in the The Capesthorpe Room - Town Hall, Macclesfield SK10 1EA

### PRESENT

Councillor M Warren (Chair)  
Councillor D Clark (Vice-Chair)

Councillors M Brooks, T Dean, A Farrall, H Moss, D Jefferay, B Posnett, H Seddon, H Whitaker, C O'Leary, J Clowes and L Crane

### OFFICERS IN ATTENDANCE

Tom Shuttleworth, Interim Director of Environment and Neighbourhoods  
Ralph Kemp, Head of Environmental Services  
Tracey Bettaney, Head of Regulatory Services  
Tom Evans, Neighbourhood Planning Manager and Interim Environmental Planning Manager  
Kim Evans, Licensing Team Leader  
Sally Rose, Waste and Environmental Services Contracts Manager  
Sarah Allwood, Senior Enforcement Officer, Environmental Protection  
Tracy Baldwin, Finance Manager  
Mandy Withington, Legal Team Manager  
Josie Lloyd, Democratic Services Officer

### ALSO PRESENT

Councillor L Braithwaite  
Councillor K Edwards

### 1 APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillors C Chapman, S Gardiner and L Smetham. Councillors L Crane, J Clowes and C O'Leary attended as substitutes.

### 2 DECLARATIONS OF INTEREST

In the interest of openness, Cllr Brooks declared that one of the public speakers, Cllr Nigel Macartney, was known to her through membership of the Labour party, and also that she was a member of the Cheshire East library service.

### 3 MINUTES OF PREVIOUS MEETING

**RESOLVED:**

That the minutes of the meetings held on 30 January 2024 and 11 March 2024 be agreed as a correct record.

#### 4 PUBLIC SPEAKING/OPEN SESSION

Ms Jose Spinks, Secretary of the Friends of Bollington Library group, addressed the committee to highlight the importance of libraries in education and asked the committee to consider the impact libraries had on quality of life for residents.

Ms Sandy Milsom, Chair of the Friends of Bollington Library group, highlighted the range of activities undertaken at the library for all ages and stated that opening Bollington Library for one and a half days per week would not be sufficient for the full range of current services to be offered. Ms Milsom also stated that closing the library during the weekend would prevent school age children from being able to attend.

Ms Chris Holohan spoke in relation to the proposals affecting Bollington library. A protest had recently been held in Bollington with 200 children, parents and carers in attendance. Ms Holohan stated that Saturday was the busiest day at the library and closing on Saturdays would exclude families from accessing the services.

Ms Julia Cooper spoke in relation to Bollington library and reported that she had started a petition which currently had 1074 signatures and 87 statements in support of the library. Tuesday and Saturday mornings were the busiest times at the library; however, the proposal to open from 2pm on Tuesdays and close on Saturdays had led to a concern that usage would decrease. Ms Cooper asked the committee to consider the value the library added to the community.

Cllr Nigel Macartney from Bollington Town Council spoke in relation to the Libraries Strategy and stated that the library provision per 100,000 population was already lower in Cheshire East than neighbouring authorities. Cllr Macartney felt that the library proposals in the report were in contrast to the libraries strategy itself.

Mr Brian Perkins spoke as a resident of Bollington regarding the household waste and recycling centre closure. A survey had been undertaken by residents on tip usage and the findings were presented to Cllr J Snowball and Cllr K Edwards, along with questions from residents, for which Mr Perkins requested assurance that responses would be given. Mr Perkins referred to the upcoming three-month closure of the Silk Road and highlighted a concern about how Bollington residents would be able to travel to Macclesfield tip. Mr Perkins also raised a concern about CO2 caused by residents travelling further to access household waste and recycling centres. The Chair advised that a detailed response would be provided when the questions were received from Cllrs Snowball and Edwards.

Mr Jim Hoyle spoke as a Bollington resident and highlighted the range of services provided by the library and the opposition to the proposals from Bollington residents.

Mr Jon Weston spoke in relation to the libraries strategy and stated that there was a need to look at how to maintain the current provision at a lower cost as Cheshire East already had a lower provision than neighbouring authorities.

Ms Chris Harrop spoke in relation to waste collection and expressed concerns about the impact on older and disabled residents who used incontinence products which were considered biohazards and could become an issue if black bin collection changed to three-weekly. Ms Harrop felt that the use of a larger bin would not solve the issue as residents would be unable to store or move it and felt that the Council would be failing in its duty of care.

Mr Greg Lisle spoke in relation to the closure of household waste and recycling centre provision in Bollington and Poynton and highlighted concerns about the increased CO2 and cost to residents as a result of travelling to Macclesfield. Mr Lisle felt that the access to Macclesfield tip was dangerous and that there would be an issue with the upcoming three-month closure of the Silk Road.

Ms Catherine Leighton spoke in relation to Bollington library and stated that this was an essential facility and was important to the wellbeing of residents. Ms Leighton felt that if the library only opened 1.5 days per week, many services would be lost for those who needed them most.

Ms Juanita Bullough spoke in relation to Handforth library and emphasised the range of services the library provided and that cuts to opening hours would affect those residents most in need.

## **5 LIBRARIES STRATEGY - INITIAL PROPOSALS**

The committee considered the report which detailed the progress in bringing forward a Libraries Strategy, the need for which was established following the public consultation undertaken in support of the Libraries Service Review in 2023 and as part of the Council's Medium Term Financial Strategy 2024-28. The report also outlined the next steps in developing the strategy, including seeking permission to move forward with a public consultation on the current draft proposals.

Cllr Liz Braithwaite attended to speak as a visiting member and asked whether library user information by postcode had been provided to Town and Parish Councils as part of any dialogue on funding. Officers responded that this information was held and had been provided where requested.

Cllr Ken Edwards attended to speak as a visiting member and asked the committee to consider recommending that 1.5 days would be the basic minimum provision and to consider a partnership arrangement with Town Councils which matched a community contribution hour for hour.

A query was raised as to the allocation of 1.5 days for tier 3 sites and what that would equate to in staff hours. Officers advised that current staff levels would be continued across the 1.5 days and that this information had been provided to Town Councils to inform their deliberations on topping up and could be shared with the committee in writing following the meeting.

A further query was raised as to usage figures for evenings and Saturdays. Officers undertook to provide this information in a written response.

During the debate, some members expressed concerns including that the projected figures as set out in the report were not sufficient to meet the required savings target, there needed to be more work on assessing usage and that the current proposals lacked detail.

Some members highlighted that the recommendations were only to consult at this stage and the intention was to focus on directing Council resources. It was hoped that this would be an opportunity to engage with residents to find solutions.

An amendment was moved and seconded which sought to change recommendation 2, as set out in the report, to read:

*2. Delegate authority to the Interim Director of Environment and Neighbourhood Services, in consultation with the Chair, Vice-Chair and Opposition Spokesperson, to take all necessary steps to undertake a public consultation and associated engagement to establish:*

*a. Resident's views on the Libraries Strategy contained within Appendix A of this report and*

*b. Expressions of interest from all relevant stakeholders relating to the future operation of the proposed tier 3 community managed library sites*

This was carried by majority and became part of the substantive motion.

**RESOLVED (by majority):**

That the Environment and Communities Committee:

1. Approve the draft objectives of the Libraries Strategy (2024 – 2028)

2. Delegate authority to the Interim Director of Environment and Neighbourhood Services, in consultation with the Chair, Vice-Chair and Opposition Spokesperson, to take all necessary steps to undertake a public consultation and associated engagement to establish:

a. Resident's views on the Libraries Strategy contained within Appendix A of this report and

b. Expressions of interest from all relevant stakeholders relating to the future operation of the proposed tier 3 community managed library sites

3. Note that a clear recommendation on implementation of the Strategy, informed by the outcome of the public consultation and engagement with communities, will be brought back to Committee at a future date

## **6 WASTE COLLECTION - IMPLEMENTATION OF WEEKLY FOOD WASTE COLLECTIONS**

The committee considered the report which provided an update on the legislation announced by Government in October 2023, as part of the Simpler Recycling Scheme, which mandated the introduction of weekly food waste collections for all local authorities by no later than 1 April 2026. The report sought approval to implement the recommended approach to delivering these weekly collections, as well as how residents were to be engaged throughout the process.

The report also set out the proposal to move to a three-weekly collection frequency for residual waste, to be delivered in parallel with the roll out of weekly food waste collections, in order to mitigate the risks around joining up large scale operational changes and the potential financial impact of introducing weekly food waste collections on the Council's revenue position.

Cllr Liz Braithwaite spoke as a visiting member to highlight concerns about bin storage for residents in town centre wards and offered to accompany officers on a tour of her ward to demonstrate the issue.

It was noted that assisted collections would continue to be available for residents with a medical need for support. Issues of human waste would be looked at through an equality impact assessment.

An amendment to recommendation 3, as set out in the report, was moved and seconded which sought to include that the authority would be delegated to the Interim Director of Environment and Neighbourhood Services in consultation with the Chair, Vice-Chair and Opposition Spokesperson. This was carried by majority and became part of the substantive motion.

A further amendment was moved and seconded which sought to amend the wording of recommendation 3, maintaining the inclusion of the above wording, to read:

*3. Delegate authority to the Interim Director of Environment and Neighbourhoods, in consultation with the Chair, Vice-Chair and Opposition Spokesperson, to take all necessary steps to undertake a public*

*consultation exercise relating to a move to three-weekly kerbside collections, with the results brought back to Committee in support of a future decision around implementation.*

This was carried by majority and became part of the substantive motion.

**RESOLVED:**

That the Environment and Communities Committee:

Unanimously:

1. Note the legislative requirement for the Council to implement weekly food waste collections by no later than 1st April 2026

2. Approve the proposed approach as set out in the paper in order that the Council can comply with legislation mandating the introduction of weekly food waste collections, and delegate authority to the Head of Environmental Services to take all necessary steps to implement these proposals

By majority:

3. Delegate authority to the Interim Director of Environment and Neighbourhoods, in consultation with the Chair, Vice-Chair and Opposition Spokesperson, to take all necessary steps to undertake a public consultation exercise relating to a move to three-weekly kerbside collections, with the results brought back to Committee in support of a future decision around implementation.

**7 FINAL OUTTURN 2023/24**

The committee received the report which provided the final outturn for Environment and Communities Committee services for the financial year 2023/24. Members were asked to consider the serious financial challenges being experienced by the Council, and other local authorities, and to recognise the important activities aimed at minimising the impact on services.

**RESOLVED:**

That the report be noted.

**8 SERVICE BUDGETS 2024/25 (ENVIRONMENT & COMMUNITIES COMMITTEE)**

The committee received the report which set out the allocation of the approved budgets for 2024/25 to the Environment & Communities Committee.

**RESOLVED:**

That the report be noted.

**9 REVISED STREET TRADING POLICY**

The committee considered the report which sought adoption of a revised Street Trading Policy.

**RESOLVED (unanimously):**

That the Environment and Communities Committee approve the adoption and implementation of the updated Street Trading Policy.

**10 UPDATED AIR QUALITY STRATEGY**

The committee considered the report seeking approval to adopt the updated Air Quality Strategy.

**RESOLVED (unanimously):**

That the Environment and Communities Committee approve the adoption of the updated Air Quality Strategy.

**11 ECOLOGY AND BIODIVERSITY NET GAIN SUPPLEMENTARY PLANNING DOCUMENT**

The committee considered the report which sought approval to adopt the Ecology and Biodiversity Net Gain Supplementary Planning Document.

**RESOLVED (unanimously):**

That the Environment and Communities Committee:

1. Consider the Report of Consultation (Appendix 2); the Strategic Environmental Assessment and Habitats Regulations Assessment Screening Report (Appendix 3); and the Equalities Impact Assessment Screening Report (Appendix 4)
2. Adopt the Biodiversity Net Gain Supplementary Planning Document (Appendix 1)
3. Delegate to the Head of Planning the authority to make minor non-material changes and corrections to the SPD prior to publication

**12 APPOINTMENTS TO WORKING GROUPS AND PANELS**

The committee considered the report which sought approval from the Environment and Communities Committee to appoint members to its working groups and panels for the 2024-25 municipal year.

The proposed membership was noted as follows:

Local Plan Member Reference Group

Cllr L Smetham (Cons)  
Cllr S Gardiner (Cons)  
Cllr T Dean (Cons)  
Cllr L Braithwaite (Lab)  
Cllr C Chapman (Lab)  
Cllr L Crane (Lab)  
Cllr M Warren (Ind)

Section 106 Member/Officer Working Group

Cllr S Gardiner (Cons)  
Cllr B Posnett (Cons)  
Cllr J Snowball (Lab)  
Cllr J Bratherton (Lab)  
Cllr D Jefferay (Ind)  
Cllr M Gorman (Ind)

Cemeteries Strategy Member Advisory Panel

Cllr N Cook (Ind)  
Cllr J Bratherton (Lab)  
Cllr J Snowball (Lab)  
Cllr L Smetham (Cons)  
Cllr H Whitaker (Cons)

It was requested that Cllr L Crane also be added to the Cemeteries Strategy Member Advisory Panel.

**RESOLVED (unanimously):**

That the Environment and Communities Committee:

1. Appoint Members to the Local Plan Member Reference Group as follows: Con: 3; Lab: 3; Ind: 1; Lib Dem: 0; NGI: 0
2. Appoint Members to the Section 106 Member/Officer Working Group
3. Appoint Members to the Cemeteries Strategy Member Advisory Panel
4. Agree that the Household Waste and Recycling Centres Working Group be discontinued
5. Agree that the names of the Members appointed will be submitted to the Head of Democratic Services and Governance

The committee considered the report which sought approval to adopt the updated Cheshire East Major Emergency Response Plan.

**RESOLVED (unanimously):**

That the Environment and Communities Committee:

1. Approve the adoption of the updated Major Emergency Response Plan for Cheshire East
2. Delegate authority to the Interim Director Environment and Neighbourhoods to undertake updates to the Plan on a periodic basis

**14 EXCLUSION OF THE PRESS AND PUBLIC**

The committee had no questions for clarification on the confidential appendix and therefore did not require to move into part 2.

**15 CHESHIRE EAST MAJOR EMERGENCY RESPONSE PLAN UPDATE**

**RESOLVED:**

That the appendix to the report be noted.

**16 WORK PROGRAMME**

**RESOLVED:**

That the work programme be noted.

The meeting commenced at 10:00 and concluded at 14:58

Councillor M Warren (Chair)

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OPEN

**Environment and Communities  
Committee**

**26 September 2024**

**First Financial Review 2024/25**

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**Report of: Adele Taylor, Interim Director of Finance and Customer Services (s151 Officer)**

**Report Reference No: EC/23/24-25**

**Ward(s) Affected: Not applicable**

**Purpose of Report**

- 1 This report provides the current forecast outturn for the financial year 2024/25 based on our income, expenditure and known commitments as at the end of July 2024. It also identifies actions that are being taken to address adverse variances to urgently address our financial sustainability.
- 2 The report provides the forecast outturn for all services, to provide Members with contextual information on the position for the whole Council. Members are asked to focus their scrutiny on the forecasts and supporting information relating to services within the remit of the Committee whilst understanding the overall context as a whole.
- 3 The report highlights any changes and external pressures that are impacting the Council since setting the budget in February 2024. Annex 1, Section 2 of the report highlights what the Council is forecasting to achieve as part of the 2024/25 approved budget changes per line (growth and savings).
- 4 It is clear that further actions need to be identified to bring the Council back to a position where we are living within our means, and it will be important that these actions are closely monitored, and appropriate action taken to manage our resources. This report includes information on the actions that are currently underway.
- 5 Reporting the financial forecast outturn at this stage, and in this format, supports the Council's vision to be an open Council as set out in the Cheshire East Council Plan 2024-25. In particular, the priorities for an open

and enabling organisation, ensure that there is transparency in all aspects of council decision making.

- 6 The report also requests member approval for amendments to the Council's budget in line with authorisation levels within the Constitution.

## Executive Summary

- 7 The Council operates a financial cycle of planning, review, management and reporting. This report ensures that we review where we are and provides a forecast **outturn** position for the 2024/25 financial year whilst also identifying the actions that need to be taken to manage our overall resources. The information in this report also supports planning for next year's budget by identifying issues that may have medium term impacts.
- 8 The Council set its 2024/25 annual budget in February 2024. The budget was balanced, as required by statute, with planned use of reserves of £22m, plus £30m of savings to achieve in year, and included important assumptions about spending in the year. The budget is part of the Medium-Term Financial Strategy (MTFS) 2024 to 2028.
- 9 The First Financial Review (FR1) forecast revenue outturn is an **adverse variance of £26.5m**, (prior to application of any Exceptional Financial Support) as detailed below in **Table 1**:

<b>Table 1 2024/25</b>	<b>Revised Budget</b>	<b>Forecast Outturn</b>	<b>Forecast Variance</b>
	<b>(NET)</b>		
	<b>£m</b>	<b>£m</b>	<b>£m</b>
<b>Service Committee</b>			
Adults and Health	138.0	158.7	20.7
Children and Families	91.5	98.8	7.3
Corporate Policy	41.7	41.7	0.0
Economy and Growth	28.1	25.5	(2.6)
Environment and Communities	48.4	49.1	0.6
Highways and Transport	16.0	15.5	(0.5)
<b>Sub-Committee</b>			
<b>Finance Sub:</b>			
Central Budgets	23.9	24.8	0.9
Funding	(387.6)	(387.6)	-
<b>TOTAL</b>	<b>-</b>	<b>26.5</b>	<b>26.5</b>

- 10 The FR1 forecast reserves, after agreed movements budgeted for in the 2024-28 MTFS, are currently £14.0m, being £4.5m of General Fund Reserve and £9.5m of Earmarked Reserves. The Council's level of reserves

is therefore insufficient to cover the current forecast revenue outturn for the year without further action.

- 11 This forecast does not assume use of the Exceptional Finance Support (EFS) that was requested in 2023/24 and 2024/25 that was agreed in principle, subject to a number of conditions being satisfied, including the submission of a transformation plan at the end of August 2024. It also does not assume the cost of accepting that EFS support which would impact on the cost of borrowing over the medium term.
- 12 The FR1 forecast position indicates that further urgent action to reduce the overspend, and bring spending back in line with budget, is required. Failure to do so would require the Council to use the existing conditional Exceptional Financial Support (£17.6m) which would be the only way for the S151 Officer to avoid having to issue a S114 notice to the Council.
- 13 The level of EFS support would need to be agreed and finalised with the government and the financial impact of this would need to be built into the overall financial modelling for the Council. As reported to members in June 2024 in the 'Medium Term Financial Strategy Assumptions and Reporting Cycle for 2024/25 to 2028/29' the Council faces a significant four-year funding gap, with the shortfall in 2025/26 currently estimated at £41.9m. There is a risk that pressures leading to the FR1 forecast position may increase that shortfall figure if rapid action doesn't take place to stabilise our financial position.
- 14 The FR1 forecast position for capital spending for 2024/25 indicates forecast capital expenditure of £164.5m against the MTFS budget of £215.8m. Re-profiling of Capital expenditure to future years to match scheme delivery as well as an ongoing capital review to ensure that our capital borrowing remains affordable is underway and there will be further reporting on this at FR2.
- 15 **Table 2** sets out the capital programme profiling changes:

<b>Table 2</b>	2024/25	2025/26	2026/27	2027/28	2024/28
	Estimate	Estimate	Estimate	Estimate	Total
	£000s	£000s	£000s	£000s	£000s
Capital Programme MTFS	215,779	177,633	66,772	132,054	592,238
Funded by:					-
Borrowing	55,199	53,218	19,318	30,215	157,950
Grants and other contribution:	160,580	124,415	47,454	101,839	434,288
	<u>215,779</u>	<u>177,633</u>	<u>66,772</u>	<u>132,054</u>	<u>592,238</u>
Capital Programme FR1	164,545	141,232	109,679	231,837	647,293
Funded by:					
Borrowing	51,878	53,566	10,180	27,779	143,403
Grants and other contribution:	112,667	87,666	99,499	204,058	503,890
	<u>164,545</u>	<u>141,232</u>	<u>109,679</u>	<u>231,837</u>	<u>647,293</u>
Movement from MTFS	(51,234)	(36,401)	42,907	99,783	55,055

16 **Table 3** sets out the summary revised capital programme:

<b>Table 3</b>	<b>MTFS</b>	<b>C/Fwd</b>	<b>SCEs</b>	<b>Virements</b>	<b>Budget</b>	<b>Revised</b>
	<b>Budget</b>	<b>from</b>	<b>in Quarter</b>	<b>in Quarter</b>	<b>Reductions</b>	<b>FR1</b>
	<b>2024/28</b>	<b>2023/24</b>	<b>2024/25</b>	<b>2024/25</b>	<b>2024/25</b>	<b>Budget</b>
	<b>£m</b>		<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>2024/28</b>
						<b>£m</b>
Adults and Health	0.8					0.8
Children and Families	86.8	1.9	21.6	(1.4)		108.9
Highways & Transport	270.2	8.1	9.8		(1.1)	287.0
Economy & Growth	175.6	9.9	1.3	2.1	(4.2)	184.7
Environment & Corporate Policy	39.4	2.2	0.4	0.1	(0.1)	42.0
	19.4	4.4				23.8
	<b>592.2</b>	<b>26.5</b>	<b>33.1</b>	<b>0.8</b>	<b>(5.4)</b>	<b>647.2</b>

17 As part of the urgent actions required to reduce the overspend a full review of the capital programme is being undertaken. The forecast borrowing that is included in the capital programme will have the following revenue impact:

<b>Table 4</b>	<b>2024/25</b>	<b>2025/26</b>	<b>2026/27</b>	<b>2027/28</b>	<b>2024-28</b>
	<b>Estimate</b>	<b>Estimate</b>	<b>Estimate</b>	<b>Estimate</b>	<b>Total</b>
	<b>£000s</b>	<b>£000s</b>	<b>£000s</b>	<b>£000s</b>	<b>£000s</b>
Forecast borrowing to fund capital programme	51,878	53,566	10,180	27,779	143,403
MRP	-	3,916	5,392	6,854	16,162
Interest	2,610	3,796	3,469	4,302	14,177
<b>Total annual revenue impact</b>	<b>2,610</b>	<b>7,712</b>	<b>8,861</b>	<b>11,156</b>	<b>30,339</b>

18 In order to alleviate the revenue pressure from external borrowing an immediate reduction in capital spend is required. This will reduce the related revenue impact of interest costs and Minimum Revenue Provision (MRP) both of which are charged to revenue through the Capital Financing Budget (CFB). The council must aim to optimise use of all other available sources to fund our capital programme and must minimise the use of borrowing to reduce the pressures on the revenue budget. Identification of any additional capital receipts that can be realised in year would also reduce revenue pressures from borrowing in year or could be used to assist with funding of transformation activity if a capitalisation direction could be agreed to use them in that way with Central Government.

19 Due to the long-term nature of capital investment the revenue implications of decisions taken by the council now will extend well beyond the term of the current year and into the medium term.

20 In the review of the capital programme the long-term capital repayment commitments (MRP) will be the initial area of focus. Reducing the annual MRP associated with any new borrowing on a scheme-by-scheme basis will be a priority. There will be a secondary impact of reducing forecast interest which will also reduce the effect on the revenue account, but it is the reduction in new borrowing and new commitment to long term capital

repayments that will allow the programme to remain affordable and sustainable.

21 Reductions in borrowing can be achieved through:

- (a) Reduce, delay or remove schemes funded by borrowing;
- (b) Focus on exiting contractual commitments, fulfilling statutory services and public safety requirements;
- (c) Prioritise the capital projects that will have most beneficial impact on the revenue budget in the medium term;
- (d) Remove forward funding;
- (e) Reprioritise use of grants and apply appropriate S106 contributions to schemes.

22 A Strategic Finance Management Board has been set up to lead on a number of key tasks to urgently reduce spend and identify additional savings, including:

- Line by line reviews of all budgets to further identify immediately any underspends and/or additional funding;
- Stop any non-essential spend;
- Actively manage vacancies, particularly agency usage and reduce any overspends on staffing as soon as possible;
- Review of Section 106 legacy budgets;
- Review of capital receipts available and potentially surplus assets that can be sold (for best consideration);
- Identification of any other areas of discretionary spend including grants awarded, where spend can be reduced or stopped.

23 In addition, any directorate that is identified as being off target by more than 5% is now subject to a detailed finance and performance review on a weekly basis through a financial recovery review process. This includes a detailed action plan, identifying what can be done to sustainably reduce the pressure and gaining assurance over the management of those actions to deliver improved financial outturns. This process has been put in place for Adults Services and Children and Families and is being chaired by the S151 Officer.

24 Paragraphs 58-60 below provides a summary overview of the forecast against the approved 2024/25 budget change items, including RAG rating. In addition, there is further detail per change item with accompanying commentary, as reviewed by the Council's Corporate Leadership Team, in respect of each item within **Annex 1, Section 2**.

25 **Annex 1: Detailed First Financial Review 2024/25**

- **Section 1** 2024/25 Forecast Outturn
- **Section 2** 2024/25 Approved Budget Change Items
- **Section 3** Revenue Grants for approval

- **Section 4 Capital**
- **Section 5 Reserves**

## RECOMMENDATIONS

The Environment and Communities Committee to:

1. Review the factors leading to a forecast adverse Net Revenue financial pressure of:

**Council:** £26.5m against a revised budget of £387.6m (6.8%)

**Environment and Communities:** £0.6m against a revised budget of £48.4m (1.2%)

To scrutinise the contents of **Annex 1, Section 2** relevant to services within the committee's remit, and review progress on the delivery of the MTFS approved budget policy change items, the RAG ratings and latest forecasts, and to understand the actions to be taken to address any adverse variances from the approved budget.

2. Consider the in-year forecast capital spending:

**Council:** £164.5m against an approved MTFS budget of £215.8m, due to slippage that has been re-profiled into future years.

**Environment and Communities:** £19.5m against an approved MTFS budget of £19.0m

3. Note the available reserves position as per **Annex 1, Section 5**.

## Background

- 26 This single view of the financial picture of the Council provides the overall financial context.
- 27 The management structure of the Council is organised into four directorates: Adults, Health and Integration; Children's Services; Place; and Corporate Services. The Council's reporting structure provides forecasts of a potential year-end outturn within each directorate during the year, as well as highlighting activity carried out in support of each outcome contained within the Corporate Plan. Budget holders are responsible for ensuring they manage their resources in line with the objectives of the Council and within the approved budget.
- 28 For the purposes of each committee, these directorate budgets are aligned to a specific committee and the appendices to this report provides information at a level that the committee should have the ability to be able to

scrutinise what is causing any variations in budget and appropriate actions to bring the council back into line in terms of managing its resources.

### **Key issues causing the pressures**

- 29 There are a number of key issues causing the forecast revenue overspend, including:
- Ongoing adverse effects of the extended period of high inflation and interest rates;
  - Continued increasing demand and complexity of care beyond the levels that had been previously identified;
  - Increase in staff costs, including use of agency staff and impact of National Living Wage which also impacts on our third party commissioned contracts;
  - Increased borrowing costs associated with the unfunded Dedicated Schools Grant (DSG) deficit;
  - Non delivery of some previously agreed savings and/or income targets;
  - The financial impact of investment in transformation and improvement activity over the medium term.

### **Specific commentary on the forecast outturn position by Committee**

#### **Adults and Health adverse variance of £20.7m**

- 30 The Adults, Health and Integration budget is forecast to overspend by £20.8m. This is in part a consequence of the full year impact of activity levels identified in the 2023/24 year-end outturn. The department started 2024/25 with a higher level of commitment than originally planned for when the MTFS was set in February 2024, and therefore unfunded. An additional £7m of in-year savings would be required to off-set one-off funding received in 2023/24 that will not be received in 2024/25.
- 31 The key drivers of forecast expenditure remain price increases, staff costs and increase in complexity, however, at the beginning of this year we have seen an unusual increase in the number of former self-funders seeking local authority funding to meet the ongoing cost of their care.
- 32 As set out in the 2024/25 to 2027/28 MTFS, the forecast anticipates several serious and significant risks, including pressure on prices due to unfunded increases in the National Living Wage. The department is currently in negotiations with a number of providers who are seeking above inflation increases. The department has recently acquired a negotiation tool to ensure full cost and price transparency which will be used before agreeing increases, to ensure greater fairness and consistency.
- 33 As in previous years, increases in discharge activity in the NHS continues to drive additional price and activity in adult social care. A reduction of over 50 acute beds across the local NHS trusts is intensifying the impact on adult social care. A review by specialist consultants, commissioned by the Department of Health and Social Care is attempting to analyse the impact.

- 34 The department is undertaking significant work to address the budget pressures. This includes:
- The financial impact of changes agreed to the charging policy for this financial year;
  - Reviewing our pricing strategy;
  - Reviewing our use of agency members of staff;
  - Whole system review of supported living operations to reduce the number of under-utilised placements;
  - Considering transformation options that may be able to be delivered earlier;
  - Reviewing use of technology to support service delivery.

### **Children and Families adverse variance of £7.3m**

- 35 At the end of the last financial year the outturn for Children and Families was an overspend of £8.2m. The Medium-Term Financial Strategy included growth to address the pressures that were emerging throughout 2023/24. The costs of children's social care are a concern for many local authorities and not unique to Cheshire East. The First Financial Review for 2024/25 reflects a £7.3m in-year pressure.
- 36 The key pressure areas for the directorate include:
- 37 Children's social care agency placements where the complexity of children in care has continued to increase and also the number of children in care has increased from 528 at April 2024 to 534 at June 2024 (compared to a decrease from 586 at April 2023 to 576 at June 2023). Placement costs are increasing by significantly more than inflation and more than was projected for growth in-year. This has in part been affected by the disproportionate number of asylum seeking children in Cheshire East.
- 38 The use and cost of agency staff in children's social care to cover vacancies, sick absence, and maternity leave.
- 39 The number of staff is greater than the planned establishment to ensure we are able to meet our statutory needs.
- 40 Home to school transport costs – where a mix of increasing numbers of pupils with an education, health and care plan (EHCP), driver shortages and increasing fuel costs have seen overall costs rise.
- 41 Schools Catering – where the costs of the service are above the current charged income level and base budget.
- 42 Work is underway in the services to look at mitigating actions which can be taken to reduce this forecast position in-year, and these pressures will be considered as part of the developing MTFs for 2025/26. These include:

- Reviewing costs of placements as more detailed reviews are underway focusing on the expected length that some placements may need to be in place for
- Staffing establishment reviews now scheduled on a 6 weekly basis including a review of agency staff and alternative working
- Reunification children to be identified with targeted work in place for individual cases
- Tracking of similar spend across teams to be held in the same place as residential and supported accommodation spend to increase overall grip and understanding
- Work on Edge of Care Service proposals to identify early intervention that may reduce admissions and costs

### **Dedicated School Grant (DSG)**

- 43 The key pressure on DSG relates to the high needs block where the SEND service continues to see a significant increase in the number of pupils with an EHCPs, and the associated school placement costs.
- 44 This has placed pressure on the grant used to provide funding for children with SEND in various settings and led to a £31.7m deficit in 2023/24. This adds on to the brought forward deficit of £46.9m to take the DSG Reserve to a £78.6m deficit position at the end of 2023/24.
- 45 This is an improvement on the budget gap as determined by the Council's DSG Management Plan that was reported to Children and Families Committee in April 2024 and set out the planned expenditure and income on high needs over the medium term.

### **Corporate Policy £23,000 overspend**

- 46 The Corporate Services Directorate has a net budget of £41.7m. At First Financial Review, the budget is forecast to overspend by £23,000.
- 47 However, it must be noted that, following a recent review of staffing establishments, there are pending staffing budgets realignments to be actioned which will change individual service forecasts but not the overall figure for Corporate Services.
- 48 Vacancy management in Corporate Services has resulted in the majority of services forecasting underspends on staffing budgets totalling just over £2m.
- 49 This has been combined with tighter control on non-pay spending across all services which is achieving a forecast underspend of £0.7m, and additional income of £0.2m is forecast in the Registrations Service.
- 50 However, these underspends have been offset by:
- a forecast £1.3m under-recovery of Rent Allowances;

- a forecast overspend of £0.4m on the Transactional Service Centre (TSC), hosted by Cheshire West and Chester, mainly due to the additional costs of the stabilisation programme;
- a £0.5m shortfall in charging staff time to capital projects within ICT Strategy;
- and a £0.1m overspend in ICT Shared Service due to lower than budgeted project income and schools recharge income.

51 There is a forecast overspend of £0.5m in Revenues and Benefits, and Accountancy due to additional costs including Bank Charges and External Audit fees, and a staffing budget pressure of £0.1m across Corporate Services relating to the estimated impact of the latest pay award offer versus the amount included in the MTFS.

### **Place Directorate favourable variance of £2.5m**

52 Overall, the Place Directorate is reporting an underspend of £2.5m at the first Financial Review against a £92.6m budget. Pressures from reducing planning application income (£0.5m), increased waste collection and disposal costs (£0.7m) and yet to be secured savings against leisure (£0.2m) have been mitigated through vacancy management, reducing expenditure and maximising funding opportunities.

### **Economy & Growth favourable variance of £2.6m**

53 Growth and Enterprise Directorate and Place Directorate have an underspend of £2.6m against a net budget of £28.1m, the key reasons for the underspend are:

- Facilities Management: £1.7m underspend is forecast. This reflects pressures against maintenance budgets of £0.7m (additional pressures and delivery of savings), costs of workplace initiatives and equipment of £0.3m, the transfer of underspends to offset Place MTFS targets across the Directorate £0.6m have been offset by:
  - Savings against gas and electricity compared to much higher budgeted costs £3m.
  - Business rates underspend £0.1m due to revaluations and appeals.
  - Underspends from vacancy management £0.2m.
- Economic Development: £0.4m forecast underspend from vacancy management, reduced expenditure on supplies and increased income.
- Assets Service: £0.1m underspend from managing vacancies offset by lower property income.
- Housing: £0.2m underspend from vacancy management.

### **Environment & Communities adverse variance of £0.6m**

- 54 Environment and Neighbourhood Services has an overspend of £0.6m against a net budget of £48.4m. The key reasons for the overspend are:
- Development Management: £0.6m overspend is forecast reflecting pressures from a shortfall in income from planning applications £0.5m plus one-off costs of the new planning system £0.1m. These pressures are offset by vacancy management savings of £0.1m.
  - Environmental - Commissioning ANSA: £0.4m overspend comprising pressures of £0.3m relating to the estimated impact of the latest pay award, Ansa Contract pressures of £0.5m (includes £0.1m Emergency HWRC Closures, £0.2m Place Saving Target (MTFS 2023/24), £0.2m waste collection crew costs) and £0.2m Recycling contract pressure. Ansa mitigations £0.1m and additional use of ASDV Reserve £0.5m are offsetting these pressures.
  - Libraries: £0.2m overspend. Pressures of £0.5m delivery of MTFS savings offset by £0.2m vacancy management and £0.1m underspend relating to MTFS growth for exploring a charitable trust model.
  - Leisure Commissioning: £0.2m overspend relating to delivery of MTFS savings.
  - Other service issues: £0.8m net underspend.
    - Building Control: £0.2m building control income pressure offset by £0.3m from vacancy management savings.
    - Local Land Charges and Planning Support: £0.2m underspend from vacancy management savings.
    - Strategic Planning: £0.3m underspend reflecting £0.1m vacancy management plus £0.2m delayed Local Plan costs.
    - Environmental Management Services: £0.1m underspend (capital financing costs offset by Green waste income).
    - Regulatory Services: £0.1m (£0.2m vacancies offset by £0.1m CCTV costs).

### **Highways & Transport favourable variance of £0.5m**

- 55 Highways & Infrastructure are reporting an underspend of £0.5m against a net budget of £16m. The key reasons for the underspend are:
- Car Parking: £0.4m underspend: through vacancy management £0.1m and increased income £0.3m.
  - Strategic Transport: £0.1m underspend from vacancy management.

### **Finance Sub adverse variance of £0.9m**

- 56 Finance Sub Committee are reporting an adverse variance of £0.9m against a net budget of £23.853m.

- Financing & Investment £0.4m net pressure reflecting £1.6m increased cost of interest payments on borrowing offset by £0.9m increased interest receipts from investments.
- Reserves use (change from MTFS) reflects £0.5m additional Flexible Capital Receipts to offset by £1m reduction in available Capital Financing Reserve at outturn compared to forecast balance reflected in the February 2024 MTFS.

### **Overall mitigations planned to manage pressures**

- 57 A Strategic Finance Management Board has been set up to lead on a number of key tasks to urgently reduce spend and identify additional savings as noted in paragraphs 22-23 above.

### **Progress on delivery of the 2024/25 approved budget change items**

- 58 Table 5 presents a summary of the progress on the delivery of the 2024/25 approved budget change items. For items rated as Amber these are for items where there are risks and/or mitigating actions in place. For items rated as red these are for items where services are projecting an adverse variance and there is risk of in year non delivery/achievement. New mitigation items have also been included that have come forward since the approval of the MTFS to help the in year position where identified.
- 59 As the green and blue columns show, £10.2m of the budget change items are either delivered or on track to be delivered or even exceed in some cases. However, there is also a pressure of £41.4m as shown in the red column that has a high risk of not being achieved within this financial year. There are new in year mitigations of £7.5m, unrelated to the change item rows that has been identified to assist the outturn position. The table below summarises the progress by Committee:

**Table 5: Summary of the progress on the delivery of the 2024/25 approved budget change items**

Committee	Approved Change Budget £'000	Forecast Outturn £'000	Completed £'000	Could Exceed £'000	Green £'000	Amber £'000	Red £'000	Mitigations £'000
Adults & Health	1,136	21,853	-3,223	0	-6,430	0	34,601	-3,095
Children & Families	9,909	17,238	482	0	14,002	295	915	1,543
Corporate Policy	489	512	-507	0	250	-232	1,581	-580
Economy & Growth	3,316	728	-92	0	3,896	33	690	-3,799
Environment & Communities	-52	623	1,130	-1,480	-3,754	2,456	3,310	-1,039
Finance Sub	-19,667	-18,748	600	0	-19,348	0	0	0
Highways & Transport	4,869	4,393	2,638	0	1,647	245	351	-488
<b>TOTAL</b>	<b>-</b>	<b>26,599</b>	<b>1,028</b>	<b>-1,480</b>	<b>-9,737</b>	<b>2,798</b>	<b>41,448</b>	<b>-7,458</b>

60 A complete list of all approved budget change items, with progress noted against each item, can be found in **Annex 1, Section 2**.

### Revenue Grants for Approval

61 Approvals for Supplementary Revenue Estimates for allocation of additional grant funding are detailed in **Annex 1, Section 3**.

### Reserves Position

62 On 1 April 2024, Earmarked Reserves totalled £32.278m and the General Fund Reserve Balance totalled £5.580m. Of the total earmarked reserves, more than £22m (70.46%) will be spent in 2024/25, on supporting the revenue budget for 2024/25.

63 Table 6 and 7 shows the forecast level of Earmarked and General reserves by the end of 2024/25.

**Table 6: Earmarked Reserves**

Earmarked Reserves	Opening Balance 1 April 2024 £000	General Fund Transfers £000	Forecast Reserve Movement in year £000	Additional Drawdown Requests* £000	Forecast Closing Balance 31 March 2025 £000
Adults and Health Committee	5,226	(2,795)	(90)	0	2,341
Children and Families Committee	1,724	0	(1,593)	(131)	0
Corporate Policy Committee	20,773	(6,551)	(2,680)	(4,695)	6,847
Economy and Growth Committee	2,777	(662)	(1,004)	(765)	346
Environment and Communities Committee	870	(390)	(402)	(78)	0
Highways and Transport Committee	908	(205)	(415)	(288)	0
<b>EARMARKED RESERVES</b>	<b>32,278</b>	<b>(10,603)</b>	<b>(6,184)</b>	<b>(5,957)</b>	<b>9,534</b>
<b>TOTAL MOVEMENT</b>					

**\* All 'Additional Drawdown Requests' are still subject to review and are yet to be approved.**

**\*\* Totals excludes Schools' balances**

**Table 7: General Reserves**

General Reserves	Opening Balance 1 April 2024 £000	General Fund Transfers £000	Forecast Reserve Movement £000	Additional Drawdown Requests £000	Forecast Closing Balance 31 March 2025 £000
General Fund Reserve	5,580	(1,051)	0	0	4,529
<b>GENERAL FUND RESERVE</b>	<b>5,580</b>	<b>(1,051)</b>	<b>0</b>	<b>0</b>	<b>4,529</b>
<b>TOTAL MOVEMENT</b>					

64 The Council is currently forecast to have £9.534m of earmarked reserves at the end of the financial year 2024/25. Of this £2.279m can be considered ringfenced, with specific conditions limiting their use.

65 A full list of all earmarked reserves can be found in **Annex 1, Section 5**.

#### **Dedicated Schools Grant Reserve**

66 The Dedicated Schools Grant (DSG) is ring-fenced funding received for: schools; high needs / special educational needs; and early years provision. In recent years there has been a pressure on the DSG high needs block where funding has not kept pace with the increasing numbers and cost of children with an Education, Health and Care Plan. This has created a deficit DSG reserve balance which is held in an unusable reserve.

- 67 The on-going pressure is regularly reviewed; at the end of 2023/24 the deficit was £78.6m and this is forecast to increase by £43.0m by the end of 2024/25. This is an improvement on the Council's DSG Management Plan approved in April 2024, which sets out the planned expenditure and income on high needs over the medium term. The DSG Management Plan is currently being updated and will be reported to Committee on completion.

<b>Table 8</b>	
<b>Dedicated Schools Grant Deficit</b>	
	<b>£m</b>
Deficit Balance Brought forward	<b>78.6</b>
Additional In-year Pressures	<b>43.0</b>
<b>Deficit Balance at 31st March 2025</b>	<b>121.6</b>

## **Debt**

- 68 Sundry debt includes all invoiced income due to the Council except for statutory taxes (Council Tax and Non-Domestic Rates). The balance of outstanding debt at 31 July 2024 has increased by £0.375m since 2023/24 Outturn (end of March 2024).
- 69 Annually, the Council raises invoices with a total value of over £80m. Around a quarter of the Council's overall sundry debt portfolio relates to charges for Adult Social Care, the remainder being spread across a range of functions including Highways, Property Services, Licensing and Building Control.
- 70 The Revenue Recovery team (using their experience gained in collecting Council Tax and Non-Domestic Rates) engage with services to offer advice and assistance in all aspects of debt management, including facilitating access to debt collection/enforcement agent services (currently provided by Bristow & Sutor).
- 71 After allowing for debt still within the payment terms, the amount of outstanding service debt at the end of July 2024 was £17.3m.
- 72 The total amount of service debt over six months old is £10.5m; provision of £6.8m was made at year ended 31st March 2024 to cover doubtful debt in the event that it needs to be written off.
- 73 The level of Adult Social Care debt can fluctuate depending on when in the month the snapshot is taken, for example if it is before or after the Direct Debit income is received and allocated. The debt also has different levels of risk depending on the type of debt. For example, around £3.5m is linked to deferred arrangements which is debt that is secured on property or assets, and therefore carries a low risk. There is also around £5m of debt which is deemed to be lower risk as its linked to areas such as probate, property sales or deputyship.

**Table 9 – Debt Summary as at 31<sup>st</sup> July 2024**

	Outstanding Debt £000			Over 6 months old £000		
	Outturn	FR1	Increase / (Decrease)	Outturn	FR1	Increase / (Decrease)
<b>Adults and Health Committee</b>						
Adults, Public Health and Communities*	13,691	14,534	843	8,556	9,091	535
<b>Children and Families Committee</b>						
Children's Social Care (Incl. Directorate)	219	182	(37)	-	14	14
Prevention and Early Help	141	72	(69)	(5)	(4)	1
Schools	24	22	(2)	(1)	2	3
<b>Highways and Transport Committee</b>						
Highways and Infrastructure	1,598	1,189	(409)	678	751	73
<b>Economy and Growth Committee</b>						
Growth and Enterprise	581	704	123	328	393	65
<b>Environment and Communities Committee</b>						
Environment and Neighbourhood Services	384	355	(29)	189	209	20
<b>Corporate Policy Committee</b>						
Finance and Customer Services	111	109	(2)	73	73	-
Governance and Compliance	20	37	17	1	-	(1)
Human Resources	3	8	5	-	1	1
ICT	184	119	(65)	1	1	-
<b>Total</b>	<b>16,956</b>	<b>17,331</b>	<b>375</b>	<b>9,820</b>	<b>10,530</b>	<b>711</b>

## Council Tax and Business Rates

### Council Tax

74 **Table 10** details each precepting authorities share of the budgeted collectable rates income.

<b>Table 10</b> Share of Council Tax Collectable Rates	<b>Band D</b> Charge	<b>Collectable</b> Rates £m
<b>Cheshire East Council</b>	<b>1,792.59</b>	<b>287.1</b>
Town and Parish Councils	71.57	11.5
Cheshire Police and Crime Commissioner	262.94	42.1
Cheshire Fire Authority	90.09	14.4
<b>Total</b>	<b>2,217.19</b>	<b>355.1</b>

75 The collectable rates valuation is based on the assumption that of the total amount billed, at least 99% will be collected. **Table 11** demonstrates that, excluding a slight reduction during the Covid-19 pandemic, the target to collect at least 99% of Council Tax within three years continues to be achieved.

<b>Table 11</b> Council Tax Collection Rates	2020/21 %	2021/22 %	2022/23 %	2023/24 %	2024/25 %
After 1 year	97.4	97.8	98.2	98.0	*28.43
After 2 years	98.6	98.5	98.8	**	**
After 3 years	98.9	99.0	**	**	**

\* 2024/25 rate is up to 30<sup>th</sup> June 2024.

\*\* Data is not yet available.

- 76 After accounting adjustments, the Council Tax Collection Fund is forecasting a £0.9m deficit for 2024/25, of which, £0.8m is attributable to Cheshire East Council. This deficit will be repayable in 2025/26 and will be managed through the Collection Fund Earmarked Reserve.

### Non-Domestic Rates (NDR)

- 77 Collectable rates are distributed between Cheshire East Council (49%), Cheshire Fire Authority (1%), and Central Government (50%).
- 78 Non-domestic Rates valuations for 2024/25 were set out in the NNDR1 return to Central Government in January 2024. Any variance to this forecast is included in the following years' NNDR1 return and any gain or loss will be recovered in 2025/26. The total Net Rates Payable into the Collection Fund was forecast at £155.7m.
- 79 **Table 12** demonstrates that the target to collect at least 99% of Non-Domestic Rates within three years continues to be achieved.

<b>Table 12 Non-Domestic Collection Rates</b>	<b>2020/21 %</b>	<b>2021/22 %</b>	<b>2022/23 %</b>	<b>2023/24 %</b>	<b>2024/25 %</b>
After 1 year	92.4	95.6	98.2	97.7	*29.19
After 2 years	97.4	98.3	98.8	**	**
After 3 years	99.0	99.2	**	**	**

\* 2024/25 rate is up to 30<sup>th</sup> June 2024.

\*\* Data is not yet available.

- 80 After accounting adjustments, the Non-Domestic Rates Collection Fund is forecasting a £3.8m deficit for 2024/25, of which, £1.9m is attributable to Cheshire East Council. This deficit will be repayable in 2025/26 and will be managed through the Collection Fund Earmarked Reserve.

### Treasury Management Strategy update

- 81 Treasury Management income to 31 July 2024 is £895,000 which is higher than the budgeted £620,000. However, borrowing costs are also higher than budgeted at £6m compared to budget of £5.3m. This is caused by a combination of increasing interest rates with an increased borrowing requirement. From the projected cash flows for the remainder of 2024/25 the net additional financing costs (borrowing less investment interest) is expected to be £0.7m in excess of that budgeted.
- 82 Interest rates have seen substantial rises over the last 2 years which has significantly increased the cost of borrowing. The expectation is that borrowing costs will start to fall later in 2024/25 and beyond.

- 83 At the moment, cash shortfalls are generally being met by temporary borrowing from other Local Authorities which for a number of years has been considerably cheaper than other sources of borrowing and allowed the Council to keep financing costs low. The cost of these loans is currently relatively high compared with longer term loans, but interest forecasts suggest it is still the cheaper option in the long term. However, liquidity risk remains an issue as funds become more scarce towards year end and the request to the Government for exceptional financial support has raised credit worthiness concerns with some lenders. To reduce liquidity risk and any potential credit related penalisation on interest costs, consideration is being given to taking more longer term PWLB loans.
- 84 The cost of short term borrowing for the first 4 months of 2024/25 is 5.54% which is an increase from 4.82% for 2023/24. These costs are now expected to reduce as the outlook is for reducing interest rates.

### **Investment Strategy**

- 85 There have not been any material changes to the Investment Strategy since that reported at Final Outturn 2023/24, see link [Final Outturn 2023-24 Annex 1.pdf \(cheshireeast.gov.uk\)](#)

### **Consultation and Engagement**

- 86 As part of the budget setting process the Pre-Budget Consultation provided an opportunity for interested parties to review and comment on the Council's Budget proposals. The budget proposals described in the consultation document were Council wide proposals and that consultation was invited on the broad budget proposals. Where the implications of individual proposals were much wider for individuals affected by each proposal, further full and proper consultation was undertaken with people who would potentially be affected by individual budget proposals.

### **Reasons for Recommendations**

- 87 The overall process for managing the Council's resources focuses on value for money, good governance and stewardship. The budget and policy framework sets out rules for managing the Council's financial affairs and contains the financial limits that apply in various parts of the Constitution. As part of sound financial management and to comply with the constitution any changes to the budgets agreed by Council in the MTFs require approval in line with the financial limits within the Finance Procedure Rules.
-

- 88 This report provides strong links between the Council's statutory reporting requirements and the in-year monitoring and management processes for financial and non-financial management of resources.

### **Other Options Considered**

- 89 None. This report is important to ensure Members of the Committee are sighted on the financial pressure the Council is facing and the activity to date to try and mitigate this issue and are given an opportunity to scrutinise this activity and identify any further actions that could be taken to learn to live within our means Do nothing. Impact – Members are not updated on the financial position of the Council. Risks – Not abiding by the Constitution to provide regular reports.

### **Implications and Comments**

#### *Monitoring Officer/Legal*

- 90 The Council must set the budget in accordance with the provisions of the Local Government Finance Act 1992 and approval of a balanced budget each year is a statutory responsibility. Sections 25 to 29 of the Local Government Act 2003 impose duties on the Council in relation to how it sets and monitors its budget and require the Council to make prudent allowance for the risk and uncertainties in its budget and regularly monitor its finances during the year. The legislation leaves discretion to the Council about the allowances to be made and action to be taken.
- 91 The provisions of section 25 of the Local Government Act 2003, require that, when the Council is making the calculation of its budget requirement, it must have regard to the report of the chief finance (s.151) officer as to the robustness of the estimates made for the purposes of the calculations and the adequacy of the proposed financial reserves.
- 92 The Council should therefore have robust processes in place so that it can meet statutory requirements and fulfil its fiduciary duty. It must ensure that all available resources are directed towards the delivery of statutory functions, savings and efficiency plans. Local authorities are creatures of statute and are regulated through the legislative regime and whilst they have in more recent times been given a general power of competence, this must operate within that regime. Within the statutory framework there are specific obligations placed upon a local authority to support communities. These duties encompass general and specific duties and there is often significant local discretion in respect of how those services or duties are discharged. These will need to be assessed and advised on as each circumstance is considered.
-

- 93 The financial position of the Council must therefore be closely monitored, and Members must satisfy themselves that sufficient mechanisms are in place to ensure both that savings are delivered and that new expenditure is contained within the available resources. Accordingly, any proposals put forward must identify the realistic measures and mechanisms to produce those savings or alternative mitigations.
- 94 This report provides an update on progress for 2024/25 for all services.
- 95 It also provides updates and comments regarding the Council's request for Exceptional Financial Support under The Levelling-up and Regeneration Act 2023 which inserted an amended Section 12A as a trigger event within the Local Government Act 2003, in relation to capital finance risk management. The legislation also provides for risk mitigation directions to be given to the Council which limit the ability to undertake certain financial action. The limitations are based on identified risk thresholds.

*Section 151 Officer/Finance*

- 96 The Council's financial resources are agreed by Council and aligned to the achievement of stated outcomes for local residents and communities. Monitoring and managing performance helps to ensure that resources are used effectively, and that business planning and financial decision making are made in the right context.
- 97 Reserve levels are agreed, by Council, in February each year and are based on a risk assessment that considers the financial challenges facing the Council. If spending associated with in-year delivery of services is not contained within original forecasts for such activity it may be necessary to vire funds from reserves.
- 98 The unplanned use of financial reserves could require the Council to deliver a greater level of future savings to replenish reserve balances and / or revise the level of risks associated with the development of the Reserves Strategy in future.
- 99 As part of the process to produce this report, senior officers review expenditure and income across all services to support the development of mitigation plans that will return the outturn to a balanced position at year-end.
- 100 Forecasts contained within this review provide important information in the process of developing the Medium-Term Financial Strategy. Analysis of variances during the year will identify whether such
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performance is likely to continue, and this enables more robust estimates to be established.

- 101 The risk associated with the scale of these challenges is that the Council could act illegally, triggering the requirement for a s.114 report from the Chief Financial Officer. Illegal behaviour in this context could materialise from two distinct sources:
- i) Spending decisions could be made that exceed the available resources of the Council. This would unbalance the budget, which is unlawful.
  - ii) Spending decisions to restrict or hide pressures could be made that avoid an immediate deficit, but in fact are based on unlawful activity.
- 102 The consequences of the Council undermining a budget with illegal activity, or planned illegal activity, is the requirement to issue a s.114 report. Under these circumstances statutory services will continue and existing contracts and commitments must be honoured. But any spending that is not essential or which can be postponed must not take place.
- 103 Further consequences would be highly likely and could include the appointment of Commissioners from the MHCLG, and potential restrictions on the decision-making powers of local leaders.

#### *Policy*

- 104 This report is a backward look at Council activities and predicts the year-end position. It supports the Corporate Plan aim Open and priority to be an open and enabling organisation.
- 105 The forecast outturn position, ongoing considerations for future years, and the impact on general reserves will be fed into the assumptions underpinning the 2025 to 2029 Medium-Term Financial Strategy.
- 106 The approval of supplementary estimates and virements are governed by the Finance Procedure Rules section of the Constitution.

#### *Equality, Diversity and Inclusion*

- 107 Any equality implications that arise from activities funded by the budgets that this report deals with will be dealt within the individual reports to Members or Officer Decision Records to which they relate.
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*Human Resources*

108 This report is a backward look at Council activities at outturn and states the year end position. Any HR implications that arise from activities funded by the budgets that this report deals with will be dealt within the individual reports to Members or Officer Decision Records to which they relate.

*Risk Management*

109 Financial risks are assessed and reported on a regular basis, and remedial action taken if required. Risks associated with the achievement of the 2023/24 budget and the level of general reserves were factored into the 2024/25 financial scenario, budget, and reserves strategy.

*Rural Communities*

110 The report provides details of service provision across the borough.

*Children and Young People including Cared for Children, care leavers and Children with special educational needs and disabilities (SEND)*

111 The report provides details of service provision across the borough and notes the pressure on Children in Care.

*Public Health*

112 This report is a backward look at Council activities at the first review and provides the forecast year end position. Any public health implications that arise from activities funded by the budgets that this report deals with will be dealt within the individual reports to Members or Officer Decision Records to which they relate.

*Climate Change*

113 There are no direct implications for climate change.

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<b>Access to Information</b>	
Contact Officer:	Adele Taylor, Interim Director of Finance and Customer Services (s151 Officer) <a href="mailto:adele.taylor@cheshireeast.gov.uk">adele.taylor@cheshireeast.gov.uk</a> Paul Goodwin, Head of Finance & Deputy Chief Finance Officer <a href="mailto:paul.goodwin@cheshireeast.gov.uk">paul.goodwin@cheshireeast.gov.uk</a>
Appendices:	<b>Annex 1 including:</b> <ul style="list-style-type: none"><li>• <b>Section 1</b> 2024/25 Forecast Outturn</li><li>• <b>Section 2</b> 2024/25 Approved Budget Change Items</li><li>• <b>Section 3</b> Revenue Grants for approval</li><li>• <b>Section 4</b> Capital</li><li>• <b>Section 5</b> Reserves</li></ul>
Background Papers:	The following are links to key background documents: <a href="#">Medium-Term Financial Strategy 2024-2028</a>

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# **First Financial Review 2024/25**

## **Results to end of July 2024**

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# Section 1: 2024/25 Forecast Outturn

- 1.1. Table 1 provides a service summary of financial performance based on information available as at the end of July 2024. The current forecast is that services will be £25.6m over budget in the current year.
- 1.2. It also shows that central budgets are forecast to be £0.9m over budget resulting in an overall outturn of £26.5m overspend against a net revenue budget of £387.6m.
- 1.3. The overall revenue position does not include the impact of applying any Exceptional Financial Support.
- 1.4. The forecast outturn position is based on a full financial management review across all service and reflects the following assumptions:
  - Includes those savings that have been identified as non-achievable though the tracker on our High Level Business Cases (HLBC) with no/some alternative actions currently presented;
  - A review of the on-going impacts of adverse variances identified in 2023/24;
  - Any identified, emerging items of significance:
    - Within Adult Social Care, significant growth is forecast for care costs in line with position seen year to date, less mitigations linked to delivery of the Impower savings;
    - Includes the assumptions around additional revenue resources in Childrens Services to resource the draft improvement plan in relation to the recent OFSTED inspection;
  - Forecast impact of the proposed increased 2024/25 pay award £1.6m (unfunded);
  - Detailed review of any vacancy underspends in all areas;
  - One-off items that have been identified so far through line by line reviews and/or identification of additional funding that has been announced since the MTFS was set.
- 1.5. Further items impacting on the level of the Council's balances are detailed in **Section 5**.

<b>Table 1 Service Revenue Outturn Forecasts 2024/25</b>	<b>Revised Budget £m</b>	<b>Forecast Outturn £m</b>	<b>Forecast Variance £m</b>
Adult Social Care - Operations	146.1	167.8	21.7
Commissioning	(8.1)	(9.1)	(1.0)
Public Health	-	-	-
<b>Adults and Health Committee</b>	<b>138.0</b>	<b>158.7</b>	<b>20.7</b>
Directorate	1.6	2.9	1.3
Children's Social Care	56.5	61.1	4.6
Education, Strong Start & Integration	33.4	34.8	1.4
<b>Children and Families Committee</b>	<b>91.5</b>	<b>98.8</b>	<b>7.3</b>
Directorate	(0.3)	(0.4)	(0.0)
Growth & Enterprise	28.5	25.9	(2.6)
<b>Economy and Growth Committee</b>	<b>28.1</b>	<b>25.5</b>	<b>(2.6)</b>
Environment & Neighbourhood Services	48.4	49.1	0.6
<b>Environment and Communities Committee</b>	<b>48.4</b>	<b>49.1</b>	<b>0.6</b>
Highways & Infrastructure	16.0	15.5	(0.5)
<b>Highways and Transport Committee</b>	<b>16.0</b>	<b>15.5</b>	<b>(0.5)</b>
Directorate	1.4	1.2	(0.2)
Finance & Customer Services	12.1	14.1	1.9
Governance & Compliance Services	10.9	9.7	(1.2)
Communications	0.7	0.7	(0.0)
HR	2.4	2.1	(0.3)
ICT	12.2	12.0	(0.1)
Policy & Change	2.0	1.9	(0.0)
<b>Corporate Policy Committee</b>	<b>41.7</b>	<b>41.7</b>	<b>0.0</b>
<b>TOTAL SERVICES NET EXPENDITURE</b>	<b>363.7</b>	<b>389.3</b>	<b>25.6</b>
<b>CENTRAL BUDGETS</b>			
Capital Financing	31.7	32.0	0.4
Transfer to/(from) Earmarked Reserves	(18.3)	(17.2)	1.1
Parish Precepts & Other Operating Expenditure	11.5	11.4	(0.1)
Income from Use of Capital Receipts	(1.0)	(1.5)	(0.5)
<b>Finance Sub-Committee - Central Budgets</b>	<b>23.9</b>	<b>24.8</b>	<b>0.9</b>
<b>TOTAL NET EXPENDITURE</b>	<b>387.6</b>	<b>414.1</b>	<b>26.5</b>
<b>FUNDING</b>	<b>(298.5)</b>	<b>(298.5)</b>	<b>-</b>
Council Tax	(56.6)	(56.6)	-
Business Rates Retention Scheme	(32.4)	(32.4)	-
Unringfenced Grants			
<b>Finance Sub-Committee - Net Funding</b>	<b>(387.6)</b>	<b>(387.6)</b>	<b>-</b>
<b>NET (SURPLUS) / DEFICIT</b>	<b>-</b>	<b>26.5</b>	<b>26.5</b>

# Section 2: 2024/25 Approved Budget Change Items

The following table provides up detailed commentary on the progress against the approved budget change items that were agreed as part of the budget agreed in February 2024. These are split by relevant committee.

MTFS Ref No	Detailed List of Approved Budget Changes – Service Budgets	2024/25 MTFS £m	2024/25 Forecast Outturn £m	2024/25 Forecast Outturn Variance £m	Progress 2024/25 (RAG rating and commentary)
	<b>Adults and Health Committee</b>	<b>+1.136</b>	<b>+21.853</b>	<b>+20.717</b>	
1	Fees and Charges	-1.800	-1.800	0	Green
2	Client Contributions Increase	-0.800	-2.097	-1.297	Green
3	Working Age Adults - Prevent, Reduce, Delay	-1.467	-1.467	0	Green - Multiple activities contributing to these savings. Validation of delivery and measures being developed by SROs and Finance.
4	Older People – Prevent, Reduce, Delay	-1.566	-1.566	0	Green - Multiple activities contributing to these savings. Validation of delivery and measures being developed by SROs and Finance.
5	Market Sustainability and Workforce grant	-1.100	-1.100	0	Completed
6	Revenue grants for Adult Social Care	-2.480	-2.480	0	Completed
7	Pension Costs Adjustment	-0.493	-0.493	0	Completed
8	Investment in Adult Social Care	+7.600	+32.497	+24.897	Red – MTFS growth for Care Costs not sufficient to cover the pressure seen in 2023/24 plus the expected growth in 2024/25. Mitigations to reduce pressure reported separately.
9	Pay Inflation	+1.892	+2.104	+0.212	Red - NJC Pay Claim process has started - over spend against budget is based on £1,290 or 2.5% increase. Compared to flat percentage budget increase of 3%
10	Resettlement Revenue Grants – reversal of 2023/24 use	+0.850*	+0.850*	0	Completed
11	Adult Social Care Transformation Earmarked Reserve Release – reversal of 2023/24 use	+0.500*	+0.500*	0	Green

MTFS Ref No	Detailed List of Approved Budget Changes – Service Budgets	2024/25 MTFS £m	2024/25 Forecast Outturn £m	2024/25 Forecast Outturn Variance £m	Progress 2024/25 (RAG rating and commentary)
12	Market Sustainability and Fair Cost of Care – Removal of Grant Income	-	-	-	Green
13	Asset Management	TBC	TBC	-	Green - It is expected that the NHS will confirm their intentions for usage of one of the key CEC sites in question by September 2024. Once this is received, the business case for future usage of the site will be revisited and taken through the appropriate CEC governance procedures. The model of care in relation to high-cost adult social care and health provisions will be part of this work.
14	Investigate potential agency creation	TBC	TBC	-	Green - This proposal has been consistently delivered in relation to the usage of a Care Workers agency in all but name. Care4CE, the Council's in house care provider, has been utilising workers, both casual and agency, as a bank of workers for several years to successfully deliver operational requirements. The establishment of a CEC.
In year	Other variances to reconcile to 2024/25 FR1 forecast	0	+4.612	+4.612	
In year	Mitigations reducing the FR1 reported forecast position	0	-7.707	-7.707	

\* Item represented a one-off spend in 2023/24. As it is not a permanent part of the budget, the value of the proposal is reversed in 2024/25.

MTFS Ref No	Detailed List of Approved Budget Changes – Service Budgets (some of the budget change items have been separated out since the publication of the MTFS)	2024/25 MTFS £m	2024/25 Forecast Outturn £m	2024/25 Forecast Outturn Variance £m	Progress 2024/25 (RAG rating and commentary)
	<b>Children and Families Committee</b>	<b>+9.909</b>	<b>+17.238</b>	<b>+7.329</b>	
15	Discretionary offer to children with disabilities	-0.900	-0.901	-0.001	Green - On track, project team progressing multiple improvements to redesign the service offer, ensuring consistency and efficiency.
16	Remove school catering subsidy	-0.516	+0.027	+0.543	Red - In progress, rate uplift to be applied in September 2024 in order to cover the costs of the service through to the end of March 2025 when it ends.
17	Review of structure to further integrate children and families services	-1.000	-0.167	+0.833	Red - Delivery Planning in progress to address saving. Including: further Establishment review, service redesign, cross directorate risk management.
18	Reduce discretionary Post-16 Travel Support	-0.400	-0.250	+0.150	Red - Agreed by Committee so progressing, too early to confirm take-up.
19	Achieve the Family Hub model	-0.250	-0.250	0	Green - Committee approved permission to consult. Following the consultation period, a report will go back to Committee in November for a decision to move forward with the new model. Savings are not going to be delivered in year therefore alternative saving being found to cover this.
20a	Other Service Reviews – Review of commissioned services across the C&F directorate. Review of the current Domestic Abuse Service	-0.100	-0.132	-0.032	Completed.
20b	Other Service Reviews – Maximise grant allocation to cover all costs	-0.100	0	+0.100	Red - Plan to explore current / future grants to ensure where T&Cs allow, contribution to fund base costs (e.g. staffing and on costs) is maximised.
20c	Other Service Reviews – Traded services	-0.050	+0.017	+0.067	Red - Part delivered but may need to look for alternative options to cover the remaining saving for this year.
21a	Reduce Growth in expenditure – review of high cost, low outcome external residential placements	-1.000	-1.000	0	Red - Whilst work has been happening to open CE Children's Homes and our first open is now open, with our second due imminently and our collaboration with foster 4 working well to increase our foster carers, we still are seeing more children coming into care, with a steady increase. There is also increasing instability with the residential market, driving up prices. Complex young people need high packages of support, which are extremely expensive. We are due to review all high cost placements and weekly on-going Triple S (Stability, Step up and Step Down) meetings are happening to review placement outcomes and costs.

MTFS Ref No	Detailed List of Approved Budget Changes – Service Budgets (some of the budget change items have been separated out since the publication of the MTFS)	2024/25 MTFS £m	2024/25 Forecast Outturn £m	2024/25 Forecast Outturn Variance £m	Progress 2024/25 (RAG rating and commentary)
21b	Reduce Growth in expenditure – increase commissioning approach to establish greater opportunities to provide accommodation for +16 young people	-0.400	-0.400	0	Amber - 16+ and 18+ Commissioning Plans / Market Shaping in Progress. Responding to increasing demand and complexity.
21c	Reduce Growth in expenditure – Foster Care	-0.250	-0.250	0	Amber - Developing a Delivery Plan to increase Foster Care provision.
21d	Reduce Growth in expenditure – reduced spend on expert assessment in court proceedings and services post public law proceedings	-0.250	-0.250	0	Amber - Establishing a Task & Finish Group to explore and develop processes and capacity to reduce costly legal proceedings.
22	Pension Costs Adjustment	-0.515	-0.451	+0.064	Red. CEC pension reduction completed. Teacher's pension legacy costs are not reducing as anticipated.
23	Growth to deliver statutory Youth Justice service, and growth to ensure budget is sufficient to meet Safeguarding Partnership duties	+0.170	+0.200	+0.030	Red.
24	Growth to provide capacity to deliver transformation for SEND	+0.500	+0.500	0	Green.
25	Wraparound Childcare Programme (funded)	+0.587	+0.587	0	Amber - Currently reviewing sufficiency and funding details to manage delivery within budget.
25	Wraparound Childcare Programme (funded)	-0.587	-0.587	0	Amber - Currently reviewing sufficiency and funding details to manage delivery within budget.
26	Legal Proceeding - Child Protection	+0.770	+0.532	-0.238	Amber.
27	Growth in School Transport budget	+0.936	+1.286	+0.350	Red.
28	Pay Inflation	+1.374	+1.915	+0.541	Red - NJC Pay Claim process has started - over spend against budget is based on £1,290 or 2.5% increase. Compared to flat percentage budget increase of 3%

MTFS Ref No	Detailed List of Approved Budget Changes – Service Budgets (some of the budget change items have been separated out since the publication of the MTFS)	2024/25 MTFS £m	2024/25 Forecast Outturn £m	2024/25 Forecast Outturn Variance £m	Progress 2024/25 (RAG rating and commentary)
29	Use of Children & Families Transformation Reserve – reversal of 2023/24 use	+1.065*	+1.065*	0	Completed.
30	Growth in Childrens Placement costs	+10.825	+14.203	+3.378	Red - Will need to be closely monitored throughout the year to ensure that funding is sufficient to meet demand and complexity.
31	Revenue costs for the Crewe Youth Zone (as above) aligned to Supporting Families Funding	-	-	-	Amber.
31	Early Help budget to support funding towards the Crewe Youth Zone	-	-	-	Amber.
32	SEND Capital Modification	TBC	TBC	-	Amber - Contingent upon wider asset management and associated timelines. Extensive work underway to plan and progress development opportunities. Captured as part of the Capital Program reported to Committee.
33	Childrens Social Work Bank	TBC	TBC	-	Red - Various options currently being explored as part of wider C&F Establishment review and potential peripatetic resource options.
34	Safe Walking Routes to School	TBC	TBC	-	Green - Features as part of School Transport Programme.
35	Withdrawal of the CEC School Meals Service	TBC	TBC	-	Green - Features as part of School Catering subsidy project - CF2428-16.
In year	In-year emerging variance Education, Strong Start and Integration	0	-0.500	-0.500	Green. Underspend relates to vacancy management, reduced spend and income generation across services.
In year	In-year emerging variance Children and Families Directorate	0	+0.427	+0.427	Red. Overspend relates to supplier compensation payment, external Quality Assurance Agency costs and cost of establishment.
In year	In-Year emerging variance Children's Social Care	0	+1.616	+1.616	Red. Overspend mainly relates to staffing costs.

\* Item represented a one-off spend in 2023/24. As it is not a permanent part of the budget, the value of the proposal is reversed in 2024/25.

MTFS Ref No	Detailed List of Approved Budget Changes – Service Budgets (some of the budget change items have been separated out since the publication of the MTFS)	2024/25 MTFS £m	2024/25 Forecast Outturn £m	2024/25 Forecast Outturn Variance £m	Progress 2024/25 (RAG rating and commentary)
	<b>Corporate Policy Committee</b>	<b>+0.489</b>	<b>+0.512</b>	<b>+0.023</b>	
36	Reduce leadership and management costs	-0.540	-0.190	+0.350	Red - The feedback from the DMA review is that senior management vacancies will require recruitment to in order to complete the complement of Corporate Managers. In year vacancy savings will continue but will be time limited. There is potential to increase costs by additional management support during transformation. This will result in increased budget pressure. This pressure is being mitigated through the four in-year items at the end of this table. Most of those will be permanent and used to deliver this saving. Presentation will be reviewed for FR2.
37	Close the Emergency Assistance Scheme	-0.220	-0.220	0	Completed
38	Reduce election costs and increase charges where possible	-0.150	-0.150	0	Green - The proposal is to make a payment during 2024/25 of £70k-£80k from the existing election account, as part of this one-off saving. The remainder will be delivered by reducing the sum which would normally be paid into the election reserve. This might be mitigated in the year of the next local elections by monies which will be raised by charging town and parish councils for their elections in 2027. However, this will not be sufficient and will be likely to lead to the need for a supplementary estimate.
39a	Accelerate Digital Transformation (ICT Operational efficiencies)	-0.100	-0.100	0	Green – third party costs have been reduced and there are plans to reduce further during the year.
39b	Accelerate Digital (Digital efficiencies)	-0.150	-0.150	0	Green – Removal of temporary budget for Solutions Architect Resource, now covered by an Earmarked Reserve.
40	Enforce prompt debt recovery and increase charges for costs	-0.150	-0.150	0	Completed - The award of costs is a matter for the Magistrates at each court hearing. However, only by exception will they vary from the level already agreed by us with the Court Manager. The approach to the Court Manager has been made and the revised level agreed. The action is therefore complete, but the financial benefits will accrue as we continue the regular recovery process during the year.
41a	Other efficiencies and reductions across Corporate Services – School Subsidy (ICT)	-0.032	-0.032	0	Green

MTFS Ref No	Detailed List of Approved Budget Changes – Service Budgets (some of the budget change items have been separated out since the publication of the MTFS)	2024/25 MTFS £m	2024/25 Forecast Outturn £m	2024/25 Forecast Outturn Variance £m	Progress 2024/25 (RAG rating and commentary)
41b	Other efficiencies and reductions across Corporate Services – Organisational Development	-0.100	-0.100	0	Completed
41c	Other efficiencies and reductions across Corporate Services – Registration Services	-0.050	-0.050	0	Green
41d	Other efficiencies and reductions across Corporate Services – School Subsidy	-0.018	0	+0.018	Amber - Part of the £50k School Subsidy saving - Finance team to assist in identifying options. These are listed at the end of the table.
41e	Other efficiencies and reductions across Corporate Services	-0.010	0	+0.010	Amber - Finance team to assist in identifying options. These are listed at the end of the table.
41f	Other efficiencies and reductions across Corporate Services – Printing	-0.050	-0.010	+0.040	Amber - Finance team to assist in identifying options. These are listed at the end of the table.
41g	Other efficiencies and reductions across Corporate Services – Hybrid working / mileage	-0.050	0	+0.050	Amber – Options being considered regarding reduced travel spend including ensuring efficient planning around meeting attendance and minimising unnecessary movements across the area. This maximises efficient use of time as well for teams.
42	Pension Costs Adjustment	-0.378	-0.378	0	Completed
43	Mitigation of reduction in the Dedicated Schools Grant	+0.136	+0.136	0	Completed
44	Pay Inflation	+1.446	+1.581	+0.135	Red - NJC Pay Claim process has started - over spend against budget is based on £1,290 or 2.5% increase. Compared to flat percentage budget increase of 3%. Mitigations are listed at the end of the table. Presentation will be reviewed for FR2.
45	Legal Services Capacity	+0.455	+0.455	0	Completed
46	ICT Review 1	+0.450	+0.450	0	Green
47	Workforce Strategy Review	TBC	-	-	Amber - There are no savings attributed to this area in 2024/2025. Opportunities to explore workforce options are being considered alongside transformation

MTFS Ref No	Detailed List of Approved Budget Changes – Service Budgets (some of the budget change items have been separated out since the publication of the MTFS)	2024/25 MTFS £m	2024/25 Forecast Outturn £m	2024/25 Forecast Outturn Variance £m	Progress 2024/25 (RAG rating and commentary)
					work. Any savings are likely to be realised in 2025/26 at the earliest. It is recommended that this item is removed from the list.
48	Parish Compacts – it is recommended that this item is removed.	TBC	-	-	Red - An extension of parish compacts would provide a budget for every parish council. This has been assessed but is considered unaffordable to progress this year. Presentation will be reviewed for FR2.
In year	Recognising the increased level of Registration service income of £350k.	0	-0.350	-0.350	This will be a permanent change to deliver the Red ranked items above.
In year	Recognising the receipt of £45k of Police and Crime Commissioner grant income.	0	-0.045	-0.045	This will be a permanent change to deliver the Red / Amber ranked items above.
In year	Taking the underspend on phones in corporate services (mobiles and rental) compared to budget.	0	-0.060	-0.060	This will be a permanent change to deliver the Red / Amber ranked items above.
In year	Additional mitigations to balance to FR1 position of +£23k for corporate incl ICT.	0	-0.125	-0.125	These will be a mix of permanent and temporary items to assist the in-year position.

MTFS Ref No	Detailed List of Approved Budget Changes – Service Budgets	2024/25 MTFS £m	2024/25 Forecast Outturn £m	2024/25 Forecast Outturn Variance £m	Progress 2024/25 (RAG rating and commentary)
	<b>Economy and Growth Committee</b>	<b>+3.316</b>	<b>+0.728</b>	<b>-2.588</b>	
49	Service Restructures within Place based Services	-0.787	0	+0.787	Red – achievement through permanent savings remains challenging without a full restructure – which is pending the LGA review. This item is being mitigated by the items at the end of the table which are a mix of permanent and temporary measures. Presentation will be reviewed for FR2.
50	Reduce opening hours for main offices	-0.050	-0.050	0	Completed
51	Office estate rationalisation	-0.550	-0.250	+0.300	Red - due to the timeline for the transfer of buildings being extended. This item is being mitigated by the items at the end of the table which are a mix of permanent and temporary measures. Presentation will be reviewed for FR2.
52	Tatton Park	-0.046	-0.046	0	Amber rating reflects the fact that the Tatton Vision capital programme is currently under review.
53	Transfer of Congleton Visitor Information Centre	-0.020	-0.020	0	Green - Transfer of Congleton VIC to the Town Council has already occurred.
54	Pension costs adjustment	-0.157	-0.157	0	Completed
55	Tatton Park ticketing and electronic point of sale (EPOS) upgrade	+0.005	+0.005	0	Green - A procurement process is currently underway to source a supplier who can ensure onsite and web-based delivery of a new system which aligns with present and future needs.
56c	West Park collection	+0.012	+0.012	0	Green - Cost for vital conservation and storage of West Park Museum collections and ongoing temporary storage requirements.
56d	CEC archives	+0.008	0	-0.008	Amber - Timescales for implementation of the Archives capital project have slipped due to grant funding decisions, with revised opening date of Spring 2026.
57	Property Information and Management System - Estates – Revenue Adjustment	+0.030	+0.030	0	Green - Procurement of new contract to commence shortly.
58	Housing	+0.035	+0.035	0	Green - Consultation on the Housing Restructure commences 22nd May and includes the post that the funding is attributed to. The new structure will be implemented by 1st August 2024
59	Environmental Hub Waste Transfer Station	+0.040	+0.040	0	Green - Project on track delivery Q1/2. The replacement of bay 1 in the Councils Environmental Hub Residual Waste Transfer Station building with a new design

MTFS Ref No	Detailed List of Approved Budget Changes – Service Budgets	2024/25 MTFS £m	2024/25 Forecast Outturn £m	2024/25 Forecast Outturn Variance £m	Progress 2024/25 (RAG rating and commentary)
					more likely to provide long-term resilience to wear and tear, to enable the continuation of waste processing at the transfer station.
60	Rural and Visitor Economy	+0.045	+0.045	0	Green - Additional revenue support is required to cover the increase in electricity charges for the Rural and Culture Economy Service to maintain existing service provision at Tatton Park and Countryside sites.
61	Minimum energy efficiency standards (MEES) - Estates - Revenue Adjustment	+0.079	+0.079	0	Amber – Prioritised negotiations with 3rd parties/tenants occupying premises being expedited to avoid delays on obtaining access for surveys, completing necessary improvement works and legally completing lease renewals.
62	Public Rights of Way Income Realignment	+0.115	+0.115	0	Completed. Adjustments made to budget forecasts 2024-25
63	Pay inflation	+0.788	+0.940	+0.152	Red - NJC Pay Claim process has started - over spend against budget is based on £1,290 or 2.5% increase. Compared to flat percentage budget increase of 3%. This item is being mitigated by the items at the end of the table which are a mix of permanent and temporary measures. Presentation will be reviewed for FR2.
64	Crewe town centre maintenance and operation	+0.650	+0.630	-0.020	Green
65	Assets - Buildings and Operational	+3.119	+3.119	0	Green
66	Landfill Site Assessments revenue adjustment - Estates – CE Owned Landfill sites (53 sites) Review and Risk Assessment completions	-	-	-	Amber - £10k cost growth in for 25/26. Second stage of the review to commence shortly. Internal capacity within Environmental Service to be identified.
67	Tatton Park Estate Dwellings Refurbishment	-	-	-	Completed - Provision for response maintenance issues for 8 onsite dwellings to ensure properties meet standards required as part of tenancy agreements and the National Trust lease.
68	Improving Crewe Rented Housing Standards	-	-	-	Green
In year	Growth & Enterprise 2024/25 mitigations to balance back to finance review position	0	-2.984	-2.984	

MTFS Ref No	Detailed List of Approved Budget Changes – Service Budgets	2024/25 MTFS £m	2024/25 Forecast Outturn £m	2024/25 Forecast Outturn Variance £m	Progress 2024/25 (RAG rating and commentary)
In year	Place Directorate 2024/25 mitigations to balance back to finance review position	0	-0.815	-0.815	

MTFS Ref No	Detailed List of Approved Budget Changes – Service Budgets	2024/25 MTFS £m	2024/25 Forecast Outturn £m	2024/25 Forecast Outturn Variance £m	Progress 2024/25 (RAG rating and commentary)
	<b>Environment and Communities Committee</b>	<b>-0.052</b>	<b>+0.558</b>	<b>+0.610</b>	
69	Refresh wholly owned company overheads and contributions	-1.000	-1.500	-0.500	Green - ASDV Review recommendations have now been approved in full by Finance Sub-Committee in their role as shareholder of the wholly owned companies. The process of insourcing these services is now underway which will release an element of their reserves in year to meet this one-off contribution.
70	Strategic Leisure Review (Stage 2)	-1.305	-1.250	+0.055	Amber - Initial savings secured via committee decision on 11th March 2024. Proposals are being developed with EHL and town and parish councils to secure the residual £250k amount - dialogue is ongoing.
71	Mitigate the impact of contract inflation and tonnage growth	-0.490	-0.490	0	Completed - Mitigate the impact of contract inflation and tonnage growth.
72	Emergency reduction of Household Waste Recycling Centres (HWRC) to four core sites	-0.263	-0.200	+0.063	Red - Full saving on basis of original HLBC will not be achieved due to introduction of mobile provision offer as a result of Full Council decision and costs associated with trial of booking system. Following implementation of temporary closures final negotiations with supply chain are nearing conclusion in relation to savings in year, which include adjustment for waste diversion. This item is being partly mitigated by the item at the end of the table which is a mix of permanent and temporary measures. Presentation will be reviewed for FR2.
73	Libraries Strategy	-0.365	-0.200	+0.165	Red - Development of and consultation on Libraries Strategy ongoing. Need to secure committee decisions to implement final Strategy (target Nov 2024) – engagement with Town and Parish Councils undertaken to shape the Strategy proposals and seek funding contributions, which is continuing. This item is being partly mitigated by the item at the end of the table which is a mix of permanent and temporary measures. Presentation will be reviewed for FR2.
74	Reduce costs of street cleansing operations	-0.200	-0.200	0	Green - Value of saving now reduced from ANSA Management Fee for 2024/25, proposals to achieve which include immediate reductions in service resilience, due to removal of any vacancies and under utilised fleet.
75	Reduce revenue impact of carbon reduction capital schemes	-0.336	0	+0.336	Red – Carbon Neutral Council target deferred from 2025 to 27, as agreed at Full Council on 27.02.24, large scale prudential borrowing funded schemes spend now reprofiled to suit, however budget not sat within E&C Committee. Discussion with Corporate Financing team to re-allocate.

MTFS Ref No	Detailed List of Approved Budget Changes – Service Budgets	2024/25 MTFS £m	2024/25 Forecast Outturn £m	2024/25 Forecast Outturn Variance £m	Progress 2024/25 (RAG rating and commentary)
					This item is being partly mitigated by the item at the end of the table which is a mix of permanent and temporary measures. Presentation will be reviewed for FR2.
76	Increase Garden Waste charges to recover costs	-0.045	-0.045	0	Green – Increase Garden Waste charges for the calendar year 2025 to recover costs
77	MTFS 80 (Feb 23) – Waste Disposal – Contract Inflation and Tonnage Growth (updated forecast)	+3.577	+3.977	+0.400	Amber – Amber rating due to fluctuations in waste markets relating to recyclates and continued levels of inflation, outside CEC control and not aligned to projections. Mitigation is to continue with monthly financial monitoring and detailed update of forecasting to year end, based on market intelligence from suppliers and historical seasonal trends data.
78	Pay Inflation – CEC & ASDV	+1.861	+2.397	+0.536	Red - NJC Pay Claim process has started - over spend against budget is based on £1,290 or 2.5% increase. Compared to flat percentage budget increase of 3%. This item is being partly mitigated by the item at the end of the table which is a mix of permanent and temporary measures. Presentation will be reviewed for FR2.
79	Pension Costs Adjustment	-0.151	-0.151	0	Completed
80	MTFS 90 (Feb 23) Strategic Leisure Review	+1.250	+1.250	0	Completed - Growth item budget adjustment only - replacing 2023/24 £1.3m savings target.
81	MTFS 91 (Feb 23) – Green Spaces Maintenance Review	-0.200	-0.200	0	Green - Year 2 saving - Policy now implemented and full saving secured from ANSA contract.
82	MTFS 92 (Feb 23) - Review Waste Collection Service - Green Waste	-3.150	-3.150	0	Green - Subscription levels in line with original business model.
83	Review MTFS 92 (Feb 23) Garden waste subscription financial model in line with latest subscription levels and with actual observed position on any waste migration	-0.429	-0.429	0	Green - Continued monitoring of subscription levels and any adverse impacts is already in place, update to original business plan assumptions.
84	MTFS 93 (Feb 23) Libraries - Service Review	-0.200	-0.200	0	Amber - Year 2 of Service Review - reduction in staffing levels have been implemented and now include vacancy management in year to ensure achievement of saving. Currently covered temporarily by vacancy savings

MTFS Ref No	Detailed List of Approved Budget Changes – Service Budgets	2024/25 MTFS £m	2024/25 Forecast Outturn £m	2024/25 Forecast Outturn Variance £m	Progress 2024/25 (RAG rating and commentary)
85	Explore a Trust delivery model for Libraries and other services	+0.150	+0.020	-0.130	Green - Growth item to cover one off costs relating to implementation of alternative delivery model(s) for libraries service. Aligned to development of Libraries Strategy.
86	CCTV – Service Efficiencies	-0.030	-0.030	0	Green – Ongoing actions to increase customer base for existing services, identification of new chargeable services/customers and service efficiency savings as well as increased fees and charges to meet the target.
87	Congleton Town Council Collaboration Agreement – Grounds Maintenance	-0.062	-0.062	0	Completed - Congleton Town Council Collaboration Agreement on Grounds Maintenance Cheshire East Contribution reduced in line with reductions in Cheshire East Maintained green space.
88	Closed Cemeteries	+0.005	+0.005	0	Completed - Inflationary adjustment to previous budget allocation only.
89	Environmental Hub maintenance	+0.023	+0.023	0	Completed - Inflationary adjustment to previous budget allocation only.
90	Review Closed Landfill Sites	+0.300*	+0.300*	0	Completed - The Council has responsibility for a number of closed landfill sites across the borough for which it holds a provision.
91	Land Charge Income Adjustment	+0.050	+0.064	+0.014	Amber - Uncertainty around implementation timescales of HMLR changes to centralise some aspects of land charges functions hence understanding of actual impact, to be regularly monitored.
92	Building Control Income Alignment	+0.203	+0.403	+0.200	Red - Due to current national trend of downturn in planning and related building control income. To be monitored through more regular financial forecasting in service. This item is being partly mitigated by the item at the end of the table which is a mix of permanent and temporary measures. Presentation will be reviewed for FR2.
93	Local Plan Review	+0.255	+0.255	0	Completed - Budget adjustment to provide additional one-off funding towards development of new Local Plan, now commenced.
94	Planning income	+0.400	+0.910	+0.510	Red – Forecast reduced income due to current national trend of downturn in planning applications and hence income. To be monitored through more regular financial forecasting in service. Partially mitigated by continued high level of vacancies and the item at the end of the table. Presentation will be reviewed for FR2. Recent planning reforms announced by Govt now subject to consultation process may help to alleviate the income position, but will require vacancies to be filled to cater for the likely increase in applications.

MTFS Ref No	Detailed List of Approved Budget Changes – Service Budgets	2024/25 MTFS £m	2024/25 Forecast Outturn £m	2024/25 Forecast Outturn Variance £m	Progress 2024/25 (RAG rating and commentary)
95	Planning Service Restructure	-	-	-	Green - No action for 2024/25. Growth for 2025/26 to be kept under review.
96	Review of Household Waste Recycling Centres	+0.100	+0.100	0	Green - Additional one-off funding to support procurement of new contract permanent service provision of HWRCs.
In year	Environment & Neighbourhood Services mitigations 2024/25 to balance back to finance review position	0	-1.039	-1.039	

\* Item represented a one-off saving in 2023/24. As it is not a permanent part of the budget, the value of the proposal is reversed in 2024/25.

MTFS Ref No	Detailed List of Approved Budget Changes – Service Budgets	2024/25 MTFS £m	2024/25 Forecast Outturn £m	2024/25 Forecast Outturn Variance £m	Progress 2024/25 (RAG rating and commentary)
	<b>Highways and Transport Committee</b>	<b>+4.869</b>	<b>+4.393</b>	<b>-0.476</b>	
97	Highway maintenance savings	-0.750	-0.750	0	Green - Savings are being achieved through: - reducing the number of cuts on grass verges from 10 to 8; - directly employing staff to carry out surveys, rather than sub-contracting; - reductions in staffing and vacancy management; and - reliance on the council's adverse weather reserve for snow clearance. Service budgets have been reduced to reflect the savings being made.
98	Introduce annual increases to car parking charges	-0.150	-0.150	0	Green - Annual inflation adjustment to existing P&D tariffs can be implemented by 1st July 2024, in advance of bringing charges into effect in the "free towns". This is 3 months earlier than planned.
99	Pension Costs Adjustment	-0.052	-0.052	0	Completed
100	Highways	-0.031	-0.031	0	Completed - This saving was delivered by changes to response times to defects in 2023/24.
101	Safe Haven outside schools (Parking)	-0.023	-0.023	0	Amber - WARN procedure has been used for sole-source procurement of type-approved equipment from the supplier authority.
102	Transport and Infrastructure Strategy Team - Restructure	+0.120	+0.120	0	Green - Vacancies in existing structure provide some flexibilities of resourcing and recruitment planning.
103	Pay Inflation	+0.339	+0.351	+0.012	Red - NJC Pay Claim process has started - over spend against budget is based on £1,290 or 2.5% increase. Compared to flat percentage budget increase of 3%. This item is being mitigated by the item at the end of the table which is a mix of permanent and temporary measures. Presentation will be reviewed for FR2.
104	Parking - PDA / Back Office System contract	+0.100	+0.100	0	Green - Market testing completed - exploring a direct award opportunity with implementation testing and data migration.
105	Flood and Water Management Act 2010 SuDS & SABs Schedule 3 Implementation	+0.100	+0.100	0	Green - The requirement is to be ready to implement changes when regulations are implemented nationally. A training plan for existing staff has been identified. Recruitment is to be progressed.
106	Energy saving measures from streetlights	+0.242	+0.242	0	Completed - This entry was in the MTFS to cancel an unachievable saving from 2022-3. There is no further action.

MTFS Ref No	Detailed List of Approved Budget Changes – Service Budgets	2024/25 MTFS £m	2024/25 Forecast Outturn £m	2024/25 Forecast Outturn Variance £m	Progress 2024/25 (RAG rating and commentary)
107	Parking	+0.245	+0.245	0	Amber - Following decisions in January 2024, arrangements are in place to adjust existing Pay & Display tariffs from 1st July 2024 and extend pay and display to car parks in "free towns" by October 2024. Statutory consultations on Sunday and Evening charges will start in July. A trial of demand-responsive tariffs will begin with the opening of the new multistorey car park in Crewe.
108	Highways Revenue Services	+2.479	+2.479	0	Completed - This is a growth item. The growth has been factored into 2024/25 service levels and business plans. No further action.
109	Local Bus	+2.250	+2.250	0	Green
110	FlexiLink Service Improvement Plan	-	-	-	Green - A bus service review consultation is underway, including proposals relating to flexible transport.
111	Highways Depot Improvements	-	-	-	Red - This later year saving is subject to the approval of the business case for capital investment in depots. This will be reviewed during 2024/25.
112	Bus Stop Advertising Revenue Generation	-	-	-	Amber - Opportunity to shadow CWAC council's extension of the existing contract in the interim period.
In year	Highways & Infrastructure 2024-25 mitigations to balance to finance review	0	-0.488	-0.488	

MTFS Ref No	Detailed List of Approved Budget Changes – Central Budgets	2024/25 £m	2024/25 Forecast Outturn £m	2024/25 Forecast Outturn Variance £m	Progress 2024/25 (RAG rating and commentary)
	<b>Finance Sub-Committee</b>	<b>-19.667</b>	<b>-18.748</b>	<b>+0.919</b>	
113	Capital Financing - Minimum Revenue Provision	+9.508	+9.903	+0.395	Amber – assumes use of reserve of £2.135m (not yet approved). Ongoing capital review seeking to significantly reduce spend funded by borrowing.
114	Central Bad Debt Provision adjustment	+0.600	+0.600	0	Completed - budget adjustment.
115	Use of Earmarked Reserves – MTFS Reserve	+0.255	+0.255	0	Completed - budget adjustment / planned use of reserve.
115	MTFS Reserve – reversal of 2023/24 use	+1.536	+1.536	0	Completed - budget adjustment / planned use of reserve.
116	Collection Fund Reserve - Use of Earmarked Reserves	-0.834	-0.834	0	Completed - budget adjustment / planned use of reserve.
116	Collection Fund Reserve – reversal of 2023/24 use of reserves	+2.234	+2.234	0	Completed - budget adjustment / planned use of reserve.
117	Brighter Futures Transformation – reversal of 2023/24 use of reserves	+1.271	+1.271	0	Completed - budget adjustment / planned use of reserve.
118	Use of General Reserves – Fund in-year budget shortfall [NEW]	-11.654	-11.654	0	Completed - Drawn down in line with the MTFS forecast.
Amber1 19	Council Tax - % increase	-13.527	-13.527	0	Green - Council tax and business rates income collection managed through the Collection Fund therefore no impact on current year funding target.
120	Council Tax – Base increase	-2.461	-2.461	0	Green - Council tax and business rates income collection managed through the Collection Fund therefore no impact on current year funding target.
121	Business Rates Retention Scheme – use of S31 compensation grants	-1.350	-1.350	0	Green - Grants to be received in line with final settlement from MHCLG.

MTFS Ref No	Detailed List of Approved Budget Changes – Central Budgets	2024/25 £m	2024/25 Forecast Outturn £m	2024/25 Forecast Outturn Variance £m	Progress 2024/25 (RAG rating and commentary)
122	Unring-fenced Grants + Revenue Support Grant	-5.245	-5.245	0	Green - Grants to be received in line with final settlement from MHCLG.
123	Council Tax and Business Rates Collection [NEW]	TBC	-	-	Initial case was to implement a working group to review council tax collection. No savings value was assigned to the case. The intention now is to bring forward via an informal briefing to include options around the council tax support scheme review (FS2428)
124	Council Tax Support [NEW]		-	-	Preparations to be made during 24-25 with a view to amending the council tax support scheme in 25-26. No value is assigned to 24-25 as any savings/growth will be realised in 25-26. Consultation dates / material to come via Finance Sub-Committee for summer launch. Final decision point will be December Council meeting 2024.
In year	Adjustment to use of Earmarked reserves budgeted figure within Service Budgets		+0.525	+0.525	

## Section 3: Revenue Grants for approval

- 3.1. Cheshire East Council receives two main types of Government grants; specific purpose grants and general use grants. Specific purpose grants are held within the relevant service with a corresponding expenditure budget. Whereas general use grants are held in central budgets with a corresponding expenditure budget within the allocated service area.
- 3.2. Spending in relation to specific purpose grants must be in line with the purpose for which it is provided.
- 3.3. **Table 1** shows additional specific purpose grant allocations that have been received over £1m that **Council** will be asked to approve.
- 3.4. **Table 2** shows additional specific purpose grant allocations that have been received which are over £500,000 and up to £1m, and are for **Committee** approval.

**Table 1 – Council Decision**

Supplementary Revenue Estimate Requests for Allocation of Additional Grant Funding (Specific Purpose) over £1,000,000

Committee	Type of Grant	£000	Details
Children and Families – Schools	Teachers Pay Additional Grant  (Specific Purpose)	1,645	This grant is from the Education & Skills Funding Agency (ESFA). In July 2023, alongside the increase for last financial year, an additional £900 million was announced in 2024 to 2025 to support schools with the 2023 teachers' pay award. The ESFA will pay the teachers' pay additional grant (TPAG) funding to local authorities for mainstream maintained schools.
Children and Families – Schools	Teachers Pension Grant  (Specific Purpose)	2,393	This grant is from the Education & Skills Funding Agency (ESFA). The Teachers' Pension Employer Contribution Grant (TPECG) supports schools and local authorities with the cost of the increase in employer contributions to the teachers' pension scheme. Local authorities must follow the terms and conditions set out in the conditions of grant.
Children and Families – Children's Services	Household Support Fund  (Specific Purpose)	2,200	This grant is from the Department for Work and Pensions. This is an extension to the Household Support Fund (HSF) and will cover the period from April 2024 to September 2024. The HSF is to provide crisis support to financially vulnerable households most in need.
Economy and Growth	Homelessness Prevention Grant  (Specific Purpose)	1,054	This grant is from the Department for Levelling-Up and Communities (DLUHC). The purpose of the grant is to provide support to local authorities in England towards expenditure lawfully incurred or to be incurred by them in supporting local authorities to discharge their homelessness duties under homelessness legislation. The grant is ring-fenced for 2023-2024 and is to be spent in adherence with the following principles:  1. To fully enforce the Homelessness Reduction Act and contribute to ending rough sleeping by increasing activity to prevent single homelessness.  2. Reduce family temporary accommodation numbers through maximising family homelessness prevention and reduce the use of unsuitable B&Bs for families.  This grant is from the Home Office (HO). Available where an individual or family has settled in the borough, to provide ongoing integration support.

Committee	Type of Grant	£000	Details
Highways and Transport	Bus Service Improvement Plan+ (BSIP+) Phase 2  (Specific Purpose)	1,188	This a grant from the Department for Transport DfT). This is a continuation of the Bus Service Improvement funding and allows Local Authorities to support existing bus services and/or create new services with the overall aim of ensuring long term sustainability of this provision.This is the second phase of allocations.
Highways and Transport	Bus Service Improvement Plan+ (BSIP+) Phase 3  (Specific Purpose)	2,268	This a grant from the Department for Transport DfT). This is a continuation of the Bus Service Improvement funding and allows Local Authorities to support existing bus services and/or create new services with the overall aim of ensuring long term sustainability of this provision.This is the third phase of allocations.

## Table 2 – Committee Decision

Supplementary Revenue Estimate Requests for Allocation of Additional Grant Funding (Specific Purpose) over £500,000 up to £1,000,000

Committee	Type of Grant	£000	Details
Adults and Health	OHID SSMTR Supplementary Substance Misuse Treatment & Recovery Grant  (Specific Purpose)	525	This grant is from the Department of Health and Social Care and is additional funding for drug and alcohol treatment recovery services as part of Local Authorities' public health responsibilities.

# Section 4: Capital

**Table 1: Financial Parameters for 2023/24 to 2026/27**

Parameter	Value (£m)			
	2023/24	2024/25	2025/26	2026/27
<b>Repayment of Borrowing</b>				
<b>Minimum Revenue Provision*</b>	17.5	18.8	23.3	25.2
<b>External Loan Interest</b>	14.3	18.0	16.5	15.0
<b>Investment Income</b>	(3.8)	(3.8)	(2.1)	(1.8)
<b>Contributions from Services Revenue Budgets</b>	(1.2)	(1.3)	(2.0)	(2.7)
<b>Total Capital Financing Costs</b>	<b>26.8</b>	<b>31.7</b>	<b>35.7</b>	<b>35.7</b>
<b>Use of Financing EMR</b>	<b>(7.9)</b>	<b>(2.1)</b>	<b>0</b>	<b>0</b>
<b>Actual CFB in MTFS</b>	<b>19.0</b>	<b>28.5</b>	<b>35.2</b>	<b>35.5</b>
<b>Budget Deficit</b>	<b>(0)</b>	<b>1.1</b>	<b>0.5</b>	<b>0.2</b>
<b>Capital Receipts targets*</b>	<b>1.0</b>	<b>1.0</b>	<b>1.0</b>	<b>1.0</b>
<b>Flexible use of Capital Receipts</b>	<b>1.0</b>	<b>1.0</b>	<b>1.0</b>	<b>1.0</b>

\*Anticipated MRP based on achieving capital receipts targets

1.1. The revised programme is funded from both direct income (grants, external contributions) and the Council's own resources (prudential borrowing, revenue contributions, capital reserve). A funding summary is shown in **Table 2**.

1.2. **Table 3** lists details of

- Capital Supplementary Estimates over £500,000 and up to £1,000,000 that requires approval by Committee and
- Capital Virements over £500,000 and up to and including £5,000,000 that requires Relevant Member(s) of CLT and Chief Finance Officer in consultation with Chair of the relevant Committee and the Chair of Finance Sub-Committee to approve.

Table 2: Capital Programme Update

<b>CHESHIRE EAST COUNCIL CAPITAL PROGRAMME SUMMARY</b>					
<b>CAPITAL PROGRAMME 2024/25 - 2027/28</b>					
	<b>Forecast 2024/25 £000</b>	<b>Forecast 2025/26 £000</b>	<b>Forecast 2026/27 £000</b>	<b>Forecast 2027/28 £000</b>	<b>Total Forecast 2024-28 £000</b>
<b>Committed Schemes - In Progress</b>					
Adults and Health	800	0	0	0	<b>800</b>
Children and Families	36,127	21,515	16,356	17,749	<b>91,747</b>
Highways & Transport	44,910	31,161	26,296	130,138	<b>232,505</b>
Economy & Growth	45,786	30,397	41,366	64,065	<b>181,614</b>
Environment & Communities	14,752	17,444	1,418	0	<b>33,614</b>
Corporate Policy	11,710	6,998	3,276	1,834	<b>23,818</b>
<b>Total Committed Schemes - In Progress</b>	<b>154,085</b>	<b>107,515</b>	<b>88,712</b>	<b>213,786</b>	<b>564,098</b>
<b>New Schemes</b>					
Adults and Health	0	0	0	0	<b>0</b>
Children and Families	1,738	7,200	5,248	3,000	<b>17,186</b>
Highways & Transport	895	23,500	15,051	15,051	<b>54,497</b>
Economy & Growth	3,124	0	0	0	<b>3,124</b>
Environment & Communities	4,703	3,017	668	0	<b>8,388</b>
Corporate Policy	0	0	0	0	<b>0</b>
<b>Total New Schemes</b>	<b>10,460</b>	<b>33,717</b>	<b>20,967</b>	<b>18,051</b>	<b>83,195</b>
<b>Total</b>	<b>164,545</b>	<b>141,232</b>	<b>109,679</b>	<b>231,837</b>	<b>647,293</b>
<b>Funding Requirement</b>					
<b>Indicative Funding Analysis: (See note 1)</b>					
Government Grants	96,620	76,091	67,707	122,543	<b>362,961</b>
External Contributions	15,406	10,698	13,611	65,226	<b>104,941</b>
Revenue Contributions	389	0	0	0	<b>389</b>
Capital Receipts	252	877	18,181	16,289	<b>35,599</b>
Prudential Borrowing (See note 2)	51,878	53,566	10,180	27,779	<b>143,403</b>
<b>Total</b>	<b>164,545</b>	<b>141,232</b>	<b>109,679</b>	<b>231,837</b>	<b>647,293</b>

**Note 1:**

The funding requirement identified in the above table does not currently represent a balanced and affordable position, in the medium term. The Council will need to transform the capital programme to reduce the number of schemes requiring Cheshire East Resources and the need to borrow. The level of capital receipts are based on a prudent approach based on the work of the Asset Management team and their most recently updated Disposals Programme.

**Note 2:**

The schemes marked \*\*and highlighted in the MTFs cannot proceed until the Capital Programme Review has been completed. Any urgent requests to continue prior to the reviews completion will require approval from the Chair of Finance Sub Committee and the S.151 Officer

**Note 3:**

Appropriate charges to the revenue budget will only commence in the year following the completion of the associated capital asset. This allows the Council to constantly review the most cost effective way of funding capital expenditure.

**Table 3: Requests for Supplementary Capital Estimates (SCEs) and Virements**

Committee	Capital Scheme	Amount Requested £	Reason and Funding Source
<b>Service Committee are asked to approve the Supplementary Capital Estimates and Virements</b>			
<b>Supplementary Capital Estimates above £500,000 up to and including £1,000,000</b>			
<b>Highways &amp; Transport</b>	<b>Transport</b>		
	Department for Transport - Traffic Signal Obsolescence Grant (TSOG)	577,003	Additional grant to upgrade traffic signal systems, replacing unreliable and obsolete equipment to improve reliability.
<b>Highways &amp; Transport</b>		<b>577,003</b>	
<b>Total Supplementary Capital Estimates Requested</b>		<b>577,003</b>	
<b>Capital Budget Virements above £500,000 up to and including £5,000,000</b>			
<b>Children &amp; Families</b>	<b>Education and 14-19 Skills</b>		
	WorkplaCE	1,000,000	Virement to Facilities to support the transfer out of Westfields
<b>Children &amp; Families</b>		<b>1,000,000</b>	
<b>Corporate</b>	<b>ICT Hybrid Model</b>		
		1,896,161	Virement from Infrastructure Investment Programme (IIP) to ICT Hybrid Model as project work funded from IIP now falls under the ICT Hybrid work programme
<b>Corporate</b>		<b>1,896,161</b>	
<b>Economy and Growth</b>	<b>Facilities Management</b>		
	Premises Capital	1,140,086	Due to the change in scope in the "PSDS - 3B - Lot 1" scheme, Cheshire East funding previously allocated from the Premises Capital Programme as "match" funding to be returned for use in Future Years.
<b>Economy &amp; Growth</b>		<b>1,140,086</b>	
<b>Total Capital Virements requested</b>		<b>4,036,247</b>	
<b>Total Supplementary Capital Estimates and Virements</b>		<b>4,613,250</b>	

# Section 5: Reserves

## Management of Council Reserves

- 5.1. The Council's Reserves Strategy states that the Council will maintain reserves to protect against risk and support investment.
- 5.2. The opening balance at 1 April 2024 in the Council's General Fund Reserves was £5.6m, as published in the Council's Statement of Accounts for 2023/24.
- 5.3. The closing balance at 31 March 2025 in the Council's General Fund Reserve is forecast to reduce further still, to £4.5m.
- 5.4. The current balance on reserves is insufficient in order to provide adequate protection against established and newly emerging risks, such as inflation and particularly the DSG deficit, which is projected to rise to £121.6m by year end and has been highlighted in the MTFS as having no alternative funding.
- 5.5. The Council also maintains Earmarked Revenue Reserves for specific purposes. The opening balance at 1 April 2024 was £32.3m.
- 5.6. During 2024/25, a net total of £10.6m has been drawn down to the support the in-year deficit position. A further £6.2m is being forecast to fund expenditure specifically provided for by services. These balances fall within the forecasts approved during the MTFS budget setting process.
- 5.7. Additional drawdown requests, above those forecast during MTFS, have been made by various services to support specific expenditure totalling £6.0m. These drawdowns, as detailed in the tables below, will be subject to approval by the Section 151 Officer.
- 5.8. The closing balance at 31 March 2025, is forecast at £9.5m.
- 5.9. Unspent schools' budgets that have been delegated, as laid down in the Schools Standards Framework Act 1998, remain at the disposal of the school and are not available for Council use. These balances are therefore excluded from all reserve forecasts.

<b>Table 1 - Reserves Position</b>	<b>2023/24 Outturn</b>	<b>2024/25 Forecast</b>
	<b>£m</b>	<b>£m</b>
General Reserves	<b>5.6</b>	<b>4.5</b>
Earmarked Reserves (Excluding Schools)	<b>32.3</b>	<b>9.5</b>
<b>Total Reserves Balance at 31st March</b>	<b>37.9</b>	<b>14.0</b>

**Table 2 - Earmarked Reserves Summary**

Committee Reserves	Opening Balance 1st April 2024 £000	Transfers to General Fund £000	Forecast Movement in Reserves £000	Additional Drawdown Requests £000	Forecast Closing Balance 31 March 2025 £000
Adults and Health	5,226	(2,795)	(90)	0	2,341
Children and Families	1,724	0	(1,593)	(131)	0
Corporate Policy	20,773	(6,551)	(2,680)	(4,695)	6,847
Economy and Growth	2,777	(662)	(1,004)	(765)	346
Environment and Communities	870	(390)	(402)	(78)	0
Highways and Transport	908	(205)	(415)	(288)	0
<b>TOTAL EARMARKED RESERVE MOVEMENT</b>	<b>32,278</b>	<b>(10,603)</b>	<b>(6,184)</b>	<b>(5,957)</b>	<b>9,534</b>

\* All 'Additional Drawdown Requests' are subject to review and are yet to be approved.

\* Total excludes schools' balances

**Table 3 - Adults and Health Committee**

Reserve Account	Opening Balance 1 Apr 24 £000	Transfers to General Fund £000	Forecast Movement in Reserves £000	Additional Drawdown Requests £000	Forecast Closing Bal 31 Mar 25 £000	Notes
<b>Adults Social Care Commissioning</b>						
PFI Equalisation - Extra Care Housing	2,857	(2,795)	0	0	62	Surplus grant set aside to meet future payments on existing PFI contract and the anticipated gap at the end of the agreement.
<b>Public Health</b>						
Public Health Reserve	2,369	0	(90)	0	2,279	Ring-fenced underspend to be invested in areas to improve performance against key targets; including the creation of an Innovation Fund to support partners to deliver initiatives that tackle key health issues.
<b>ADULTS AND HEALTH TOTAL</b>	<b>5,226</b>	<b>(2,795)</b>	<b>(90)</b>	<b>0</b>	<b>2,341</b>	

**Table 4 - Children and Families Committee**

Reserve Account	Opening Balance 1 Apr 24 £000	Transfers to General Fund £000	Forecast Movement in Reserves £000	Additional Drawdown Requests £000	Forecast Closing Bal 31 Mar 25 £000	Notes
<b>Childrens Social Care</b>						
Domestic Abuse Partnership	131	0	0	(131)	0	To sustain preventative services to vulnerable people as a result of partnership funding in previous years.
<b>Strong Start, Family Help and Integration</b>						
Troubled Families Initiative	1,593	0	(1,593)	0	0	Crewe Youth Zone and ACT have been assigned funding from shared outcomes of the Supporting Families Programme.
<b>CHILDREN AND FAMILIES TOTAL</b>	<b>1,724</b>	<b>0</b>	<b>(1,593)</b>	<b>(131)</b>	<b>0</b>	

\* All 'Additional Drawdown Requests' not forecast as part of MTFS 24-28 are subject to review and are yet to be approved.

**Table 5 - Corporate Policy Committee**

Reserve Account	Opening Balance 1 Apr 24 £000	Transfers to General Fund £000	Forecast Movement in Reserves £000	Additional Drawdown Requests £000	Forecast Closing Bal 31 Mar 25 £000	Notes
<b>Corporate Directorate</b>						
Corporate Directorate	1,164	(935)	0	0	229	To support a number of widespread projects within the Corporate Directorate.
<b>Finance and Customer Services</b>						
Collection Fund Management	8,154	(1,235)	(2,915)	0	4,004	To manage cash flow implications as part of the Business Rates Retention Scheme.
Capital Financing Reserve	4,531	0	0	(4,531)	0	To provide for financing of capital schemes, other projects and initiatives
MTFS Reserve	2,914	(741)	255	0	2,428	To support the financial strategy and risk management. £1.2m of the remaining reserve balance had previously been earmarked for future voluntary redundancy costs.
Section 31 Revenue Grants	14	0	0	(14)	0	Unspent specific use grant carried forward into 2024/25.

\*Corporate Policy Committee reserves continued overleaf

**Table 5 - Corporate Policy Committee Continued**

Reserve Account	Opening Balance 1 Apr 24 £000	Transfers to General Fund £000	Forecast Movement in Reserves £000	Additional Drawdown Requests £000	Forecast Closing Bal 31 Mar 25 £000	Notes
<b><u>Governance and Compliance</u></b>						
Insurance Reserve	3,098	(3,098)	0	0	0	To settle insurance claims and manage excess costs. The full reserve has been released to the general fund to support the in-year deficit pressure.
Elections General	132	0	0	0	132	To provide funds for Election costs every 4 years.
Brexit Funding	13	(13)	0	0	0	Residual reserve balance has been released to the general fund to support the in-year deficit pressure.
<b><u>Human Resources</u></b>						
HR (CARE4CE Review, Culture Change, Pay realignment, Learning Mgt System)	59	(59)	0	0	0	Residual reserve balance has been released to the general fund to support the in-year deficit pressure.
Pay Structure (M Grade Review)	54	0	0	0	54	Created to help fund ongoing changes to pay structure.
<b><u>Governance and Compliance</u></b>						
Brighter Futures Transformation Programme	490	(470)	(20)	0	0	To fund the Council's four year transformation programme and its five outcomes of Culture; Estates and ICT systems; Customer Experience, Commercial Approach and Governance.
<b><u>ICT</u></b>						
Digital Solutions Architect	150	0	0	(150)	0	New reserve created in 23/24 to fund a role for the Digital Customer Enablement programme and will be key to realising the cost savings and efficiencies across the Council from the deployment of a number of digital initiatives.
<b>CORPORATE POLICY TOTAL</b>	<b>20,773</b>	<b>(6,551)</b>	<b>(2,680)</b>	<b>(4,695)</b>	<b>6,847</b>	

\* All 'Additional Drawdown Requests' not forecast as part of MTFS 24-28 are subject to review and are yet to be approved.

**Table 6 - Economy and Growth Committee**

Reserve Account	Opening Balance 1 Apr 24 £000	Transfers to General Fund £000	Forecast Movement in Reserves £000	Additional Drawdown Requests £000	Forecast Closing Bal 31 Mar 25 £000	Notes
<b>Directorate</b>						
Place Directorate	1,164	0	(473)	(385)	306	To support a number of widespread projects within the Place Directorate.
Investment (Sustainability)	610	0	(427)	(143)	40	To support investment that can increase longer term financial independence and stability of the Council.
<b>Growth and Enterprise</b>						
Legal Proceedings	212	0	(104)	(108)	0	To enable legal proceedings on land and property matters.
Investment Portfolio	534	(534)	0	0	0	The full reserve has been released to the general fund to support the in-year deficit pressure.
Homelessness & Housing Options - Revenue Grants	129	0	0	(129)	0	Grant committed for the purchase and refurbishment of properties to be used as temporary accommodation to house vulnerable families.
Tatton Park Trading Reserve	128	(128)	0	0	0	The full reserve has been released to the general fund to support the in-year deficit pressure.
<b>ECONOMY AND GROWTH TOTAL</b>	<b>2,777</b>	<b>(662)</b>	<b>(1,004)</b>	<b>(765)</b>	<b>346</b>	

\* All 'Additional Drawdown Requests' not forecast as part of MTFS 24-28 are subject to review and are yet to be approved.

**Table 7 - Environment and Communities Committee**

Reserve Account	Opening Balance 1 Apr 24 £000	Transfers to General Fund £000	Forecast Movement in Reserves £000	Additional Drawdown Requests £000	Forecast Closing Bal 31 Mar 25 £000	Notes
<b>Environment and Neighbourhood Services</b>						
Strategic Planning	568	(281)	(287)	0	0	To meet costs associated with the Local Plan - site allocations, minerals and waste DPD.
Trees / Structures Risk Management	139	(55)	(55)	(29)	0	To help respond to increases in risks relating to the environment, in particular the management of trees, structures and dealing with adverse weather events.
Air Quality	36	0	(17)	(19)	0	Air Quality Management - DEFRA Action Plan. Relocating electric vehicle chargepoint in Congleton.

\*Environment and Communities Committee reserves continued overleaf

**Table 7 - Environment and Communities Committee Continued**

Reserve Account	Opening Balance 1 Apr 24 £000	Transfers to General Fund £000	Forecast Movement in Reserves £000	Additional Drawdown Requests £000	Forecast Closing Bal 31 Mar 25 £000	Notes
Licensing Enforcement	8	0	0	(8)	0	Three year reserve to fund a third party review and update of the Cheshire East Council Tax Licensing Enforcement Policies.
Flood Water Mngmt (Emergency Planning)	2	0	(2)	0	0	Relating to Public Information Works.
Neighbourhood Planning	82	(41)	(41)	0	0	To match income and expenditure.
Spatial Planning - revenue grant	13	(13)	0	0	0	Residual reserve balance has been released to the general fund to support the in-year deficit pressure.
Street Cleansing	22	0	0	(22)	0	Committed expenditure on voluntary litter picking equipment and electric blowers.
<b>ENVIRONMENT AND COMMUNITIES TOTAL</b>	<b>870</b>	<b>(390)</b>	<b>(402)</b>	<b>(78)</b>	<b>0</b>	

\* All 'Additional Drawdown Requests' not forecast as part of MTFS 24-28 are subject to review and are yet to be approved.

**Table 8 - Highways and Transport Committee**

Reserve Account	Opening Balance 1 Apr 24 £000	Transfers to General Fund £000	Forecast Movement in Reserves £000	Additional Drawdown Requests £000	Forecast Closing Bal 31 Mar 25 £000	Notes
<b>Highways and Infrastructure</b>						
HS2	385	(185)	(200)	0	0	To support the Council's committed costs in relation to Government's cessation of the HS2 rail network in borough.
Flood Recovery Works	400	0	(200)	(200)	0	To help the service manage risks such as the impact of adverse weather, specifically flooding or extensive periods where winter maintenance is required.
Highways Procurement Project	104	(20)	(15)	(69)	0	To finance the development of the next Highway Service Contract. Depot mobilisation costs, split over 7 years from start of contract in 2018.
LEP-Local Transport Body	19	0	0	(19)	0	Contribution to LEP transport studies/consultancy. Ongoing working around Transport Legacy issues.
<b>HIGHWAYS AND TRANSPORT TOTAL</b>	<b>908</b>	<b>(205)</b>	<b>(415)</b>	<b>(288)</b>	<b>0</b>	

\* All 'Additional Drawdown Requests' not forecast as part of MTFS 24-28 are subject to review and are yet to be approved.

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**Appendices E and F contain exempt information pursuant to schedule 12A of The Local Government Act 1972 and those appendices are therefore withheld from public inspection.**

The exempt information falls within paragraphs 2 and 7A of the exempt information categories contained within paragraph 24 of the Access to Information Rules in the Council's Constitution and contains information relating to the financial or business affairs of any particular person (including the authority holding that information) and information which is subject to any obligation of confidentiality as the appendices contain information about the bids submitted by the tenderers in the ongoing procurement, the costing of the various delivery options and indicators of affordability against the available budget.

**The public interest in maintaining the exemption outweighs the public interest in disclosing that information by protecting information provided as part of an ongoing procurement process to ensure a compliant process and to achieve best value from the contract award.**

## **Environment and Communities Committee**

**26 September 2024**

### **Household Waste Recycling Centres Review – Final Recommendation**

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**Report of: Tom Shuttleworth, Interim Director Environment and  
Neighbourhoods**

**Report Reference No: EC/08/24-25**

**Ward(s) Affected: ALL**

#### **Purpose of Report**

- 1 This report details the final proposals for future permanent Household Waste Recycling Centre (HWRC) service provision following an update

of previously collated review and feasibility study information, public consultation and the commencement of a procurement for a new operating contract provider.

- 2 The Committee is asked to agree levels of service for the contract period of 7 years (with optional up to 3-year extension period) due to commence provisionally in September 2025 to allow continuity of service provision and to achieve best value for the Council through this procurement.
- 3 The proposals support the Corporate Plan priorities of:
  - (i) Fair - A sustainable financial future for the council, through service development, improvement and transformation and;
  - (ii) Green - A thriving and sustainable place through reduced impact on the environment.
- 4 The report also supports the council's medium term financial strategy in ensuring the affordability of the contract in accordance with councils' budgets and saving proposals while providing necessary capital investment and required maintenance to the household waste centres, ensuring they continue to be fit for purpose and safe for use.

## **Executive Summary**

- 5 The Household Waste Recycling Centre (HWRC) provision in Cheshire East was reviewed due to the need to procure a new service provider, changes such as site closures, population shifts, and improved transport networks. The September 2023 committee decided to conduct a new consultation with a concise list of affordable and deliverable options. This consultation ran for six weeks from May 3<sup>rd</sup>. The consultation received approximately 4,124 responses.
- 6 Four core options for the future of the HWRC service were presented within the consultation material:
  - Option A – HWRC provision to remain as is
  - Option B – Close Poynton HWRC
  - Option C – Close Bollington HWRC
  - Option D – Close Bollington, Middlewich and Poynton HWRCs
  - A sub option of D was proposed which replaced the existing Alsager site with a new site located provisionally in Congleton.
- 7 In summary, the outcome of the consultation is that Option A (maintaining current HWRC provision) was the most preferred, while Option D (closing multiple sites) was the least preferred by those who

responded to the consultation. Additionally, a significant portion of respondents opposed replacing the Alsager site with a new Congleton site and expressed concerns about travel times and the introduction of a booking system.

8 Following the Environment Communities Committee's decision on September 28, 2023, the council initiated a procurement process for a new service contract to operate its household waste recycling centres. All consultation options were included in the procurement, but a single preferred option must now be selected to finalize the procurement and appoint a contractor prior to the expiry of the current contract and in order to achieve savings.

9 The preferred option for HWRC service provision, based on those presented through the consultation, was determined based on several criteria, including long-term affordability, necessary savings, consultant reports, public consultation outcomes, and the ability to provide adequate service to all customers, including those in rural areas. The option aims to ensure efficient and safe service delivery.

10 The preferred option being proposed in this report is as follows;

- Maintaining sites at Alsager, Crewe, Macclesfield and Knutsford (Option D as presented in the consultation process), with extended opening hours until 6pm each day April – September;
- Provision of a mobile HWRC service targeted at rural areas outside 20 minute drive times and areas of suffering with documented increased levels of fly tipping and;
- Retention of the booking system for all sites during peak periods (weekends and bank holidays) plus the same for the mobile service.

#### RECOMMENDATIONS

The Environment and Communities committee is recommended to:

1. Note the outputs of the updated independent review of current site provision and the outcomes of the recent public consultation.
2. Approve:
  - a. The permanent household waste recycling centre service provision for the borough, namely four sites located at Knutsford, Macclesfield, Alsager and Crewe,

- b. The permanent closure of the HWRC sites at Bollington, Middlewich and Poynton, and
  - c. A mobile HWRC service serving rural and areas where the collected data indicates that incidents of fly tipping are at an increased level
  - d. Retention of a booking system to be used as described in this report.
3. Delegate authority to the Interim Director of Environment and Neighbourhoods to
- a. Take all necessary steps to implement the approved permanent household waste recycling centre service provision,
  - b. Permanent close the HWRC sites at Bollington, Middlewich and Poynton,
  - c. Continue with the trial mobile household waste centre mitigation measures, until commencement of the new permanent service levels, targeted for September 2025.
  - d. Take all necessary steps to complete the procurement and award of a new contract to a service provider in consultation with the Director of Governance and Compliance,
  - e. Undertake the associated capital site improvement works, and
  - f. Develop and implement a robust operating process for the mobile HWRC service, as part of the future permanent provision in consultation with the Chair and Vice Chair of the Committee.

## **Background**

### Site Locations and Statistics

- 11 The Council has a total of 7 household waste recycling centres across the borough as shown at Figure 1. The Poynton, Bollington and Middlewich sites are currently temporarily closed pending a decision on permanent levels of service provision by this committee.

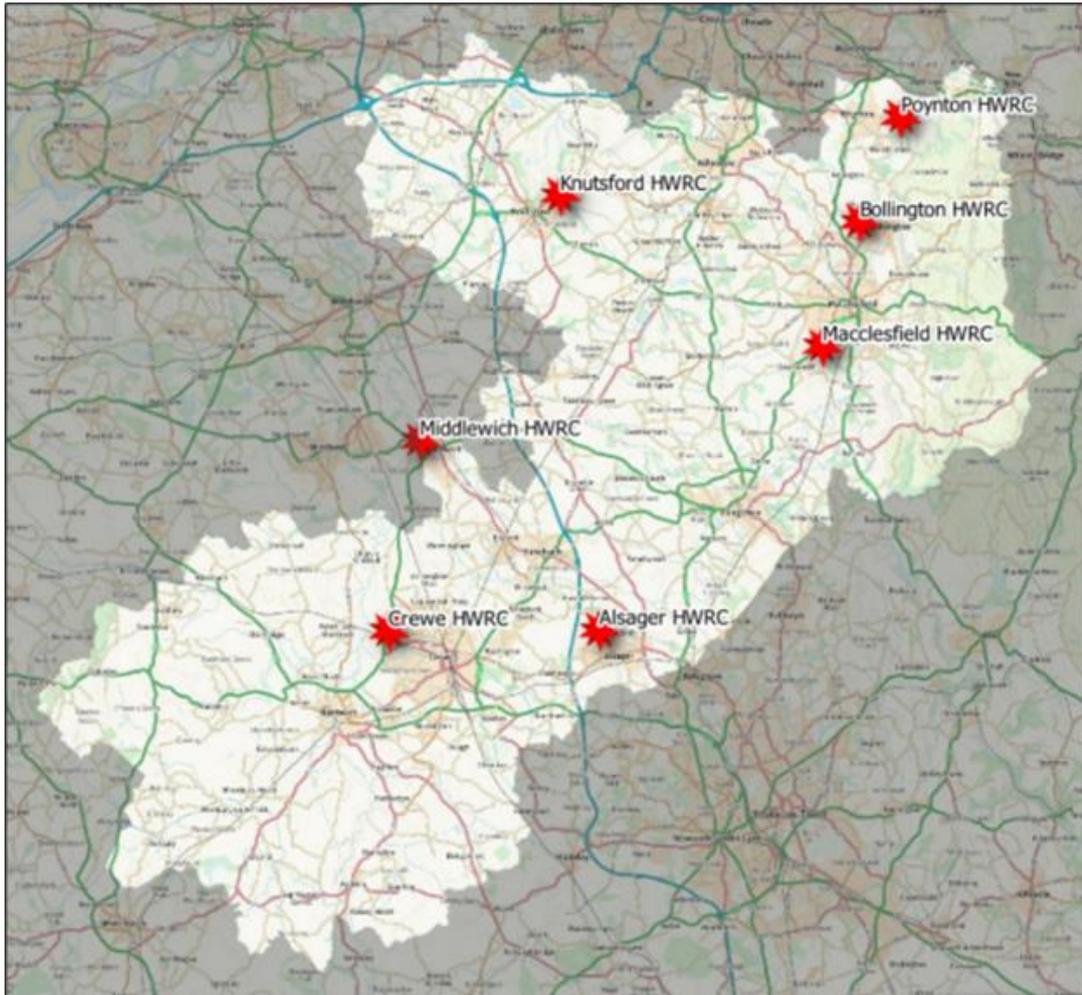


Figure 1: Map of current HWRC site locations

- 12 These sites vary in scale and scope of waste disposal services offered, but all require investment to bring them up to modern standards in particular in relation to staff welfare, security and general user experience.
- 13 The lease on the former Congleton Household Waste Recycling Centre expired in September 2021. The owner of the site confirmed that they intended to use the site for other redevelopment purposes and would not extend the lease on that site. At that point Cheshire East Council had no other option but to close the site at this location.
- 14 Table 1 sets out the key statistics for each of the sites as presented in the base line scenario of the refreshed feasibility report, including the forecasted investment value, excluding appropriate risk and contingency.

Site	Type of waste streams	Average daily users Sept 2023 (% total)	Tonnage Th'put 22/23 tonnes (% total)	Investment value (exc. Risk)
Alsager	Household Waste	523 (15%)	4,238 (15.3%)	£ 157,569
Bollington	Household Waste	301 (9%)	2,442 (8.8%)	£ 142,344
Crewe	Household Waste, Asbestos	915 (27%)	7,413 (26.7%)	£ 264,057
Knutsford	Household Waste,	488 (14%)	3,953 (14.3)	£ 188,068
Macclesfield	Household Waste, Asbestos	672 (20%)	5,448 (19.7%)	£ 188,068
Middlewich	Household Waste	255 (7%)	2,067 (7.4%)	£ 140,538
Poynton	Household Waste	266 (8%)	2,156 (7.8%)	£ 147,356
<b>TOTALS</b>	-	<b>3,420</b>	<b>27,717</b>	<b>£ 1,228,000</b>

Table 1: HWRC site key statistics from Cheshire East HWRC Review Cheshire East Council January 2024

### Evidence Base

- 15 To ensure a robust evidence base for this decision on HWRC service provision, officers have undertaken the following activities since the September 2023 committee decision:
- An updated set of usage figures for each site, undertaken in July 2024 via a professional survey company, results as per Figure 2.



Figure 2: site use survey results for 7 day period during July 2024

- Refresh of estimated capital costs associated with maintenance and repairs to existing sites, Separately, undertake a feasibility study as to the cost of a new HWRC site, to clearly understand the financial implications of any such investment, see Appendix C.

A refreshed review by Resource Futures, an independent specialist waste consultant, of the options approved by committee to understand alignment to statutory guidance, see redacted report at Appendix D.

### Procurement

16 Following the decision of the Environment Communities Committee dated 28<sup>th</sup> September 2023, the council has begun a procurement for a new service contract to operate its household waste recycling centres based on the options that have gone out to public consultation. The Council now needs to confirm service provision to a single option to enable completion of the final stage of the procurement and appointment of a contractor.

- The Contract will be a 7 year contract with an option to extend up to a further 3 years, year on year, hence up to 10 years in total.
- Following legal and technical professional advice the council has designed a competitive dialogue procurement based on the agreed options at the 28<sup>th</sup> September 2023 committee.
- All options included in the consultation have been included within the procurement but these now need to be narrowed down to one preferred option to allow the Council to complete the procurement

and let an operating contract based on a single service provision specification.

- 17 A key aspect of the specification issued, as part of the procurement and eventual contract, will be to promote a focus on the waste hierarchy, as set out within Figure 3.



Figure 3: waste hierarchy diagram

### Programme

- 18 The following is the outline programme of work associated with this review and procurement:

Procurement process – January 2024 - February 2025 (ongoing);

- Public Consultation on proposals were undertaken across a 6 week period between 3 May and 16 June 2024;
- E&C Committee paper - final recommendation for implementation – 26 September 2024;
- Complete the final stages of competitive dialogue procurement process, select successful bidder and undertake all necessary legal and commercial due diligence.
- Enter into new operating contract and subsequent contractor mobilisation period (based on initial soft market testing assumes 6 months, subject to final dialogue with bidders) – March- Sept 2025

A fully developed communications plan has been developed which considers all subsequent stages of implementation.

In order to ensure business continuity Committee has previously given permission for the procurement process to start in tandem with the consultation process and decision on the preferred option. The decision made will by Committee will therefore feed in o the live procurement process and enable to process to focus on a preferred option and move the next step in considering bids on that basis. In order that the procurement process continue so that contract commences as the current contract expires and business continuity be achieved it is necessary that the decision be made urgently and the referral period waived.

Impacts of previous HWRC closures

- 19 The Authority has historically closed sites at Arclid and Congleton with the latter closing due to being unable to renew the lease. The fly tipping figures at Figure 4 show that there is no direct correlation between a town having a HWRC site and the level of fly tipping. For example in 2023-24, 77% of total fly tipping incidents occur in Crewe, which has a large HWRC site. Congleton which had a HWRC until September 2021 makes up only 5% of total reported incidents.

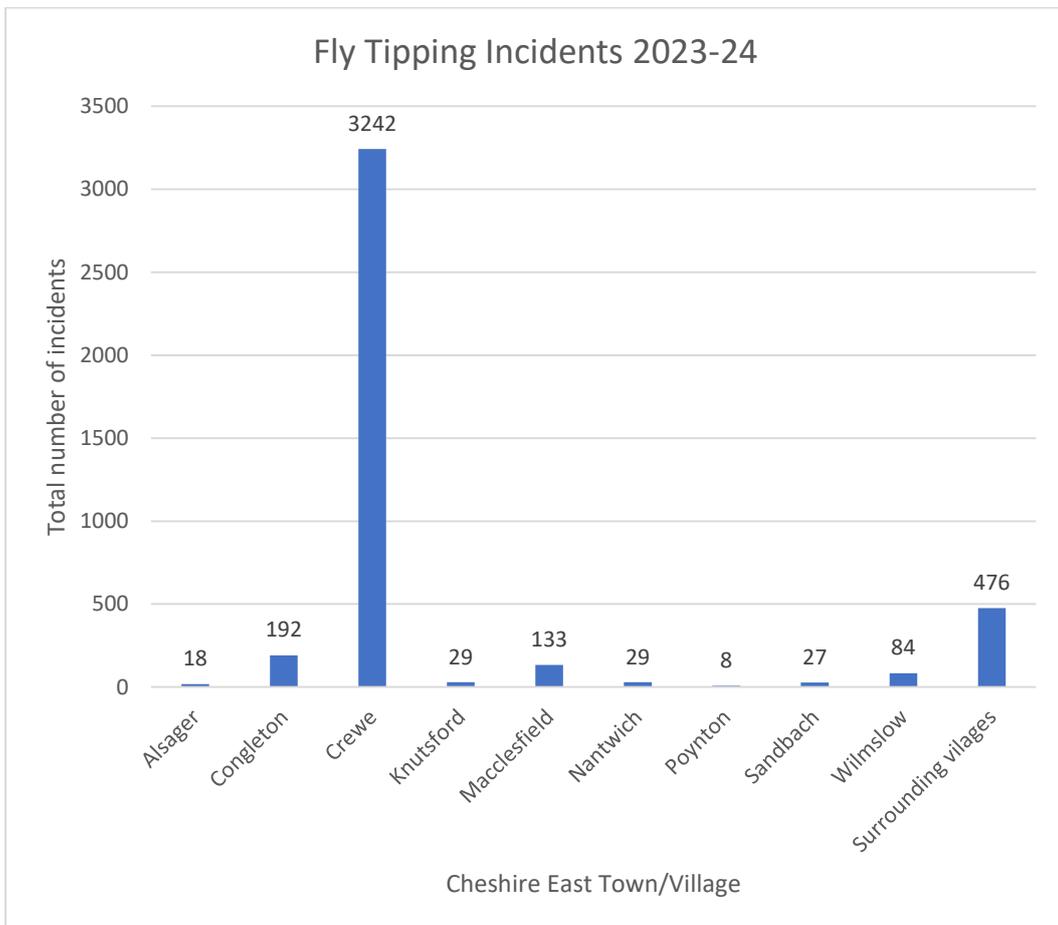


Figure 4: summary by area of fly tipping incidents 2023/24

Observations from Temporary Closures

20 Temporary closures at Bollington, Middlewich and Poynton HWRC sites were implemented on 5th August 2024. Initial observations of the impacts of these closures are as follows, with similar on the trial of mobile service contained later in this report;

- Tonnage difference at four remaining sites compared to previous months and August 2023 It should be noted other service charges affected tonnages between years including the removal of rubble charges in Jan 2024 and the introduction of Mattress and Hard Plastic recycling.

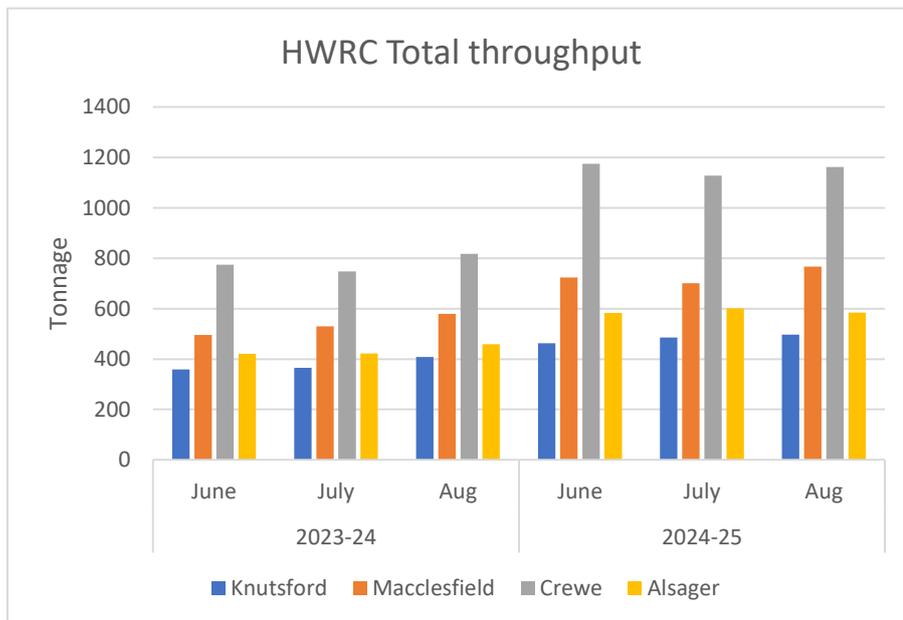


Figure 5: Household Waste Recycling Centre Total Throughput

- Operational observations – use of the extended summer evening opening hours until 6.00pm has initially been limited, although this may need some time for people to be aware of the additional hour. At this stage based on current usage there is no justification to extend further to 7pm. The Macclesfield site has shown an increase in use similar to levels normally experienced at Crewe.

**Consultation and Engagement**

21 Review of HWRC provision within Cheshire East has been consulted on previously but this was based on a number of scenarios which are no

longer relevant due to a range of factors, notably site closures, a changing population and improved transport network.

- 22 As such, the September 2023 committee agreed to undertake a further consultation with a succinct list of options for consideration, with the underlying principle of these being affordable and hence deliverable if selected.
- 23 The consultation ran for 6 weeks between Friday 3<sup>rd</sup> May and Thursday 6<sup>th</sup> June 2024. A full feedback report can be found at Appendix B.
- 24 The consultation was widely promoted as follows :
- Emails to all members, Town and Parish Councils and the relevant Members of Parliament:
  - A range of briefings for stakeholders
  - Press releases, social media updates and banners at the HWRC locations promoting the consultation.
- 25 The consultation received a total of circa 4,124 responses split as follows: 4,066 survey responses, 58 emails, 7 newspaper articles and 1 petition against the closures that at the time had 7,683 signatures.
- 26 Only 74% of respondents had a Cheshire East postcode; the number of responses received from each Cheshire East area can be seen in the table below:

Area name	No. survey responses	Survey response over / under representation
Bollington	306	6.4
Poynton	374	4.7
Alsager	298	3.4
Middlewich	277	3.3
Disley	78	2.1
Holmes Chapel & Cranage	110	1.8
Congleton	218	1.1
Macclesfield	232	0.7
Knutsford	56	0.6
Crewe	85	0.3

Table 2 Consultation responses received from each Cheshire East area.

- 27 In summary the following key statistics can be seen:
- Four core options for the future of the HWRC service were presented within the consultation material:

- Option A – HWRC provision to remain as is
  - Option B – Close Poynton HWRC
  - Option C – Close Bollington HWRC
  - Option D – Close Bollington, Middlewich and Poynton HWRCs
  - A sub option of D was proposed which replaced the existing Alsager site with a new site located provisionally in Congleton.
- 
- Option A was the most preferred option; with Option D as the least preferred option.
  - 56% of respondent's were opposed to replacing the Alsager site with a new Congleton site.
  - 58% of respondents agreed with providing mobile HWRC's for rural areas.
  - 54% respondents felt that a 20 minute travel time was not acceptable.
  - 62% respondents felt that with a 20 minute travel time they would visit the HWRC's less.
  - 63% respondents stated they would visit after 5pm in the summer instead of visiting at peak times such as weekends.
  - 73% of respondents disagreed with the introduction of a booking system.
  - Low proportions of survey respondents stated they would visit their local HWRC as a pedestrian (15%), on a bicycle (9%) or on a mobility scooter (6%).
  - The figure below shows that most respondent's across all sites HWRCs use the sites less than once a month.

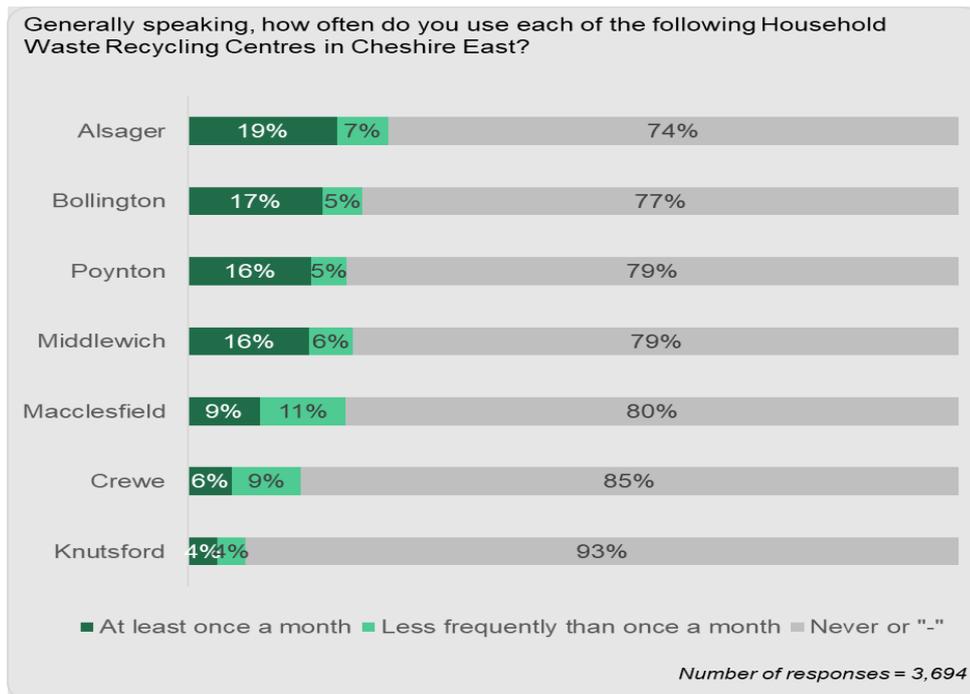


Figure 6 consultation summary of number of visits to a HHWRC

### Engagement with Town and Parish Councils

- 28 Prior to the three sites located at Bollington, Middlewich and Poynton being temporarily closed earlier in 2024 officers engaged with representatives of the respective Town Councils, through meetings and a subsequent series of written communications. This was to offer the opportunity for these organisations to cover the costs of keeping the HWRCs open in the short term. This option to fund continued service provision was considered by the Town Councils, but they chose not to take up the opportunity.
- 29 Further engagement has been undertaken with the same town councils following receipt of the annual costs to maintain service provision for these areas. Due to the scale of the costs quoted none of the organisations felt it appropriate to fund ongoing service provision directly.

### **Preferred Option**

- 30 The preferred option has been arrived at based on the following criteria;
- Affordability of the service in the long term when considering the current financial position of the organisation. Ability to secure the necessary savings as set out within the MTFs, as a minimum and having factored in the cost of borrowing for investment into the sites.

- The output of the consultant report which has considered service provision in the context of national statutory guidance, including the overall geographical coverage within a 20 minute drive time.
- The outcomes of the public consultation undertaken.
- The ability to adequately provide a level of service to all customers, including those in rural and low car use areas.
- From an operational perspective ensuring that the option recommended to be taken forward will provide an efficient and safe customer offer.

### Mobile HWRC

- 31 As part of the mitigation put in place on a trial basis for the temporary HWRC site closures a mobile offer is now operational.
- 32 Resource Futures as part of their review of service provision has also included a series of recommendations and case studies from other local authorities who have employed very similar systems as part of their overall HWRC offer. See report at Appendix D (page 5).
- 33 Trial outcomes to date, level of use, ability to make changes to make more efficient / increase capacity (number of booking slots available per hour) and how these have shaped the final offer – we need to sell this as we are increasing the overall mobile provision based on the initial feedback on the trial and this is costed within the final preferred solution.
- 34 The next stage of the process will be to develop the detail around specific locations for the permanent mobile provision which will be selected using the following criteria;
- Rural locations, defined as outside the 20 minute drive time maps, as included within the consultants report.
  - Areas where the collected data indicates that incidents of fly tipping are at an increased level
  - Where sites are located which can accommodate the safe delivery of the mobile service and where suitable permissions can be secured for this specific purpose.
- 35 It is proposed to operate on an 8 location stop system across a four week window, with one 3-4 hour stop included per location, equating to a morning or afternoon slot once every four weeks. The service will be

delivered on a Saturday and will be applied to all fixed site options under consideration

- 36 This report seeks approval to delegate developing the detail of this offer within the above criteria to officers, to be implemented at the same time as the permanent changes to fixed site provision.

### Booking System

- 37 For the first 4 weeks of the trial of the booking system discretion was given to the staff operating the sites in order that residents attending without a valid booking could continue to use the service. This has provided additional benefits in educating users in terms of the system.
- 38 For the booking system on the HWRC service bookings cannot be made more than one month in advance and a repeat bookings cannot be made until an existing appointment has passed. This is to avoid the potential scenario of a small number of users block booking the system and hence restricting access for others. It is proposed to continue with this approach.
- 39 As the trial processes we will monitor usage to see if we can increase the number of booking slots above the initial level offered. This will be introduced into the ongoing trial and continue to be optimised as the system and its use evolves.
- 40 The feedback from the consultation was that a booking system for HWRCs should not be introduced for all opening hours. In line with the trial the final proposal is to only require a booking for peak periods which would be weekends and bank holidays, hence use during weekdays will not require a booking to attend.
- 41 During the early stages of the current trial period across the four open HWRC sites it has been observed that there has been a shift in behaviours where residents who are able are using the sites outside the periods where bookings are required.
- 42 This ability to drive behaviour change is a key benefit to the booking system and will promote the use of the residual capacity inbuilt into the HWRC service system by encouraging a greater level of use during the traditionally quieter mid-week periods.

### Development of New Site

- 43 The principle of providing an updated cost forecast for developing a brand new HWRC site, potentially for Congleton, was set out as part of the decision made by the Committee in September 2023.

- 44 This updated cost forecast is now contained at Appendix C and amounts to a total of £5.42M, not including the costs of land acquisition which we would expect to take the cost to close to £6million. The only tangible method of financing such an investment would be via prudential borrowing which would have at current interest rates a circa ££463,800pa<sup>1</sup> average repayment cost per annum, which is not currently included in the MTFS.
- 45 Aside from the cost of a new site a series of other significant risks to delivery were set out as part of the update in September 2023. These risks included the availability of suitable sites on which to construct such a site, whilst also considering the ability to secure both planning and permitting permissions.
- 46 The proposal for a new site at Congleton was also included as a sub-option, with any new development to replace the existing HWRC site at Alsager. This proposal was not supported through the public consultation with a variety of reasons stated, but specifically around affordability.
- 47 For the reasons outlined above the development of any new site is not included in the preferred option for approval.

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<sup>1</sup> Based on a 20 year life/repayment

Preferred Option – Summary

- 48 In order to capture the impacts in a qualitative way against each option the following matrix has been developed, see Table 2.

Option	Affordability	Secures MTFS Savings	Alignment to Statutory guidance	Consultation - acceptability	Serves rural and low car use areas	Operational Effectiveness
A – retain existing service provision	Red	Red	Green	Green	Red	Green
B – reduce to 6 sites closing Bollington	Red	Red	Green	Yellow	Green	Green
C – reduce to 6 sites closing Poynton	Red	Red	Green	Yellow	Green	Green
D – reduce to 4 sites closing Bollington, Middlewich and Poynton	Green	Green	Green	Red	Green	Yellow
E – as per Option D but new site at Congleton closing Alsager	Red	Red	Green	Red	Green	Yellow

Table 3: Qualitative overview of each option

- 49 Therefore, in summary the preferred option to move forward with is as follows;
- Maintaining sites at Alsager, Crewe, Macclesfield and Knutsford, with extended opening hours until 6pm each day April – September.
  - Provision of a mobile HWRC service within the constraints already referenced.
  - Retention of the booking system for all sites during peak periods (weekends and bank holidays) plus the same for the mobile service.

Temporary Closures

- 50 For the purposes of clarity the temporary closures of the sites at Bollington, Middlewich and Poynton, the current scope of mobile HWRC provision and the booking system will remain in place until the commencement of the new operating contract and hence the new preferred option service levels.

## Reasons for Recommendations

- 51 The recommendations have been made on the basis of the criteria as outlined at paragraph 30, ensuring that the service remains affordable in the longer term and continues to be delivered in an efficient and effective way both geographically and also in the provision of well equipped modern, safe to use sites.

## Other Options Considered

- 52 The proposed approach to undertaking a review of HWRC services sets out a series of options for consideration for the committee and proposes a recommended option based on affordability within existing budgets.
- 53 The following options were raised through the public consultation but following review by officers have been discounted for the reasons as set out;

### Charge for use of sites

- 54 The Council in its capacity as the waste disposal authority for the borough is not allowed by law to charge for the disposal of domestic waste by residents at HWRC sites.

### Out of borough provision

- 55 The option to utilise sites which sit outside the Cheshire East borough hence are operated by other waste disposal authorities has been considered but discounted on the basis of;
- Primarily and most importantly the review undertaken has focussed on the service need for Cheshire East in line with the prevailing statutory guidance, which it is considered can be satisfied utilising sites owned and operated directly;
  - Officers are aware that neighbouring waste disposal authorities are undertaking similar review of service provision hence would be unlikely to be minded to accept additional waste from out of borough and;
  - There would need to be individual bespoke contractual arrangements put in place with each other local authority alongside waste monitoring systems the ongoing revenue costs and resource implications of which would likely negate any savings.

Alternative service delivery

- 56 The potential opportunities around devolving the direct operation of the sites to local councils or the potential for them to be staffed by volunteers was raised. Neither of these are realistic proposals as these sites require a range of professional competencies in order that they can be legally and safely operated and also require disposal routes for the waste deposited by residents. It is viewed as very unlikely that community or volunteer led delivery would be able to satisfy these obligations.

Reducing opening hours across all sites

- 57 Having a larger number of sites, several of which are smaller than the those making up the preferred solution, but with reduced opening hours is an inefficient way in which to deliver a HWRC service. In line with statutory guidance it is viewed as better to have a smaller number of larger higher capacity sites and to encourage behaviours which maximise the use of this overall capacity across the full week.
- 58 A larger number of fixed sites would also increase the overall cost to the Council of initial maintenance upgrade works required to ensure these sites continue to be fit for purpose, as well as longer term maintenance liabilities.

**Implications and Comments**

*Monitoring Officer/Legal*

- 59 The Council, as waste authority, has a duty to arrange for places (Household Waste Recycling Centres) to be provided at which persons resident in its area may deposit their household waste (Section 51 of the Environmental Protection Act 1990 ) They must be reasonably accessible to persons resident in its area, open at reasonable times (including Saturday) and available free of charge by persons resident in the area. Although there are no statutory levels of Household Waste Recycling Centre (HWRC) provision, national guidance recommends that the maximum number of inhabitants per Household Waste Recycling Centre is 120,000 and the maximum number of households per Household Waste Recycling Centre is 50,000.
- 60 The Council has gone out to public consultation on a number of options which meet the above criteria, but which will inevitably be provided at varying cost depending on the level of geographical provision. The provision and proposed options for Cheshire East are below the thresholds set out in national guidance.

- 61 Following the completion of the public consultation process a Public Consultation report (Appendix B) has been produced which details the preferences of those who took part in the surveys. The full findings of the consultation have been made available.
- 62 Members should consider the findings of the consultation but in doing so need to bear in mind that the consultation outcome is one of a number of considerations that they need to take into account and that other factors, such as the Council's financial position, the duty to achieve a balanced budget, and the affordability of the various options may be given more weight when reaching a decision on the preferred option.
- 63 The Council has entered into a competitive dialogue process which currently takes into account all of the options, that went out to consultation and detailed solutions have been submitted against each option which include costings. The process remains commercially sensitive and will be discussed in closed session to enable Members to understand the affordability of the various options and make an informed decision about the preferred option being presented to them in this report.
- 64 The planned services commencement date for the new operator is 1 September 2025 and the procurement will proceed on the basis of the decision made by this Committee in order to meet the procurement timescales and achieve business continuity. In order to achieve the deadlines set out in the procurement timeline (which is a live process) such that the contract can be awarded and business disruption avoided, it is appropriate that the decision be made urgently and referral waived.
- 65 The preferred option being presented in this report is the officer recommendation based on overall service provision and affordability. Whilst Members are not bound to follow the officer recommendation, if an alternative decision is made then this needs to be based on sound principles of reasonableness which take into account the need to achieve a balanced Budget.
- 66 In addition to considering the findings of the public consultation, the Committee should also have regard to Equality, Diversity and Inclusion. In this regard, Members should consider the Equality Impact Assessment provided for at Appendix A

*Section 151 Officer/Finance*

- 67 The 2024/25 budget for delivering household waste recycling centre service is £2.96m. The current budget for the service is derived from the total costs of disposing of the waste deposited at each of the 7 sites, offset by a nominal amount of income which is generated from materials which can be recycled. This income varies based on the latest market value of recyclates. The cost of disposal relating to residual waste deposited through HWRC sites is part of a separate Energy from Waste contract and falls outside this budget. However, any changes to tonnages either through increased recycling and reuse at HWRC sites or changes to the scope of services provided will impact the residual waste disposal contract costs.
- 68 The 2024/25 MTFS includes a one off saving (MTFS72) associated with the emergency closure of HWRC sites in year of £0.263m, this saving is removed in the 2025/26 year (i.e. added back in as growth), therefore the draft base budget for 2025/26 is £3.2m.
- 69 The cost of mobile HWRC provision, based on the Resource Futures report (Appendix D) is £62,500. This cost includes staffing, additional fuel, advertising of the scheme and management costs. This is based on operating across 8 locations for half a day over 4 Saturdays per month. This cost has been included in the business plan and evaluation of the options contained in the Confidential Appendix F.
- 70 A fly tipping budget allocation is included within business plan to deal with any potential adverse impacts, to be kept under review as proposals implemented.
- 71 The estimated capital costs associated with investment into the existing HWRC sites were included in the approved 2024/25 MTFS/Capital Programme on an invest to save basis and that the final option presented is affordable in the long term.
- 72 It is recognised that the existing 7 sites require a level of investment which with appropriate allocations for risk and contingency. Subject to the options chosen the estimated cost range is £0.8m - £1.2m and the estimate prudential borrowing costs based on 20 a year life range from £103k pa to £160k pa. These costs have been included in the business plan and options evaluation contained in the confidential appendix F.
- 73 The preferred option being presented to Members in this report is to maintain four sites: Alsager, Crewe, Macclesfield and Knutsford. This option includes the provision of a mobile HWRC service alongside the retention of a booking system during peak periods and reflects the

revenue cost of financing the proposed capital investment. The financial evaluation is contained in the confidential Appendix F.

*Policy*

74 The proposal supports the following [Corporate Plan](#) priorities.

<p><b>An open and enabling organisation</b></p> <p>Support a sustainable financial future for the council, through service development, improvement and transformation</p>	<p><b>A thriving and sustainable place</b></p> <p>Reduce impact on the environment and also;</p> <p>Be a carbon neutral council by 2025</p>
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*Equality, Diversity and Inclusion*

75 An Equality Impact Assessment has been completed in support of the project and has been updated following feedback received through the public consultation. The updated document is included at Appendix A. No negative impact on the groups in the specific protected groups was recorded in the most recent consultation in May/June 2024 from the proposed changes that have been identified at this stage.

*Human Resources*

76 There are no human resources implications of this report.

77 All resources to manage the project have been obtained from within the current Council staffing establishment, supplemented by suitably procured external legal, procurement and technical advice where needed.

*Risk Management*

78 Table 4 summarises the key risks associated with the remaining stages of implementation of the review and its outcomes, together with the mitigations which are or will be in place.

Risk	Mitigation
<p>Tendered contract costs are in excess of available budget.</p>	<p>By considering a number of options during the review process, the final option presented will offer the most economically advantageous option that also meets the requirements of</p>

	in terms of meeting the prevailing statutory guidance and also being affordable in the long term.
Committee decides not to support the preferred option - preventing timely completion of the remaining procurement activity and hence contract award	Background information and costs have been refreshed to allow a timely decision, ensuring that the current operating contract now out of original term is replaced with a new version which is compliant legally.
Committee decides to support another option which is unaffordable.	Savings will need to be identified from another area of the Committees remit to the same value, as part of the decision making process.
Challenge to the procurement process by one or several bidders	The council has made every effort to undertake a fair and compliant procurement process utilising internal procurement financial and legal support assisted by relevant external expertise as required.
Disruption to customers during contract transition and capital works	On advice of external advisors the council has built in a 6 month transfer and mobilisation period to ensure minimum disruption as we transition to this new contract.

Table 4: Risks to Implementation

- 79 As the preferred option does not include the development of a new HWRC site the risks previously reported to the committee in relation to this aspect of the review of provision are no longer relevant.

#### *Rural Communities*

- 80 Proposed as part of the preferred option is the continued and enhanced provision of mobile household waste collection. This will be designed to ensure that it mitigates the impacts of any of the options proposed, but also to further support more rural communities access to this service.
- 81 The details around the mobile provision has been developed as part of the tender specification and will be discussed with potential bidders through the negotiation stage of the contract procurement, as needed.

#### *Children and Young People including Cared for Children, care leavers and Children with special educational needs and disabilities (SEND)*

- 82 There are no impacts on these groups as a result of this report.

*Public Health*

- 83 Cheshire East Council Public Health team have reviewed this report and consider it very unlikely that the proposal will have any direct impacts on the health and wellbeing of Cheshire East residents.

*Climate Change*

- 84 The Council is focused on promoting the waste hierarchy with waste prevention and minimisation over recycling and finally disposal. While it is understood that for some residents the proposals will require additional drive times, impacts will be partially mitigated by encouraging waste prevention and reuse making it more likely for the public to use local solutions such as reuse shops and reuse apps. Over time the transition to phase out sales of diesel and petrol vehicles will reduce the carbon impact of additional vehicle travel as the country moves to decarbonise transport.
- 85 In addition, the mobile site services rural and low car use areas will provide a positive contribution to these communities and reduce travel from rural areas currently not serviced within the 20 drive time to an existing household waste recycling centre.

<b>Access to Information</b>	
Contact Officer:	Ralph Kemp, Head of Environmental Services
Appendices:	<p>Appendix A – Equality Impact Assessment (post consultation)</p> <p>Appendix B – Consultation report</p> <p>Appendix C – Forecast Capital Cost of New HWRC site</p> <p>Appendix D – Resource Futures report, January 2024 (redacted)</p> <p>PART 2 Confidential</p> <p>Appendix E – Resource Futures report, January 2024 (full)</p> <p>Appendix F – Procurement Preferred Option</p>
Background Papers:	Household Waste Recycling Centres – Review Update, September 2023 <a href="#">CEC Report Template</a> ( <a href="http://cheshireeast.gov.uk">cheshireeast.gov.uk</a> )

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## Equality Impact Assessment (EIA) Engagement and our equality duty

Whilst [the Gunning Principles](#) set out the rules for consulting ‘everyone’, additional requirements are in place to avoid discrimination and inequality.

Cheshire East Council is required to comply with the Equality Act 2010 and the Public Sector Equality Duty. The Equality Act 2010 simplified previous anti-discrimination laws with a single piece of legislation. Within the Act, the Public Sector Equality Duty (Section 149) has three aims. It requires public bodies to have due regard to the need to:

- eliminate unlawful discrimination, harassment, victimisation and any other conduct prohibited by the Act, by consciously thinking about equality when making decisions (such as in developing policy, delivering services and commissioning from others)
- advance equality of opportunity between people who share a protected characteristic and people who do not share it, by removing disadvantages, meeting their specific needs, and encouraging their participation in public life.
- foster good relations between people who share a protected characteristic and people who do not.

The Equality Duty helps public bodies to deliver their overall objectives for public services, and as such should be approached as a positive opportunity to support good decision-making.

It encourages public bodies to understand how different people will be affected by their activities so that policies and services are appropriate and accessible to all and meet different people’s needs. By understanding the effect of their activities on different people, and how inclusive public services can support and open up people’s opportunities, public bodies are better placed to deliver policies and services that are efficient and effective.

Complying with the Equality Duty may involve treating some people better than others, as far as this is allowed by discrimination law. For example, it may involve providing a service in a way which is appropriate for people who share a protected characteristic, such as providing computer training to all people to help them access information and services.

The Equality Act identifies nine 'protected characteristics' and makes it a legal requirement to make sure that people with these characteristics are protected from discrimination:

- Age
- Disability
- Gender reassignment
- Marriage and civil partnerships
- Pregnancy and maternity
- Race
- Religion or belief
- Sex
- Sexual orientation

### Applying the equality duty to engagement

If you are developing a new policy, strategy or programme you may need to carry out an Equality Impact Assessment. You may be able to ascertain the impact of your proposal on different characteristics through desk-based research and learning from similar programmes, but you also need to carry out some primary research and engagement. People with protected characteristics are often described as ‘hard to reach’ but you will find everyone can be reached – you just need to tailor your approach, so it is accessible for them.

Contacting the [Equality and Diversity mailbox](#) will help you to understand how you can gain insight as to the impacts of your proposals and will ensure that you help the Council to comply with the Equality Act 2010 and the Public Sector Equality Duty.

### Section 1 – Details of the service, service change, decommissioning of the service, strategy, function or procedure.

<b>Proposal Title</b>	Household Waste & Recycling Centres Review Project
<b>Date of Assessment</b>	16/08/2023
<b>Assessment Lead Officer Name</b>	Sally Rose
<b>Directorate/Service</b>	Place/Commissioning
<b>Details of the service, service change, decommissioning of the service, strategy, function or procedure.</b>	The current contract for the operation and management of the HWRCs was awarded to HW Martin, in February 2008. The Contract has now been novated to Ansa Environmental Services.

The end date of the existing contract was March 2023. A decision has been taken to extend the current contract for 18 months beyond its term expiry, placing a target for a new contract arrangement to be in place for end of 2024.

CEC will procure this new contract (Environmental Services as lead) with ANSA appointed as the managing agent.

#### Previous Reviews of Cheshire East Council Household Waste Recycling Centres

Service reviews, supported by external consultants, were carried out in 2016 and 2020. As a result of a review of the service in 2016, a number of changes to the services were made.

The actions taken included:

- Closing a site
- Reducing hours at all sites from an average of 10 to 8 hours per day
- Introducing a rubble/construction waste charge that has resulted in total throughput at sites dropping by 25%
- Enabling sites to accept small trader waste.
- Introducing a digital permit scheme for vans/commercial vehicles.

There are now 7 Household Waste Recycling Centres [HWRC] within Cheshire East:

- Alsager, off Hassall Road, Alsager ST7 2SJ
- Bollington, off Albert Road, Bollington SK10 5HW
- Crewe, Pym's Lane, Crewe, off the A530 Middlewich to Nantwich Rd, CW1 3PJ
- Knutsford, off Mobberley Rd (B5085), Shaw Heath, Knutsford WA16 8HT
- Macclesfield, off the A536 Macclesfield to Congleton Rd, Gawsorth, Macclesfield, SK11 9QP
- Middlewich, Croxton Lane, Middlewich CW10 9EZ
- Poynton, off Anson Road, Poynton, SK121TD

The current contract for the operation and management of the HWRCs was awarded to HW Martin, in February 2008. The Contract has now been novated to Ansa Environmental Services.

	<p>The end date of the existing contract was March 2023. A decision has been taken to extend the current contract for 18 months beyond its term expiry, placing a target for a new contract arrangement to be in place for end of 2024.</p> <p>CEC will procure this new contract (Environmental Services as lead) with ANSA appointed as the managing agent.</p> <p><u>Scope</u></p> <p>Cheshire East Council intends to appoint a consultant to undertake a review, building on exercises previously undertaken [provided as supporting evidence], of the long-term operation and management of household waste recycling centres (HWRC) within the Borough of Cheshire East.</p> <p>Building on the previous work, the successful consultancy shall be required to:</p> <p>Investigate how the current service can be improved, in terms of:</p> <ul style="list-style-type: none"> <li>▪ Economy</li> <li>▪ Efficiency</li> <li>▪ Effectiveness</li> </ul> <p>Review, in detail, the follow options:</p> <ul style="list-style-type: none"> <li>▪ Keeping all 7 existing sites operating [do nothing]</li> <li>▪ Keeping six sites operating – closing Poynton</li> <li>▪ Keeping four sites operating – keeping Crewe, Macclesfield, Knutsford and Alsager.</li> </ul> <p>Set out recommendations for how the service could be improved in a future contract which would be subject to a new procurement exercise.</p> <p>Set out how the services could be continuously.</p> <p>The service will deliver a report to the Environment and Communities Committee for a final decision in September 2024.</p>
<b>Who is Affected?</b>	All Cheshire East residents.

	<p>The main stakeholders are:</p> <ul style="list-style-type: none"> <li>• Residents</li> <li>• Members Advisory Group</li> <li>• ANSA Environmental Services</li> <li>• Town &amp; Parish Councils</li> <li>• All Council Ward Members</li> <li>• Cheshire East Environment &amp; Communities Portfolio Holder</li> </ul>
<p><b>Links and impact on other services, strategies, functions or procedures.</b></p>	<p>This proposal will involve:  Legal Advisors both internal and external,</p> <ul style="list-style-type: none"> <li>• Procurement both internal and external,</li> <li>• Assets/property services,</li> <li>• ANSA Services</li> <li>• Consultation &amp; Research</li> </ul> <p>This is a Medium-Term Financial Strategy Project which will review the provision of HWRC in the Borough and provide information to allow the Council to re-procure the HWRC Contract. The decision to consult will be made at the September Environment and Communities Committee. Once the Consultation has been undertaken the results of that will be used to update the EIA.</p>
<p><b>How does the service, service change, strategy, function or procedure help the Council meet the requirements of the <a href="#">Public Sector Equality Duty</a>?</b></p>	<p>The current HWRC's provide access for all members of society. Staff on site provide assistance to site users where required.</p>

**Section 2- Information – What do you know?**

<p><b>What do you know?</b></p>	<p><b>What information (qualitative and quantitative) and/or research have you used to commission/change/decommission the service, strategy, function, or procedure?</b></p>
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<p><b>Information you used</b></p>	<p>Consultation was undertaken in May and June 2024 on the various options for household waste site provision and other options such as pedestrian access to sites, longer opening hours in the summer, mobile HWRCs and booking systems. Current site provision allows all residents regardless of age, disability, gender etc to use the service and staff will assist any site user if they are struggling.</p> <p>The Consultation did received comments around travelling distance to sites, however most of these comments did not relate to any equality or disability characteristics. In the new specification we are suggesting mobile sites to mitigate this issue.</p> <p>The current contract for the operation and management of the HWRCs was awarded to HW Martin, in February 2008. The Contract has now been novated to Ansa Environmental Services.</p> <p>The end date of the existing contract was March 2023. A decision has been taken to extend the current contract for 18 months beyond its term expiry, placing a target for a new contract arrangement to be in place for end of 2024.</p> <p>CEC is in the process of procuring a new contract (Environmental Services as lead) with ANSA appointed as the managing agent.</p>
<p><b>Gaps in your Information</b></p>	<p>Currently it is believed that there are no gaps in the information regarding the proposal to undertake a new procurement. The impact of realignment of any sites or any changes to the service will need to be scoped once the report has been to committee and the procurement process has been completed.</p> <p>If, through assessment of change and the proposed consultation, it is believed that there will be any impacts upon those who share one or more protected characteristic, then efforts will be made to assess these and look to develop any mitigation needed.</p>

### 3. What did people tell you?

<b>What did people tell you</b>	<b>What consultation and engagement activities have you already undertaken and what did people tell you? Is there any feedback from other local and/or external regional/national consultations that could be included in your assessment?</b>
<b>Details and dates of the consultation/s and/or engagement activities</b>	Consultation took place in May/June 2024, as mentioned above a previous consultation was undertaken in 2021.
<b>Gaps in consultation and engagement feedback</b>	<p>Consultation has taken place this year with residents and the results will be included within the report for Committee at the end of September for a member decision. The procurement is still underway, and any member decision will be reflected in the final tenders in the procurement process.</p> <p>We currently have a trial booking system in place which can be accessed online via the waste portal by customers themselves or customers can call customer services and the customer services staff can make the booking for the customer. The current booking system only covers weekends, and no booking is required for weekdays.</p>

#### 4. Review of information, consultation feedback and equality analysis

<b>Protected characteristics groups from the <a href="#">Equality Act 2010</a></b>	<b>What do you know?</b> Summary of information used to inform the proposal	<b>What did people tell you?</b> Summary of customer and/or staff feedback	<b>What does this mean?</b> Impacts identified from the information and feedback (actual and potential). These can be either positive, negative or have no impact.
<b>Age</b>	There were no comments received from this group in the 2024 consultation.	There were no specific age-related comments in the 2024 consultation. There were comments around drive times, but these were not specific to age. The current trial booking system allows customers to either book themselves online via our waste portal or call customer services and the customer services staff will make the booking for the customer. Therefore, this system is accessible to all customers.	No Impact Identified All proposals conform to guidance for household Waste Recycling Centre provision with respect to distance of areas of population
<b>Disability</b>	There were no comments received from this group in the 2024 consultation.	In the consultation that took place this year there were no comments on provision regarding disability.	No Impact Identified All proposals conform to guidance for household Waste Recycling Centre provision with respect to distance of areas of population. All sites are designed to allow access to all and staff help any user who requires assistance.
<b>Gender reassignment</b>	There were no comments received from this group in the 2021 or 2024 consultation.	No comments received	No Impact Identified

<b>Pregnancy and maternity</b>	There were no comments received from this group in the 2021 or the 2024 consultation.	No comments	No Impact Identified
<b>Race/ethnicity</b>	There were no comments received from this group in the 2021 or 2024 consultation.	No comments	No Impact Identified
<b>Religion or belief</b>	There were no comments received from this group in the 2021 or 2024 consultation.	No comments received.	No Impact Identified
<b>Sex</b>	There were no comments received from this group in the 2021 or 2024 consultation.	No comments received.	No Impact Identified
<b>Sexual orientation</b>	There were no comments received from this group in the 2021 or 2024 consultation.	No comments received	No Impact Identified
<b>Marriage and civil partnership</b>	There were no comments received from this group in the 2021 or 2024 consultation.	No comments received.	No Impact Identified

## 5. Justification, Mitigation and Actions

<b>Mitigation</b>	<b>What can you do?</b>
	Actions to mitigate any negative impacts or further enhance positive impacts
Please provide justification for the proposal if negative impacts have been identified? Are there any actions that could be undertaken to mitigate, reduce or remove negative impacts?	No negative impact on the groups in the specific protected groups was recorded in the most recent consultation in May/June 2024 from the proposed changes that have been identified at this stage. The authority has undertaken a feasibility study to inform upon the options proposed for the HWRCs. The authority is still in the

<p>Have all available options been explored? Please include details of alternative options and why they couldn't be considered?</p> <p>Please include details of how positive impacts could be further enhanced, if possible?</p>	<p>process of undertaking the procurement exercise. The options for provision that arose from the feasibility study were presented to Committee and authorisation was given to consult based on those options for HWRC provision. Further information will be presented to committee in September 2024 along with the consultation information. Along with the main options for HWRC provision the Authority also consulted on longer opening hours in the week, Mobile HWRC provision, access for non-car users to the sites and the use of booking systems.</p>
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## 6. Monitoring and Review -

<b>Monitoring and review</b>	<b>How will the impact of the service, service change, decommissioning of the service, strategy, function or procedure be monitored? How will actions to mitigate negative impacts be monitored? Date for review of the EIA</b>
<b>Details of monitoring activities</b>	We currently undertake basic user surveys for the HWRCs on an annual basis via the contract and this should continue with the new contract.
<b>Date and responsible officer for the review of the EIA</b>	1st Review – After Consultation 2024 – Sally Rose 2nd Review 2025.

## 7. Sign Off

When you have completed your EIA, it should be sent to the [Equality, Diversity and Inclusion Mailbox](#) for review. If your EIA is approved, it must then be signed off by a senior manager within your Department (Head of Service or above).

Once the EIA has been signed off, please forward a copy to the Equality, Diversity and Inclusion Officer to be published on the website. For Transparency, we are committed to publishing all Equality Impact Assessments relating to public engagement.

<b>Name</b>	Ralph Kemp
<b>Signature</b>	
<b>Date</b>	12/09/2024

## 8. Help and Support

For support and advice please contact [EqualityandInclusion@cheshireeast.gov.uk](mailto:EqualityandInclusion@cheshireeast.gov.uk)

Full report of responses to Cheshire East  
Council's

# Household Waste Recycling Centre Consultation 2024



# Executive Summary

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## Introduction

Cheshire East Council approved its medium-term financial strategy (MTFS) for 2024 to 2028 at a meeting of Full Council in February 2024. This approved MTFS included proposal 96: "Review of Household Waste Recycling Centres".

As part of this review Cheshire East Council conducted a consultation on what long-term HWRC provision in the borough should look like.

The consultation was conducted between 3 May and 16 June 2024, and was widely publicised, with responses invited from anyone who wished to respond – the consultation was not run as a referendum nor as a statistically robust sample survey.

In total the consultation received 4,124 responses, including 4,066 survey responses and 58 emails.

Alongside the consultation responses, 7 newspaper articles were published in relation to the consultation, and [1 petition against the closure of Middlewich, Poynton and Bollington HWRCs](#) was received by the council, which as of 27 June 2024 had 7,683 signatures.

## Summary of survey responses

Large proportions of survey respondents were users of HWRCs in Cheshire East (91%), and/or were residents of Cheshire East (85%).

68% of survey respondents provided a postcode which matched an address inside Cheshire East. Analysis of these postcodes show more responses were received from some towns than others in proportion to their size, including Bollington, Poynton, Alsager, Middlewich and Disley.

## Managing the council's current financial situation

A large proportion of survey respondents, 80%, disagreed with the approach the council is taking to managing its current financial situation.

They felt more long-term thinking is needed, and felt the council should:

- Stop wasting money and mismanaging funds, including on "pointless" projects
- Reduce Chief Executive and Director salaries
- Review budgets in other departments, particularly social care budgets
- Not cut essential services, and cut non-frontline services instead

They felt that HWRCs are an essential service, which must be provided for through Council Tax, which has been going up significantly in recent years.

## **The preferred option for future HWRC provision**

Four options for the future of the HWRC service were presented within the consultation material:

- Option A – HWRC provision to remain as is
- Option B – Close Poynton HWRC
- Option C – Close Bollington HWRC
- Option D – Close Bollington, Middlewich and Poynton HWRCs

The most preferred option for survey respondents of these 4 options was option A, which had an average rank of 1.4 out of 4, where 1 was the most preferred option and 4 was the least preferred option.

Option D was the least preferred option of the 4 options presented, with an average rank of 3.4 out of 4. Options B and C had average ranks of 2.5 and 2.6 respectively.

## **Reasons for being against proposals B, C and D**

Much of the feedback received during the consultation from survey respondents was opposed to any reduction in the number of HWRCs within Cheshire East.

This opposition centred around the practical concerns that a reduction in HWRCs would lead to:

- A reduction in the amount of waste that is recycled
- An increase in levels of waste deposited in black bin collections
- An increase in levels of fly-tipping
- An increase in levels of traffic congestion
- Worsening condition of the roads

Respondents questioned where they are meant to go with waste if there is no locally available HWRC, and felt they pay a lot in Council Tax, and that this was a fundamental service that should be covered by that tax.

They felt the proposals would be unfair on those towns without a HWRC, and that proposals are short sighted, and needed more thought.

They also felt the council's waste strategy is confusing and contradictory as it:

- Goes against the council's "Green" agenda, as it discourages recycling
- Goes against the council's "Green" agenda, as it will make people use their cars more, increase congestion and create more emissions

- Tells people to take green waste to a HWRC if they do not want to pay for a brown bin, but then proposes to take their local HWRC away

Ultimately, they felt the proposals would cost the council more to manage in the long term than would be saved in the short to medium term.

### **Sub-option for a new HWRC in Congleton**

Over half of survey respondents, 56%, were opposed to the sub-option of replacing the current HWRC site at Alsager with a new HWRC in Congleton. 20% of respondents supported this proposal.

99% of Alsager respondents opposed the sub-option proposal of replacing the current HWRC site at Alsager with a new HWRC in Congleton, while 88% of Congleton respondents supported this sub-option proposal.

Reasons given for being opposed to this sub-option included that:

- The council can't afford to deliver this proposal
- It would be a high expense to serve a small proportion of the CE population
- Closing one site to open another is non-sensical
- There is not enough land in Congleton to build a new site, and there will be opposition from householders
- The timings of the proposal were unrealistic

### **Alternative waste service delivery ideas**

Survey respondents suggested a number of "high-level" alternative delivery ideas for waste services, including:

- Devolving ownership and management of HWRCs to Town and Parish Councils
- Using volunteers to keep HWRC sites open
- Making arrangements with neighbouring Local Authorities for Cheshire East residents to use their HWRCs e.g. Stockport, Cheshire West & Chester
- Increasing Council Tax to cover the costs of waste services
- Pressuring Central Government to provide funding for HWRCs
- Levying housebuilders to cover the costs of key infrastructure
- Fund raising to cover costs, through crowd funding, sponsorship or community events
- Moving to a "circular economy"

Survey respondents also suggested a number of practical alternative delivery ideas for the HWRC service including:

- Charging users to visit HWRCs, or perhaps allowing a number of free visits per year per household, and charging for use after that
- Charging non-residents to use HWRCs
- Reducing hours across all HWRCs rather than closing some sites
- Rotating opening days of HWRCs rather than closing some sites
- Increasing the range of items that domestic bin collections take
- Improving efficiencies at sites, or reducing the number of staff on site
- Reducing the frequency of black bin collections to fund HWRCs
- Selling re-useable items on sites to generate income

## **20-minute drive times**

Among survey respondents there was general disagreement that a 20-minute drive time to visit a HWRC is appropriate – 38% agreed that it was, while 54% disagreed.

Reasons for disagreeing that a 20-minute drive time to visit a HWRC is appropriate included:

- People won't drive that far to visit a HWRC
- 20-minute drive times are not accurate, and don't account for congestion
- This would impact the environment with people making longer trips
- This would impact the most vulnerable who cannot travel that far

62% of survey respondents indicated they would visit a HWRC less often than they do now if their nearest HWRC was a 20-minute drive away.

## **Views towards other aspects of HWRC service delivery**

### **Mobile HWRCs**

58% of respondents agreed that the council should provide mobile HWRCs in rural areas that are more than a 20-minute drive to a HWRC, 26% disagreed.

Within feedback some suggested there should be smaller, more accessible HWRCs around the borough rather than “super centres”, or perhaps that there should be more “skips” around towns.

### **Re-use of goods**

A large proportion of survey respondents, 80%, agreed the council should increase provision of the re-use of goods.

### **Later opening during summer months**

63% of survey respondents stated they would visit their local HWRC after 5pm if opening hours were extended into the evenings, rather than visiting at peak times.

Some wondered where funding to extend opening hours would come from, at a time when the council is proposing to reduce the number of HWRC sites to make savings.

### **HWRC booking systems**

A large proportion of survey respondents, 73%, disagreed that a booking system should be introduced at Cheshire East HWRCs, while 14% agreed.

Reasons for disagreement included that:

- Costs of the system will outweigh the benefits
- There's no need for one, HWRCs are busy enough
- This would over-complicate things and create unnecessary bureaucracy
- This would be a waste of money

### **Pedestrian, bicycle or mobility scooter access to HWRCs**

Low proportions of survey respondents stated they would visit their local HWRC as a pedestrian (15%), on a bicycle (9%) or on a mobility scooter (6%).

## **Summary of email responses**

57 emails were received in response to the consultation, including 9 email responses received on behalf of organisations or MPs – See Appendix 1 of the main report to read these individual emails.

The main comments raised within these emails included:

- Concern about the impact of proposals on fly tipping
- Concern proposals are not environmentally friendly, and will mean people will have to travel further
- Opposition to the closure of individual HWRCs, including Alsager, Poynton, Bollington and Middlewich
- Suggestions as to how to keep HWRCs open, including charging users or reducing their opening hours
- That arrangements should be made with neighbouring Local Authorities for Cheshire East residents to use their HWRC sites
- That Central Government guidelines state that closure of HWRCs should be a last resort only

## **Criticisms of the consultation**

Finally, a number of criticisms of the consultation were made, including that:

- This consultation replicates a council HWRC Consultation conducted in 2021

- Proposals lacked enough financial information to be able to give an informed response
- The 20-minuted drive time maps were poor quality

## Conclusions

### Consultation response

It is positive to see the significant response to the consultation, with 4,124 responses in total.

However, it is noted this response is significantly lower than the response achieved in 2021 when the council last conducted a similar [Household Waste Recycling Centre Consultation](#) – In 2021 a total of 10,208 consultation responses were received, even though consultation methodologies used both years were similar.

This lower response in 2024 may represent a level of “consultation fatigue” among Cheshire East stakeholders, with the council having conducted such similar consultations so close together.

### Strong opposition to proposals

It is clear that respondents disagree with the council’s current approach to managing its financial situation, particularly in regard to potentially closing HWRCs. As with other recent council consultations, respondents often see cuts to front-line services as an absolute last resort and will strongly oppose them as far as they can.

It is no surprise that the most preferred option of the 4 presented in the consultation was for “Option A – HWRC provision to remain as it is”. This is a similar result to a similar question asked in 2021 and is unlikely to change substantially in future. There is little benefit in including a “remain as is” option in consultations if that is not a viable option.

It is clear that respondents across the board, including non-users of HWRCs, want HWRCs to remain open.

### Waste strategy contradictions

Respondents pointed out the contradiction between the council’s aim of being “Green” and the council’s waste strategy, which potentially makes recycling more difficult, more expensive, and increases car use. These are mixed messages for residents.

The sub-option for a new HWRC in Congleton was also generally opposed – Spending significant sums on a new HWRC, while at the same time making savings by closing other sites, is a difficult proposition for respondents to make sense of.

### **Alternative service delivery ideas to be explored**

Given respondents see cuts to front-line services as an absolute last resort, they listed a significant number of alternative service delivery ideas which should be thoroughly explored, to ensure HWRCs remain open as far as possible.

### **20-minute drive times may have long-term consequences**

It is clear too that 20-minute drive times are seen as inappropriate by many, and that reducing the number of HWRCs in the borough may significantly reduce the number of people who recycle their waste at HWRCs.

It remains to be seen whether the long-term costs of addressing issues that arise from HWRC closures would outweigh the savings made in the medium-term.

### **Mobile HWRC provision and other service proposals**

Mobile HWRC provision could perhaps mitigate against closures of larger HWRC sites, however, there is resistance towards their use which would need to be addressed and trialled before they would become an acceptable alternative to permanent sites. Other proposals such as reuse of goods and later opening hours during summer months were welcomed.

The implementation of a booking system however, was fairly strongly opposed, and the level of interest for visiting HWRCs as pedestrians or on bicycles or mobility scooters was limited.

In all these cases respondents pointed out that they would much prefer provision to remain as it is, rather than for the council to spend money on optional extras.

Executive Summary produced 28 June 2024 by Ben Buckley of the Research and Consultation Team, Cheshire East Council. Email [RandC@cheshireeast.gov.uk](mailto:RandC@cheshireeast.gov.uk) for further information.

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Report produced 28 June 2024 by Ben Buckley of the Research and Consultation Team, Cheshire East Council. Email [RandC@cheshireeast.gov.uk](mailto:RandC@cheshireeast.gov.uk) for further information.

# Introduction

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## Purpose of the consultation

Cheshire East Council approved its medium-term financial strategy (MTFS) for 2024 to 2028 at a meeting of Full Council in February 2024. This approved MTFS included proposal 96: "Review of Household Waste Recycling Centres".

As part of this review Cheshire East Council conducted a consultation to assess what long-term Household Waste Recycling Centre (HWRC) provision in Cheshire East should look like.

The consultation sought opinion on various options for the future of Household Waste Recycling Centre (HWRC) provision in Cheshire East.

It also sought opinion on various aspects of the HWRC service including on:

- How the service should be funded
- Improving HWRC service efficiency
- Mobile HWRC provision
- Re-use of goods
- Pedestrian, cycle and mobility scooter access to HWRCs
- Booking systems
- Later opening hours.

The full consultation material can be found in appendix 5 of this report.

## Consultation methodology

The consultation was conducted between 3 May and 16 June 2024, and was widely publicised, with responses invited from anyone who wished to respond – the consultation was not run as a referendum nor as a statistically robust sample survey. Results should therefore be interpreted within the context in which they were gathered.

The consultation was widely publicised via:

- Council press releases
- Council website promotion
- Council social media promotion
- Banners and adverts at each of the 7 HWRCs in Cheshire East
- Consultation posters and paper consultation packs distributed at all 17 libraries across the borough
- Direct emails sent to key stakeholders including:

- All Cheshire East Ward Councillors
- All Town and Parish Councils
- Members of Parliament
- All council staff
- The council's Digital Influence Panel
- A local waste newsletter
- A Waste Watchers App
- Residents' newsletters
- Volunteer groups

## Number of consultation responses

In total there were 4,124 consultation responses, including:

- 4,031 online survey responses
- 35 paper survey responses
- 58 emails

Alongside the consultation responses, 7 newspaper articles were published in relation to the consultation, and [1 petition against the closure of Middlewich, Poynton and Bollington HWRCs](#) was received by the council, which as of 27 June 2024 had 7,683 signatures.

## Reading this report

The main sections of this report contain an analysis of the survey responses received during the consultation.

A summary of feedback received via emails and petitions is provided in the appendices.

# About survey respondents

## Location of respondents

Of those completing the survey:

- 68% provided a postcode which matched an address inside Cheshire East
- 0.4% provided a postcode which matched an address outside Cheshire East
- 32% did not provide a postcode which could be matched to an address

## Survey responses from within Cheshire East

Analysis of survey responses from within Cheshire East shows that more responses than expected were received from some places than others, when compared by the total number of households in each area.

The table below includes data for all Cheshire East postal towns which received 20 or more responses. It shows how many responses were received in each of these postal towns, as compared to the number of households in each area.

The postal towns which received more responses than expected when compared to the number of households in each town included:

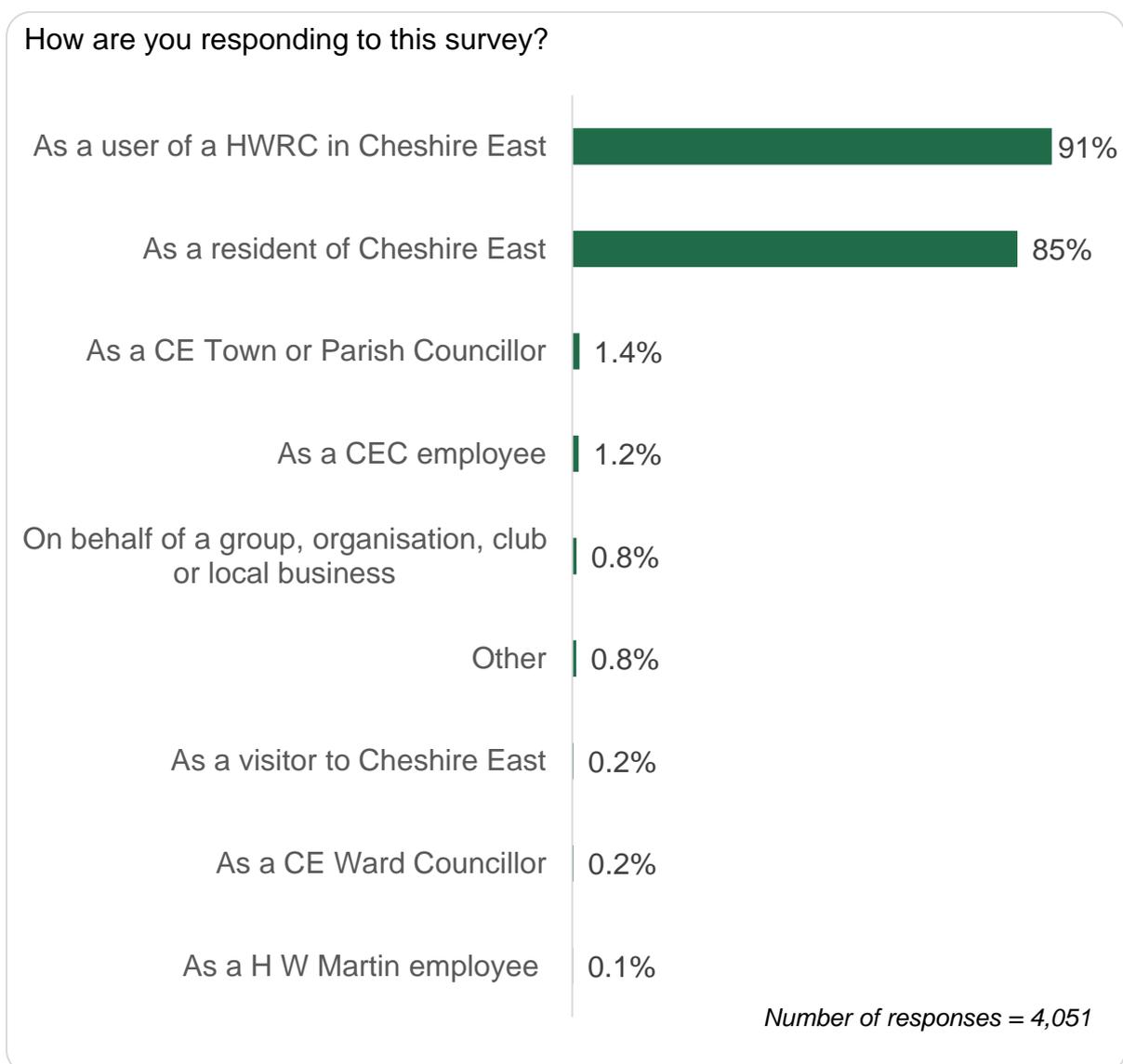
- Bollington & Kerridge (received 5.5 times more responses than expected)
- Poynton (received 3.9 times more responses than expected)
- Alsager (received 2.9 times more responses than expected)
- Middlewich (received 2.9 times more responses than expected)
- Disley (received 2.4 times more responses than expected)

Area name	No. CE addresses	No. survey responses	Survey response over / under representation
Bollington & Kerridge	3,810	306	5.5
Poynton	6,604	374	3.9
Alsager	6,987	298	2.9
Middlewich	6,578	277	2.9
Disley	2,280	78	2.4
Holmes Chapel & Cranage	3,823	110	2.0
Prestbury	1,536	36	1.6
Church Lawton, Rode Heath & Scholar Green	3,082	60	1.3
Haslington	2,425	43	1.2
Congleton	14,963	218	1.0
Sandbach	10,564	116	0.8
Other (rural)	30,021	297	0.7

Macclesfield	25,872	232	0.6
Knutsford	6,284	56	0.6
Shavington, Willaston, Wistaston	9,782	58	0.4
Wilmslow	12,206	49	0.3
Nantwich	7,493	26	0.2
Crewe	28,733	85	0.2
<b>Valid total</b>	<b>189,248</b>	<b>2,745</b>	

## Survey respondent type

Very large proportions of those responding to the survey were users of a HWRC in Cheshire East (91%), and/or were residents of Cheshire East (85%).

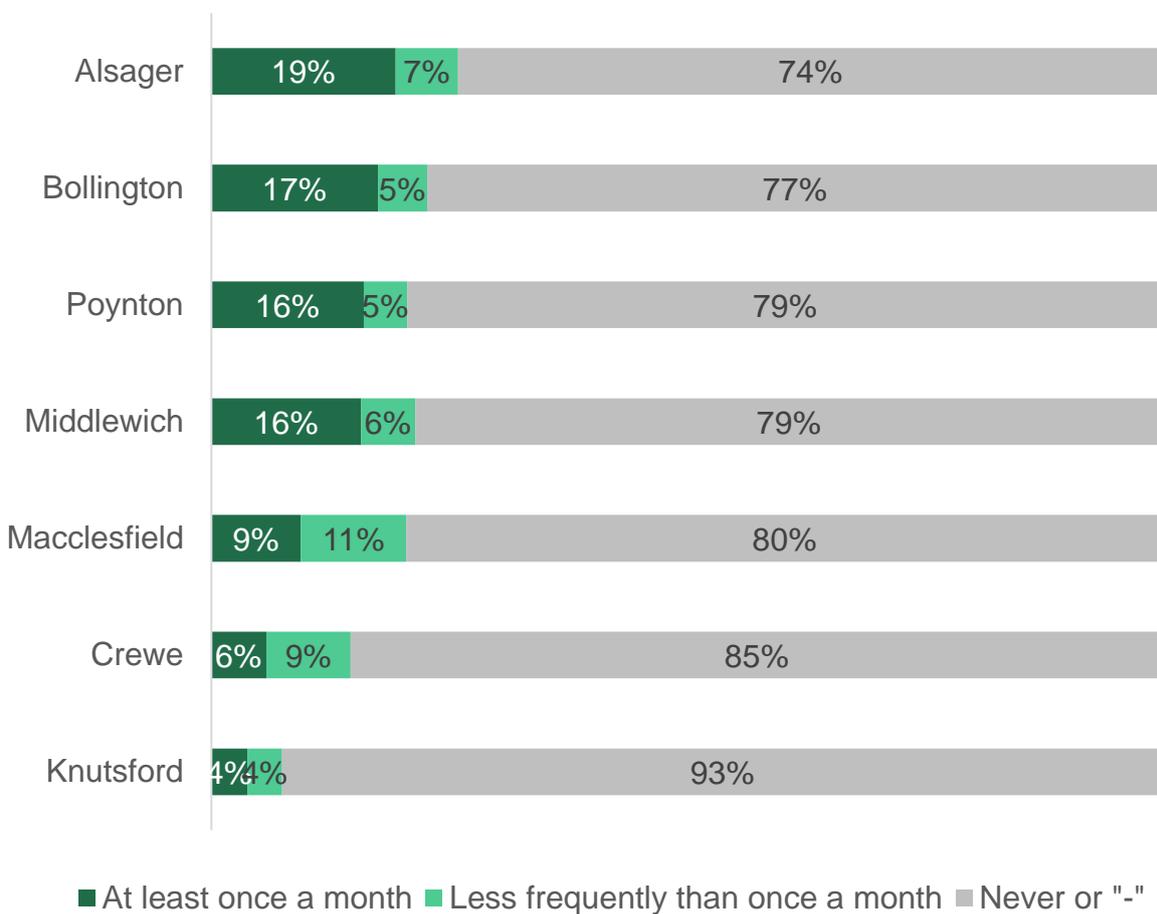


## Usage of HWRCs

The HWRC sites that respondents used most frequently are listed below. Note these figures reflect that some areas received more responses than others, rather than being an accurate reflection of overall site usage:

- Alsager (19% of respondents use once a month)
- Bollington (17% of respondents use once a month)
- Poynton (16% of respondents use once a month)
- Middlewich (16% of respondents use once a month)

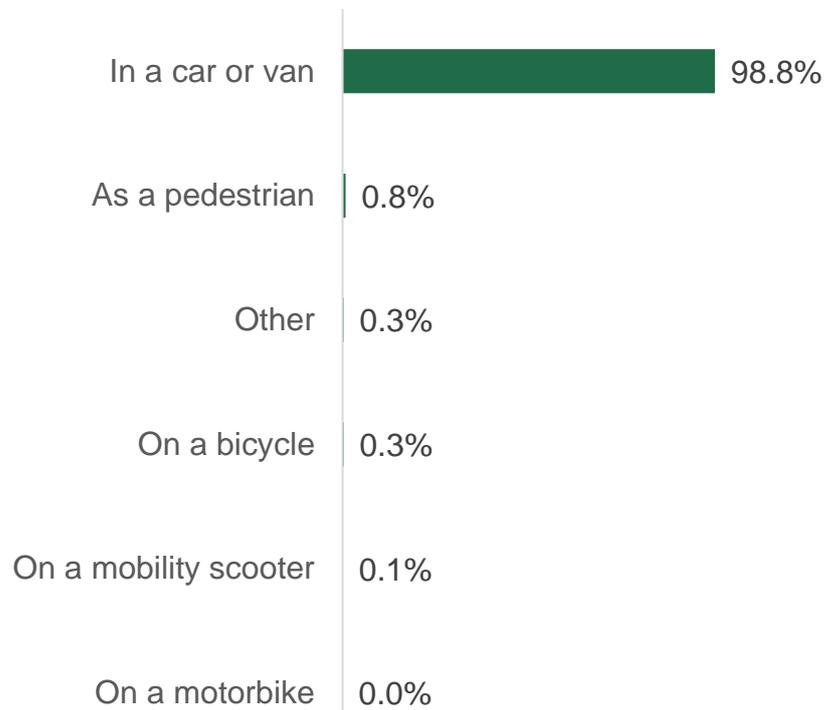
Generally speaking, how often do you use each of the following Household Waste Recycling Centres in Cheshire East?



Number of responses = 3,694

On their most recent visit to their local HWRC, the vast majority of respondents, 98.7%, travelled in a car or van.

On your last visit to your local Household Waste Recycling Centre in Cheshire East, how did you travel there?

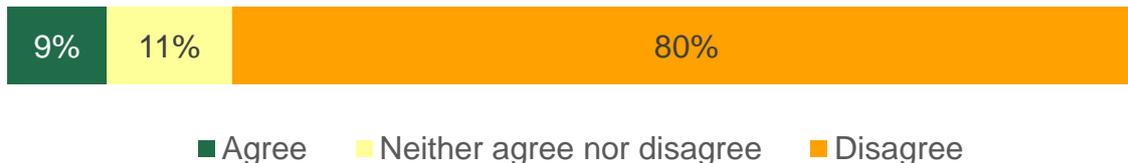


*Number of responses = 3,637*

## Managing council finances

A large proportion of respondents, 80%, disagreed with the approach the council is taking to managing its current financial situation.

How strongly do you agree or disagree with the approach the council is taking to manage its current financial situation?



*No. responses = 3,853*

## Comments about managing council finances

Survey respondents were asked if they had any comments to make about “how the council is managing its current financial situation”.

In total, 3,283 comments made in response to this question have been analysed, and these comments have been grouped into categories and summarised below.

<b>Not managing budgets, wasting money, not spending in right areas</b>	<b>1207</b>
Stop wasting money, stop mismanaging funds, control spending	382
Cuts are in the wrong places, do not cut essential services	286
Stop wasting money on non-essential projects e.g. Poynton Pool, transit traveller site, flowers etc.	187
Already increased Council Tax and introduced garden waste charges	126
Money is wasted on poor repair of potholes	96
We pay for these services in our Council Tax	68
Have better selection and management of contractors, consultants and external suppliers	62
Too much of the council budget is allocated on SEND and social care	21
Cut red tape, bureaucracy, have more transparency	20
The waste collection service is inadequate as it is	19

<b>Suggestions on where to save or generate money</b>	<b>491</b>
Reduce Chief Executive and Director salaries and Councillor expenses	154
Use the (increase) in Council Tax, where is the money going?	76
Cut non-essential roles and benefits	69
Improve staff productivity and performance	48
Adjust opening hours and days across sites and keep all open	41

Look at revenue generation not cost cutting	36
Increase efforts for more Central Government funding	28
Charge to use HWRCs	21
Increase Council Tax, if necessary	13
Share funding with Town and Parish Councils, and adjacent Local Authorities	3
Collect fees from developers	2

<b>Impacts of proposals to close sites</b>	<b>929</b>
This will increase fly tipping, and the costs to clear that up	453
This will impact the environment, create more emissions, and goes against the "Green" agenda	176
Some residents won't be able to travel to HWRCs further away, this is inconvenient	94
There'll be less recycling, more will go in the black bin, the council should be encouraging recycling	86
This will increase congestion	52
This will increase expense for residents e.g. in fuel costs to travel further	35
This will impact other HWRCs, they'll be too busy and unable to cope	25
Macclesfield is too far to travel to	8

<b>Comments related to sites</b>	<b>325</b>
Is unfair to some areas, unfair across the county	78
More HWRCs are needed not fewer, especially with all the housebuilding going on	56
Do not close Poynton HWRC	46
Do not close Middlewich HWRC, it's essential	44
Do not close Alsager HWRC, well used and well run	44
Do not close Bollington HWRC, heavily used	31
Shouldn't have closed Congleton HWRC, Congleton needs a tip	24
Close Bollington HWRC	2

<b>Other suggestions</b>	<b>14</b>
Allow free tipping of garden waste, now there is a green bin charge	3
Do not charge for car parking	2
Do not charge for rubble	2
Wait for the General Election, a new government might help	2
Macclesfield should be separate council	2
Segregate grey bin waste	1
Recycling, packaging issue is a national not council concern	1
Use volunteers	1

<b>Other comments relating to consultation</b>	<b>317</b>
--	------------

Shortsighted, need to adopt more long term and innovative thinking	180
Impossible to answer without knowing the full details, full cost analysis needed	94
You don't listen anyway, pointless survey, try listening	33
Agree with proposals, understand the challenges	10

## Future HWRC provision in Cheshire East

The following 4 options for the future of the HWRC service were presented within the consultation material:

- Option A – HWRC provision to remain as is
- Option B – Close Poynton HWRC
- Option C – Close Bollington HWRC
- Option D – Close Bollington, Middlewich and Poynton HWRCs

20-minute drivetime maps for each option as well as the pros and cons for each option were provided within the consultation material – A copy of the full consultation material can be found in appendix 5 of this report.

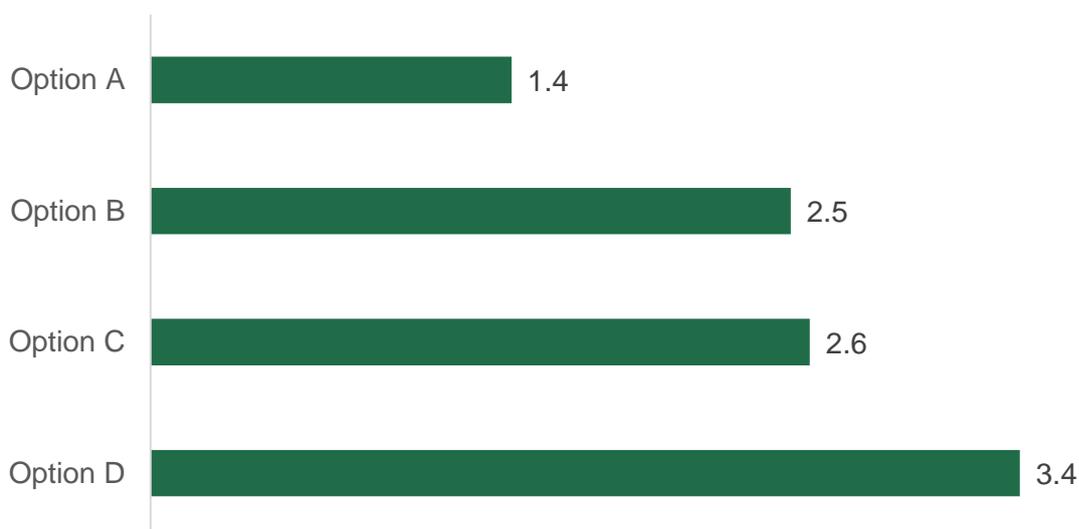
### Preferred option for the future of HWRC provision

The most preferred option of all survey respondents of the four options presented was option A, which had an average rank of 1.4 out of 4, where 1 was the most preferred option and 4 was the least preferred option.

Option D was the least preferred option of the 4 options presented, with an average rank of 3.4 out of 4.

Options B and C had average ranks of 2.5 and 2.6 respectively.

**All respondents: Average ranks for each of the 4 options for the future of HWRC provision in Cheshire East – 1 being the most preferred option, 4 the least preferred option:**



*Number of responses between 2,387 and 3,382*

## Preferred option by different respondent types

Non-users of HWRCs were slightly less likely to prefer Option A as compared to users of HWRCs, with an average rank for option A of 1.7 compared to 1.4.

Crewe HWRC regularly users were also slightly less likely to prefer option A as compared to all respondents, with an average rank for option A of 1.8 compared to 1.4 for all respondents.

Average rank for each option, by different respondent types	Option A	Option B	Option C	Option D	No. responses
All respondents	1.4	2.5	2.6	3.4	2,387 to 3,382

Users of HWRCs	1.4	2.5	2.6	3.4	2,171 to 3,069
Non-users of HWRCs	1.7	2.5	2.4	3.2	216 to 313

Bollington HWRC regular users	1.1	2.1	3.3	3.6	420 to 566
Poynton HWRC regular users	1.1	3.4	2.1	3.6	372 to 527
Middlewich HWRC regular users	1.3	2.2	2.5	3.8	307 to 500
Alsager HWRC regular users	1.4	2.4	2.6	3.2	374 to 562
Knutsford HWRC regular users	1.5	2.5	2.4	3.4	75 to 122
Macclesfield HWRC regular users	1.5	2.3	2.7	3.4	193 to 271
Crewe HWRC regular users	1.8	2.4	2.5	3.1	125 to 163

Live in a place with an at risk HWRC	1.2	2.7	2.6	3.7	657 to 895
Live in a place with a not at risk HWRC	1.6	2.4	2.7	3.1	444 to 589
Live in a place without a HWRC	1.5	2.5	2.5	3.3	714 to 991

## Comments about the options for future HWRC provision

Survey respondents were asked if they had any comments to make about “the options for the future of HWRC provision in Cheshire East”.

In total, 3,162 comments made in response to this question have been analysed, and these comments have been grouped into categories and summarised below.

Against proposals	455
No HWRC should be closed	175
Proposals are shortsighted, needs more thought	124
We pay enough Council Tax, this service should be included	91
You tell us to take green waste to HWRC if we can't afford the green waste charge, now you're taking the HWRC option away	33

It's already a hassle, this is more inconvenience, where are we supposed to go?	25
Makes no sense to close one and open another	7

<b>Cost impacts of closures</b>	<b>76</b>
Closing sites will cost more in fuel	46
What are the costs to close, more cost analysis needed	14
Income from recycling will be lost	9
Costs to incinerate will increase as more waste goes into black bins	7

<b>Environmental impacts of closures</b>	<b>1212</b>
Fly tipping will increase which would be bad for the environment, and will cost more to clear up	553
Environmental impacts: more emissions from longer journeys, this goes against green policy	225
More congestion on roads: more cars at fewer sites will increase congestion around sites	201
There'll be less recycling: more waste will be put into black bins	123
Should be encouraging recycling, sustainability and saving the planet, not taking away option to recycle	73
More congestion at weekends: most people visit the HWRC at the weekends	29
How does this fit with your environmental plans?	8

<b>Journey time comments</b>	<b>262</b>
20 minutes journey time is not accurate: does not take into account traffic, weekends	123
Residents will not travel these distances	105
Currently 5 minutes to HWRC versus an hour: at least 20 minutes each way plus unloading time	16
Middlewich residents will not travel to Macclesfield	13
It's 20 minutes, but we often make multiple visits in one day	5

<b>Site specific comments</b>	<b>315</b>
Bring back Congleton tip, shouldn't have closed, more houses are being built	67
Close Bollington or Poynton but not both	50
Keep Alsager open	34
Keep Poynton open	30
Keep Bollington open	25
Keep Middlewich open	24
No option to just close Middlewich?	23
Middlewich is being left behind	17
What about Disley	14

Move Middlewich to Middlewich ANSA	9
Re-site on Adlington industrial park	8
Close Poynton and Bollington - can go to Macclesfield	5
Unfair on some areas, should be available to all	4
Open new site on Poynton Bypass	2
Close Bollington	2
Close Crewe or Alsager	1

<b>Other impact considerations of closures</b>	<b>107</b>
The sites left open will not be able to cope with the increase in demand	89
Impacts on the disabled and elderly who will struggle or be unable to go further afield	17
Consider the staff impacts of closure	1

<b>Suggestions for current and future provision</b>	<b>223</b>
Rotate opening times of HWRCs, close on days so that all remain open: one open one day, the other not, same staff across both sites	120
Have fewer sites but operated more efficiently e.g. categories of waste	40
Have a mobile service, or dumpsters in supermarket car parks	26
Come to an agreement with Stockport to allow use of Marple, have an agreement with neighbouring councils	19
Sites remaining open would need to open longer if closing some	10
Improve current waste provision, household collections	5
Enforce non-use for non-residents, commercial users	3

<b>Cost saving, funding, charging comments</b>	<b>245</b>
Save money elsewhere, stop wasting money	147
Charge per visit, put a small amount on Council Tax	42
Look at ways to raise funds; recycling, groups etc	39
Stop charging for green bin	13
Put the money saved into libraries	2
Levy house builders	1
Use volunteers	1

<b>Other comments, concerns, and suggestions</b>	<b>159</b>
More and more housing being built which will increase demand further	83
Proposals makes sense, agree to close lowest usage sites if travel to alternative sites is not too far	68
Outsource operations	3
Look at recycling initiatives with schools, charity groups, businesses	3
Wait until the next General Election has finished	1
Do not introduce a booking system	1

<b>Comments related to consultation, and data</b>	<b>108</b>
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Comments related to pre-coded questions: forced to select, skewed results etc	55
Data is out of date, not reflective, comments re tonnage	41
Waste of time consulting, won't listen anyway	6
Not relevant to me	6

## Sub-option for a new HWRC in Congleton

As a potential variation to each of the four options A to D, the council was also considering the viability of a sub-option to replace the current HWRC site at Alsager with a new HWRC site in Congleton.

### General views towards the sub-option

Over half of respondents, 56%, were opposed to the sub-option of replacing the current HWRC site at Alsager with a new HWRC in Congleton. 20% of respondents supported this proposal.

Do you support or oppose the sub-option of replacing the current HWRC site at Alsager with a new HWRC in Congleton?



No. responses = 3,206

### Views towards the sub-option by different types of respondent

99% of Alsager respondents opposed the sub-option proposal of replacing the current HWRC site at Alsager with a new HWRC in Congleton, while 88% of Congleton respondents supported this sub-option proposal.

Do you support or oppose the sub-option of replacing the current HWRC site at Alsager with a new HWRC in Congleton?	% support	% neither support nor oppose	% oppose	No. responses
All respondents	20%	23%	56%	3,206
Alsager	0%	1%	99%	297
Congleton	88%	4%	8%	214

### Comments about the sub-option

Survey respondents were asked if they had any comments to make about “the sub-option of replacing the current HWRC site at Alsager with a new HWRC in Congleton”.

In total, 1,888 comments made in response to this question have been analysed, and these comments have been grouped into categories and summarised below.

<b>Comments on expenditure and wasting money</b>	<b>765</b>
This will cost too much, the council hasn't got the money to do this, this will increase debt	386
Why? This is non-sensical; closing one site to build another	257
Focus on current provision instead	78
Spend money on more important things	20
Save money elsewhere	14
Why would this need extra funding, what about the income you have from Council Tax and bin charges?	10

<b>Comments on specific sites</b>	<b>490</b>
Alsager is a busy site, the town has 14,000 people. The HWRC at Alsager is convenient for its residents, do not close Alsager HWRC	168
Reopen Congleton HWRC, Congleton needs a HWRC, the population of the town is increasing	103
Why did you close Congleton HWRC?	50
Keep all sites open	43
Congleton again? Other areas should not lose out, all areas should be treated equally	36
This sub-option does not help Poynton	25
Congleton residents can use Macclesfield HWRC	16
This sub-option does not help Bollington	14
This sub-option does not help Disley	8
Keep Middlewich HWRC open	8
Alsager residents can use Crewe HWRC	8
Keep Poynton HWRC open	4
This sub-option does not help North Macclesfield	2
This sub-option does not help Wilmslow	2
This sub-option does not help Tytherington	1
This sub-option does not help Alderley Edge	1
This sub-option does not help Middlewich	1

<b>Concerns about proposals</b>	<b>150</b>
Closing sites will increase fly-tipping	98
Any new HWRC in Congleton would need be on the right site	15
It will add pressure to other sites if Congleton HWRC is not open in time	13
There isn't enough land in Congleton for a HWRC, no suitable site	10
There'll be opposition to this from house owners	7
This impacts those on low income, having to travel further	5
Don't believe this will happen – the council will Alsager HWRC and won't open a new Congleton HWRC	2

<b>Environmental, travel, and traffic comments</b>	<b>254</b>
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Travel distance too far away, people will not travel these distances	108
More and further journeys will impact the environment, pollution etc	56
This would increase traffic congestion, the roads are busy enough	39
Road access to Congleton is already busy	34
Timings are optimistic	12
Building a new site adds to the carbon footprint	4
Consider the impact on pedestrians and cyclists	1

<b>Suggestions and considerations</b>	<b>56</b>
Should have sites at both Congleton and Alsager	29
Make Alsager HWRC bigger	4
Have recycle sections, charge a fee for taking items	4
Make Macclesfield HWRC bigger	3
Levy house builders to fund proposals	3
Reduce opening hours rather than close sites	2
Provide a mobile service for those affected by closures, or make more provision in towns	2
Look at options for 'waste to energy', or more sustainable waste management	2
Educate residents on the importance of recycling	2
Consider additional revenue streams from waste	1
Consider a site combining Crewe, Alsager and other closer HWRCs	1
Come to agreement with neighbouring councils to use their sites	1
Poynton and Bollington HWRCs could be closed if Congleton HWRC is opened	1
Do not build on new land, only brownfield	1

<b>Comments on data and information provided</b>	<b>61</b>
The full costs and impacts should be known before decisions made, not enough information has been provided in the consultation, no cost benefit analysis. Careful consideration of this information is needed to be able to make a decision.	52
Are the cost estimates accurate?	9

<b>Other comments</b>	<b>112</b>
Doesn't impact me	86
In support of the sub-option	18
Comments on question design, biased	5
A new HWRC at Congleton would reduce traffic at Macclesfield	1
Dislike large scale HWRCs	1
What happened to the waste recycling project?	1

## Other ways of funding the HWRC Service

Survey respondents were asked if they had “any suggestions for how Household Waste Recycling Centres in Cheshire East could be funded, to retain the current or a different level of service provision to that proposed within the options set out”.

In total, 2,144 comments made in response to this question have been analysed, and these comments have been grouped into categories and summarised below.

<b>Comments on expenditure</b>	<b>638</b>
Stop wasting money, spend money (Council Tax) more carefully	217
Reduce Chief Executive and Director salaries, Councillor expenses, needless roles	185
Stop wasting money on pointless projects (e.g. Poynton Pool, transport festival)	125
Review budgets in other departments, make savings more evenly and more fairly spread (e.g. review social services budgets)	53
Stop using sub-par contractors, expensive and poor quality work, less expensive out-sourcing	36
Spread funds equally across towns	22

<b>Suggestions for revenue generation</b>	<b>683</b>
Charge per visit to HWRCs. Set a number of free visits per household, then charge for those who visit more	244
Have a HWRC shop, sell re-usable items	142
Increase Council Tax to fund HWRCs	82
Pressure central government for funding, demand a refund for HS2	42
Charge for commercial waste	33
Use green waste charge to fund HWRCs	33
Wood, green waste - convert to biomass, compost and sell on	31
Sponsorship, community events to raise money, crowd funding	23
Charge to dispose of certain items, bulkier items	23
Apply a levy to builders, new home developers, increase business taxes	16
Use fine money, implement fines for speeding, illegal parking, fly tipping, charge for parking	14

<b>Existing waste provision comments</b>	<b>320</b>
Rotate opening days, reduce hours across HWRCs and keep all open	215
Increase range of items domestic bins take, more to be taken from home	38
Ensure only residents use sites, we're not paying for non-residents to use, charge non-residents	19
Stop charging for green waste	18
Improve efficiencies at current HWRCs, including staff working more efficiently, not standing around	16
Stop staff selling items for their own pocket	8

Reduce frequency of black bin collections, every 2 to 3 weeks	4
Ensure only paid for green bins are collected	2

<b>Specific waste centre comments</b>	<b>43</b>
Congleton needs a site	10
Place Middlewich at ANSA site, share labour costs	10
Keep Poynton open	6
Middlewich needs access improvement	4
Close Alsager	2
Keep Middlewich open	2
Close Poynton, keep Bollington open	2
Open at Adlington	1
Keep Crewe open	1
Close Bollington and Middlewich	1
Keep Alsager open	1
Close Crewe	1
New site between Poynton and Bollington	1
Do not spend money on a new site at Congleton	1

<b>Councils, Town, and Parish comments</b>	<b>37</b>
Have an agreement to use neighbouring Local Authority sites	20
Devolve ownership of the site to Bollington Town Council	9
Reinstate Cheshire County Council, get rid of East and West Councils	4
Hand ownership over to Town and Parish Councils	2
Move Poynton to Stockport Council	1
Do not give ownership over to Town and Parish Councils	1

<b>Other suggestions</b>	<b>188</b>
Recycle, upcycle, repurpose items instead of sending to landfill	69
Have smaller more accessible HWRCs, not super centres, make it easier and more efficient for residents to dispose of rubbish, have skips around towns	43
Encourage lose or use, educate on importance of recycling	24
Look at how other countries do it e.g. France, Germany	16
Get third party tenders for the ownership and running of HWRC sites	16
Learn best practice from other (successful councils)	9
Use volunteers	7
Look at circular economy models	4

<b>Concerns about HWRC closures</b>	<b>119</b>
Closing sites will result in fly-tipping, keep HWRCs open to prevent fly-tipping	90
Closing sites will increase traffic and traffic pollution	19

Closing sites will discourage recycling, people will not travel	10
<b>Other comments</b>	<b>116</b>
Full cost analysis needed, cannot make decisions without knowing full implications	57
That's your job to work it out	25
More long-term thinking needed, this is too shortsighted	15
Change of national government	11
Manufacturers and supermarkets need to make packaging changes	5
Ask the residents closer the centres	3

## 20-minute drive times

The Waste & Resources Action Programme (WRAP) provides national guidelines for Local Authority management of HWRCs, and these guidelines suggest that the maximum driving times to a HWRC for the great majority of residents should be 20 minutes in urban areas, and 30 minutes in rural areas.

Respondents were asked a number of questions about 20-minute drive times.

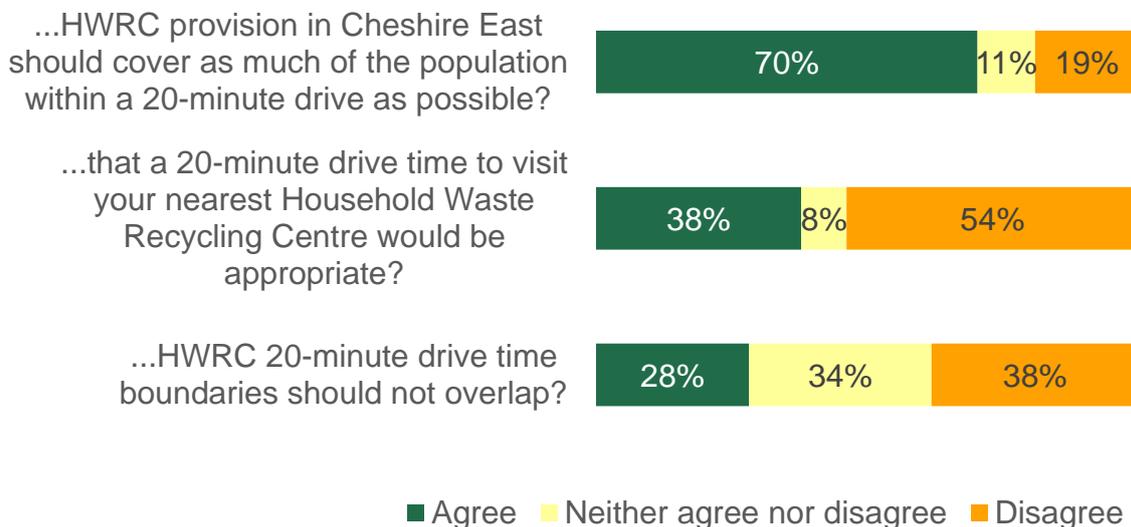
### Overall views on 20-minute drive times

A large proportion of respondents, 70%, agreed that HWRC provision in Cheshire East should cover as much of the population within a 20-minute drive time as possible.

There was general disagreement that a 20-minute drive time to visit a HWRC is appropriate – 38% agreed that it was, while 54% disagreed.

Opinion was more split on whether HWRC 20-minute drive time boundaries should overlap or not – 28% felt they should not overlap, 38% felt they should overlap, while 34% were unsure.

How strongly do you agree or disagree...



*No. responses between 3,144 and 3,498*

## 20-minute drives times by different types of respondent

The level of agreement on whether a 20-minute drive time to a HWRC would be appropriate changed depending on the type of respondent e.g.:

- 53% of those living in a place without a HWRC agreed a 20-minute drive time is appropriate (38% disagreed)
- 22% of those living in a place with an at risk HWRC agreed a 20-minute drive time is appropriate (71% disagreed)

How strongly do you agree or disagree that a 20-minute drive time to visit your nearest Household Waste Recycling Centre would be appropriate?	Agree	Neither agree nor disagree	Disagree	Valid responses
All respondents	38%	8%	54%	3,498

Live in a place with an AT RISK HWRC	22%	7%	71%	924
Live in a place with a not at risk HWRC	38%	9%	53%	659
Live in a place without a HWRC	53%	9%	38%	1,094

## Impact of 20-minute drive times on visitor numbers

62% of respondents would visit a HWRC less often that they do now if their nearest one was a 20-minute drive away.

If your nearest Household Waste Recycling Centre was a 20-minute drive away, would you visit it...



- ...more often that you do now
- ...as often you do now
- ...less often than you do now

*No. responses = 3,332*

## Comments about 20-minute drive times

Survey respondents were asked if they had any comments to make about “20-minute drive times to Household Waste Recycling Centres”.

In total, 2,847 comments made in response to this question have been analysed, and these comments have been grouped into categories and summarised below.

<b>Objections to the 20-minute drive time</b>	<b>1,034</b>
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I wouldn't drive 20 minutes, 20 minutes is too long to drive, this would deter me from visiting	287
The 20-minute drive times are inaccurate, it takes longer than that in traffic	238
20 minutes is only one way, it would be 40 minutes there and back, plus time spent at the tip	216
20 minutes does not account for traffic conditions	196
Currently it only takes me 5 minutes, I can walk to my local tip	51
I often make multiple trips, 20 minutes for multiple trips is too long	33
20 minutes is too long with a car / trailer load of garden or household waste	13

<b>Environmental consequences of 20-minute drive time</b>	<b>1,133</b>
This would impact the environment with more emissions and pollution, I thought you were trying to be green	373
There'll be more fly-tipping	332
This would cost people more money in fuel	147
People will simply dump waste in black bins, into domestic waste	129
This would increase congestion on the roads	126
Increased traffic would worsen road conditions, potholes and damage to car	26

<b>Impact on other centres</b>	<b>147</b>
Access to alternative sites would worsen, there would be queues and congestion if some were closed	109
Macclesfield waste centre would be severely congested, it is already bad	27
The junction at Macclesfield waste centre is already dangerous	11

<b>Impact on specific users</b>	<b>145</b>
What about those without a car	85
What about the elderly and disabled who can't drive those distances	30
Some people just don't have the means to travel this far	30

<b>Use of existing centres</b>	<b>13</b>
Come to an arrangement with Stockport, Cheshire West, neighbouring sites to use their sites	7
Middlewich has closer HWRCs in neighbouring Local Authorities but aren't allowed to use them	6

<b>Suggestions for existing and future provision</b>	<b>106</b>
Each town needs a HWRC, distribution needs to be fair, there are large populations in some towns and all need one	69
Improve current provision: take more waste types in household service, provide kerbside collection service, or provide more recycling points around town	13

The sites must be efficient to use (if you're travelling over 20 minutes to get there): ease of use, ability to separate waste, clear directions on-site, state of the art, accept all types of waste	12
Charge people to use the HWRC instead, and keep all tips, charge for specific waste	6
Ensure non-CEC residents do not use	3
Stop charging for green bins	2
Keep all open and rotate days, reduce opening hours	1

<b>Neutral and in-favour comments</b>	<b>113</b>
Ok with 20-minute drive times	51
It definitely shouldn't be more than 20 minutes	34
Already have one up to 20 minutes away	22
The benefits must outweigh the negatives	5
Not relevant to me	1

<b>Other disagreement comments</b>	<b>100</b>
General disagree	34
This is shortsighted	24
We pay for this service	21
Save money elsewhere, cut non-frontline services instead	12
The distance is irrelevant, it doesn't change how much rubbish I have	7
Centres are (or could be) a source of revenue, they shouldn't close	2

<b>Other Comments</b>	<b>17</b>
Unique statements about personal circumstances	6
We'll have no choice but to make the journey	5
What about Wilmslow	2
What about Poynton	2
Move Audlem to Shropshire	1
Not relevant to me	1

<b>Comments about consultation and questions</b>	<b>39</b>
Comments re question design; incomplete question, misses the point, poorly structured, biased, leading	33
Overlap shouldn't be given too much weight	4
The council won't listen and will do what you anyway	2

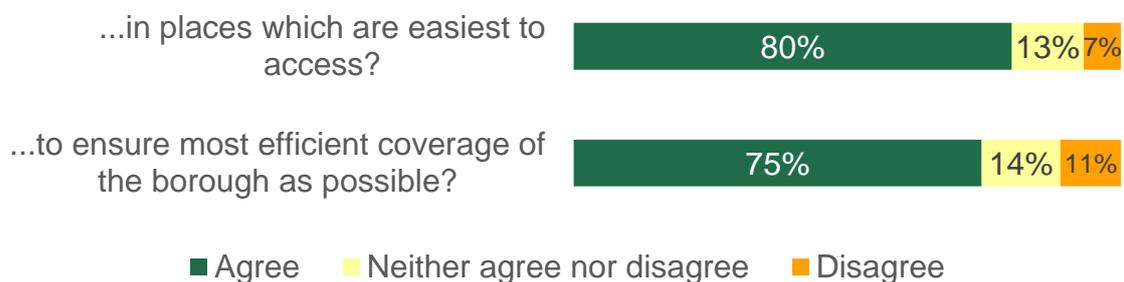
## Efficient HWRC provision

### Location of HWRCs

Large proportions of respondents agreed that HWRCs should be located:

- In places which are easiest to access (80% agree)
- To ensure the most efficient coverage of the borough as possible (75% agree)

How strongly do you agree or disagree that HWRCs should be located...



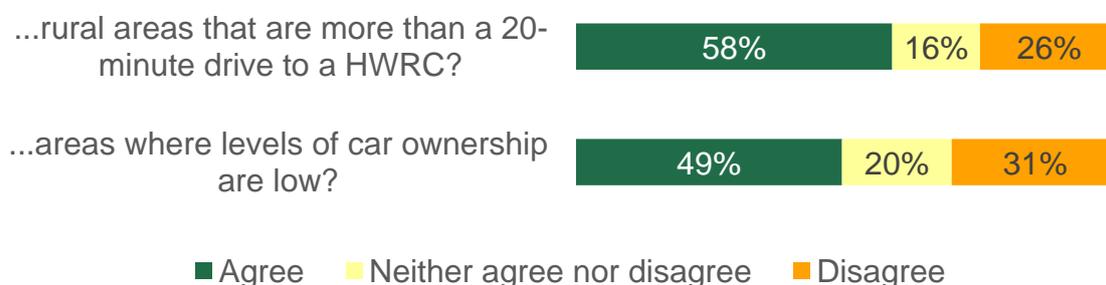
*No. responses between 3,286 and 3,307*

### Mobile HWRCs

There was general agreement that the council should provide mobile HWRCs in rural areas that are more than a 20-minute drive to a HWRC (58% agree, 26% disagree).

However, opinion was more split on whether the council should provide mobile HWRCs in areas where levels of car ownership are low (49% agree, 31% disagree).

How strongly do you agree or disagree Cheshire East Council should provide mobile HWRCs in...



*No. responses between 3,262 and 3,275*

## Comments about efficient HWRC provision

Survey respondents were asked if they had any comments to make about “efficient HWRC provision in Cheshire East”.

In total, 1,381 comments made in response to this question have been analysed, and these comments have been grouped into categories and summarised below.

<b>Against mobile provision</b>	<b>321</b>
Keep tips open, save money elsewhere, we pay for this service, everyone is entitled to proper HWRC provision	146
Disagree with this proposal, it's ridiculous, efficient for who?	109
Waste of money	50
No need for mobile units if existing HWRCs were retained	9
There should be more HWRCs, not fewer	7

<b>Impact of and concerns about mobile provision</b>	<b>553</b>
Mobile HWRCs would cost more money, be expensive to run, and incur contractor costs	104
Mobile HWRCs would become full too quickly, messy, full of bulky waste, like a fly-tip	97
Mobile HWRCs would have to be at times convenient to people, those that work, people are unable to store waste until next collection	96
Mobile HWRCs wouldn't work, they are inefficient	75
There are too many things to consider re. mobile HWRC proposals, this needs a lot more thought	47
Mobile HWRCs – What type of waste will they collect? They must allow all types of waste	37
Mobile HWRCs – There are no suitable sites e.g. the car park at Poynton is too small	26
There could or would be environmental impacts of mobile HWRC provision – Cars visiting, queuing, and the trucks carbon emissions	24
Mobile HWRCs – The trucks would fill up too quickly then leave rest of waste at sites	20
Mobile HWRCs will not encourage recycling	13
Seems like a step towards charging for the service or eventually cutting the scheme	10
Introducing car parking charges, will cost people to park	4

<b>Suggestions for mobile HWRC provision</b>	<b>82</b>
Mobile HWRCs should be in addition to, not instead of	48
Mobile HWRCs would need to be doorstep / street collections, and bookable	15
Mobile HWRCs should be for all areas, not just rural or no car	10
Mobile HWRCs would need to be well publicised	4
Contract this service out to professionals	3
Mobile HWRC provision should be a paid for service	2

<b>Comments about existing waste provision</b>	<b>127</b>
Improve existing HWRC provision: bigger, more efficient, collect more waste types	25
Keep Poynton open	18
Improve current bin services, types of waste collected, frequency	16
Congleton needs a tip, better provision, or drive around service	12
Keep Bollington open	11
Middlewich is the poor relation in Cheshire East	8
Come to agreement with neighbouring councils	7
Closing tips will result in more fly-tipping	7
Keep Alsager open	6
Revert back to free garden waste	5
Prefer reduction in opening hours over mobile units	4
Congleton / Danes Moss / Wilmslow already closed	3
Open site at Arlington Business Park	2
Have a HWRC shop, re-use, recycle, repair facility	2
Close Bollington HWRC	1

<b>Other comments and questions about mobile provision</b>	<b>106</b>
If people have no car how can waste be taken to mobile HWRCs anyway?	68
20-minute drive times are inaccurate, traffic will increase the time, some are more than 20 minutes away	17
Mobile HWRC provision needs to consider the disabled, elderly and immobile	10
Dispute low ownership of cars: incorrect, low impact	9
Mobile service is just refuse collection as is / was	2

<b>Other comments</b>	<b>112</b>
People choose where they live, they know they have to drive further for amenities	32
Question loaded, biased, will skew the results, already decided what you will do, pointless question	28
Not enough information, need more information about this	22
Recycling should be encouraged, promoted	18
Happy with the service / provision	5
Closing HWRCs will result in more fly-tipping	3
Increase Council Tax to retain existing HWRC provision	1
Promote private hire skip firms	1
Enter into Public - Private Partnerships to share costs and benefits of waste provision and recycling	1
Monitor and measure usage and feedback of use	1

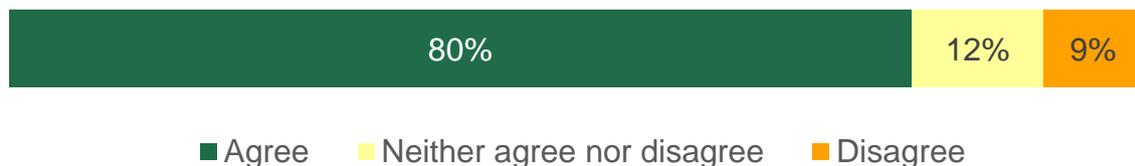
<b>Comments in favour of mobile HWRC provision</b>	<b>80</b>
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Good idea	55
This will help reduce fly tipping	16
Good for those in rural areas	5
Good, as long as it's free	3
Would be good for environment, take extra cars off the road	1

## Re-use of goods

A large proportion of respondents, 80%, agreed the council should increase provision of the re-use of goods.

How strongly do you agree or disagree the council should increase provision to encourage waste prevention and re-use of goods?



*No. responses = 3,397*

## Comments about increasing provision of re-use of goods

Survey respondents were asked if they had any comments to make about “the council increasing provision to encourage waste prevention and of the re-use of goods”.

In total, 1,285 comments made in response to this question have been analysed, and these comments have been grouped into categories and summarised below.

<b>Suggestions for recycling, re-use and repair</b>	<b>240</b>
Improve existing facilities to recycle, including through kerbside collections	80
Have a HWRC shop, re-use and recycle section for people to buy items, so the council can make a profit	53
Have a better / dedicated re-use and recycle section at HWRCs	53
Provide a repair facility, support repair cafes, Men in Sheds	36
Exchange waste for coupons and coupons for compost	5
Fund / work with refill shops	5
Reduce household bin sizes	3
Keep it simple	2
Reinstate paid for provision of kitchen and green waste bins	1
Use plastic waste in road tarmac	1
Charge for HWRC use	1
<b>Promoting the scheme, work with others</b>	<b>171</b>
Promote this more, educate, be a bigger voice, didn't know this existed	108
Promote Facebook pages, promote recycle sites more	17
Encourage schools to re-use, recycle and compost	14

Provide incentives, deposit schemes, get supermarkets involved, have package retrieval schemes	12
Work with charities	11
Encourage businesses to re-use and recycle	9

<b>Concerns about the proposals</b>	<b>564</b>
This will be a waste of money, use the money on services we pay for, use the money on waste services	155
Charging for garden waste is counter to this, discourages this behaviour, stop charging for green waste	86
Cutting back on waste provision does not encourage recycling, more goes into the black bin	74
How does this save money? How does this help?	67
How does this reduce the use of HWRCs? Rubbish is rubbish, rubbish is not re-useable / recyclable	48
People aren't interested, easier to replace than repair, we live in a disposable society	45
This is an excuse to cut service / close HWRCs; do not close HWRCs, this shouldn't come at the expense of HWRC provision	35
Cutting back on waste / HWRC services will increase fly tipping	26
We don't want to or are unable to compost, that is not suitable for everyone	16
This should not be an extra charge	10
Closing sites means further travel, more pollution	2

<b>References to existing recycling efforts</b>	<b>131</b>
We do this anyway (regardless of CEC), there are active re-use and recycle sites in use	105
Bollington is a good example, both the tip and Bollington Borrowers	15
St Martins do it, St Martin's is a great example	4
Follow best practice, look at other (successful) councils, countries	4
We have a scrap collection service	2
Already in place at our HWRC	1

<b>Other comments and suggestions</b>	<b>173</b>
This needs to be global, from the top down, government backed - manufacturers need to cut down on waste	87
Of course we agree this, absolutely	73
Are you doing this within the council and schools, practising what you preach?	11
Charge for HWRC use	1
Have more punitive fines for fly tippers	1

<b>Comments related to the questions</b>	<b>6</b>
Not sure what is being asked, the question is vague	5
Comments about questions in survey, a decision has already been made	1

## Visiting HWRCs

Low proportions of respondents stated they would visit their local HWRC:

- As a pedestrian (15%)
- On a bicycle (9%)
- On a mobility scooter (6%)

Generally speaking, if pedestrian, cycle and mobility scooter access to your local HWRC was allowed, do you think you would visit it...



*No. responses between 2,858 and 2,961*

## Comments about alternative access to HWRCs

Survey respondents were asked if they had any comments to make about “pedestrian, cycle and mobility scooter access to HWRCs”.

In total, 1,467 comments made in response to this question have been analysed, and these comments have been grouped into categories and summarised below.

<b>Reasons for objection to proposal</b>	<b>1,148</b>
Carrying bulky waste, large items and large volumes of waste is impossible by any of these methods	521
Silly question, ridiculous, impractical	213
Unsafe on site and while travelling to the HWRC sites, dangerous	165
If it's small enough to carry it would just go in the black bin	126
Couldn't travel the distance to my nearest HWRC by any of those methods	118
I have no choice but to use my car	5
<b>In favour comments</b>	<b>148</b>
Good idea, for those that need it, access for all	113

Could or should have a special area for those users, away from the main bins, to ensure safety	15
This would be useful in urban areas	8
This would encourage people to walk or cycle	8
This would be good for the boating community	4

<b>Alternative suggestions</b>	<b>37</b>
Those items could be collected via a mobile service	20
Need small skips in towns for these sorts of situations and items	11
Encourage neighbourly help for limited mobility and elderly residents	4
Trial it	1
Charge per visit to recoup costs	1

<b>Other comments</b>	<b>134</b>
Waste of money	90
Would depend on what was being disposed if	17
Some sites already allow this, have this facility	9
Seems hypocritical – Reduce carbon emissions but have people travel further	7
Didn't know you couldn't	6
Do not close tips	4
Shouldn't increase costs	1

## HWRC booking systems

### General sentiment towards a HWRC booking system

A large proportion of respondents, 73%, disagreed that a booking system should be introduced at Cheshire East HWRCs. 14% of respondents agreed one should be introduced.

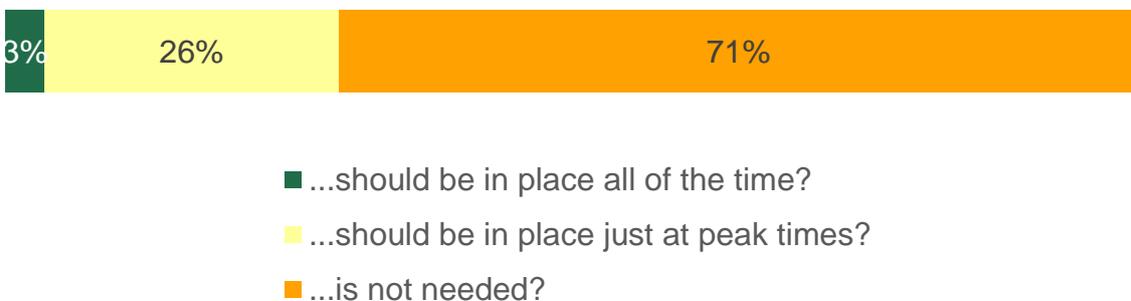
How strongly do you agree or disagree a booking system should be introduced at Cheshire East HWRCs?



No. responses = 3,369

71% of respondents felt a booking system is not needed, 26% felt a booking system should be in place just at peak times, while just 3% of respondents felt a booking system should be in place all of the time.

Do you think any booking system...



No. responses = 3,375

### Comments about HWRC booking systems

Survey respondents were asked if they had any comments to make about “HWRC booking systems”.

In total, 1,643 comments made in response to this question have been analysed, and these comments have been grouped into categories and summarised below.

**Reasons for objection to booking system**

**1,034**

The costs will outweigh the benefits, there'll be admin costs to run, setting up the system and the manpower to run it	215
There's no need for one, it's not busy enough	207
Stop complicating things, creating extra bureaucracy and barriers to services	155
Waste of money, ridiculous	154
Prefer to go without planning and have spontaneous trips. I don't plan when I go to the HWRC	143
Prefer not, prefer as is, don't mind queuing	65
We know when it's busy and when it's quiet, we go accordingly	59
If there's a need to book then make the sites bigger, if there's that much demand	30
This wasn't successful during covid, nor is it successful elsewhere	6

<b>Concerns about impacts of booking system</b>	<b>390</b>
This could lead to fly tipping if people can't get a suitable slot	105
Not everyone has access to technology or knows how to use	68
People wouldn't be able to stick to a specific time if there are traffic issues	53
This would discourage recycling, with more waste being put into black bins if people can't get a slot	30
This could lead to HWRC closure if it deters use	24
What happens to those who don't know or forgot to book?	24
Wasted slots if people don't turn up	21
How would it be enforced? It would be difficult to police	20
There might not be a slot when I need it, enough slots available	16
Could be traffic issues turning those away who haven't booked	10
Would increase traffic congestion in other areas	8
What happens when the system goes down	7
Seems like a way to introduce charges	4

<b>Suggestions if booking system implemented</b>	<b>71</b>
Would need to be user-friendly	13
Would need to be enforced, proof of residential address	10
Have a live online system so we can check how busy it is before setting off	10
This would be ok for commercial waste and specific types of waste	8
As long as can still go spur of moment when needed	7
Could charge at same time as booking	6
As long as you can book at short notice, not weeks in advance	5
Would need telephone booking system too	4
Use automatic number plate recognition (ANPR)	4
Ensure it is well publicised, with full details explained	4

<b>In favour comments</b>	<b>122</b>
Good idea at peak times	36
Good idea, could work	35

If sites are closing then it would be needed at those that remain	29
This works well in other parts of country	12
Good idea if it keeps HWRCs open	10

<b>Other comments</b>	<b>26</b>
Depends on cost Vs benefit	8
Need more info, wait times, data etc.	8
Trial it	7
Not if it's on top of proposed closures	3

## Later opening during summer months

### General sentiment towards later opening hours

If opening hours at HWRC's were extended during the week, 63% of respondents stated that this would make them more likely to visit after 5pm, rather than visiting at peak times.

37% of respondents said extending the opening hours during the week would not make any difference to when they visited.

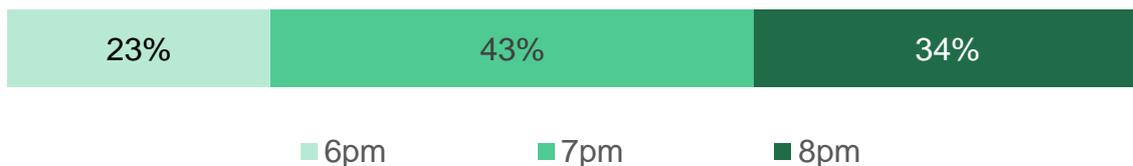
If opening hours at HWRCs were extended during the week, how much more likely would you be to visit after 5pm, than at peak times?



*No. responses = 3,202*

If opening hours of HWRC's were extended until after 5pm, 23% of respondents felt opening until 6pm would be reasonable, 43% felt opening until 7pm would be reasonable, while 34% felt opening until 8pm would be reasonable.

If your local HWRC opening hours were extended until after 5pm, what do you think would be a reasonable time to extend it to?



*No. responses = 2,924*

### Comments about HWRC opening hours

Survey respondents were asked if they had any comments to make about "HWRC opening hours".

In total, 926 comments made in response to this question have been analysed, and these comments have been grouped into categories and summarised below.

In favour comments	311
This would be good for those who work during the week	168

Good idea / this is needed	84
Good idea, this will reduce congestion and spread the load of visitors	39
This will be essential if closing some sites	18
Good idea now the council is charging for green bins	2

<b>Suggestions on opening times</b>	<b>189</b>
Shift hours – Have the same but open later in the morning and close later in the evening	45
Open longer in summer when it's light	38
A good idea for 1 or 2 late nights per week, but not every night	32
Keep sites and reduce hours	27
Condense days e.g. close on Mondays	24
Reduce the number of days sites are open, but open for longer when they are open	11
Open earlier too	4
Open longer at peak times e.g. weekends	4
Needed in winter too, have floodlights	4

<b>Other suggestions</b>	<b>66</b>
As is, but a rota for each site	11
Review usage regularly and adjust hours in response	8
Do this in combination with a booking system	3
Needs to be well publicised	3
Keep HWRCs and extend opening hours	1
Charge for use of HWRCs	1
Should only be available for domestic users	1

<b>Against proposal comments</b>	<b>220</b>
No need, the hours are fine as they are	82
It costs more money to open longer?	65
Do not close any HWRCs	36
This is contradictory – Close sites to save money, then open longer which costs money. Which is it?	18
This will impact after work traffic, cause more congestion and disturb nearby residents	15
This seems to lean towards reduction in recycling provision overall	4

<b>Other comments</b>	<b>140</b>
Of no benefit to me, no impact on me	67
Will not use after work, demand is at weekends, people clear out at weekends	29
Should look at usage data, footfall, across all sites	18
It's the distance that's the issue	12
You already cut the hours before	6

Comments about survey – Quality of the questions and the point of them	4
Just make sites more efficient to use, no need to extend hours	2
If HWRCs close people will just put waste in black bins	1
This is ok, as long as staff are not impacted negatively	1

# Conclusions

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## Consultation response

It is positive to see the significant response to the consultation, with 4,124 responses in total.

However, it is noted this response is significantly lower than the response achieved in 2021 when the council last conducted a similar [Household Waste Recycling Centre Consultation](#) – In 2021 a total of 10,208 consultation responses were received, even though consultation methodologies used both years were similar.

This lower response in 2024 may represent a level of “consultation fatigue” among Cheshire East stakeholders, with the council having conducted such similar consultations so close together.

## Strong opposition to proposals

It is clear that respondents disagree with the council’s current approach to managing its financial situation, particularly in regard to potentially closing HWRCs. As with other recent council consultations, respondents often see cuts to front-line services as an absolute last resort and will strongly oppose them as far as they can.

It is no surprise that the most preferred option of the 4 presented in the consultation was for “Option A – HWRC provision to remain as it is”. This is a similar result to a similar question asked in 2021 and is unlikely to change substantially in future. There is little benefit in including a “remain as is” option in consultations if that is not a viable option.

It is clear that respondents across the board, including non-users of HWRCs, want HWRCs to remain open.

## Waste strategy contradictions

Respondents pointed out the contradiction between the council’s aim of being “Green” and the council’s waste strategy, which potentially makes recycling more difficult, more expensive, and increases car use. These are mixed messages for residents.

The sub-option for a new HWRC in Congleton was also generally opposed – Spending significant sums on a new HWRC, while at the same time making savings by closing other sites, is a difficult proposition for respondents to make sense of.

## **Alternative service delivery ideas to be explored**

Given respondents see cuts to front-line services as an absolute last resort, they listed a significant number of alternative service delivery ideas which should be thoroughly explored, to ensure HWRCs remain open as far as possible.

## **20-minute drive times may have long-term consequences**

It is clear too that 20-minute drive times are seen as inappropriate by many, and that reducing the number of HWRCs in the borough may significantly reduce the number of people who recycle their waste at HWRCs.

It remains to be seen whether the long-term costs of addressing issues that arise from HWRC closures would outweigh the savings made in the medium-term.

## **Mobile HWRC provision and other service proposals**

Mobile HWRC provision could perhaps mitigate against closures of larger HWRC sites, however, there is resistance towards their use which would need to be addressed and trialled before they would become an acceptable alternative to permanent sites. Other proposals such as reuse of goods and later opening hours during summer months were welcomed.

The implementation of a booking system however, was fairly strongly opposed, and the level of interest for visiting HWRCs as pedestrians or on bicycles or mobility scooters was limited.

In all these cases respondents pointed out that they would much prefer provision to remain as it is, rather than for the council to spend money on optional extras.

## Appendix 1 – Email responses

In total 58 emails were received in response to the consultation, including 9 email responses received on behalf of organisations or MPs which have been published below.

The comments made in these emails are summarised in the table below.

Summary of content	No. of comments
Concern about the impact of proposals on the levels of fly tipping in the borough. Instead of spending £270,000 to dispose of fly tipping, spend that to keep HWRCs open instead. Increased fly-tipping could burden communities with additional clean-up requirements.	34
Concern proposals are not environmentally friendly. People will have to travel further. Thousands of extra car journeys will be added to local travel, wearing tyres and roads out, and increasing fuel and running costs. There will be increased congestion around remaining sites. There will also be an increase in the amount of waste deposited in household bins, which will go against the council's recycling policy, and which will increase CO2 emissions and air pollution. If Cheshire East Council holds any values around green issues, how does it reconcile with the fact that Options B, C and D are contrary to Cheshire East's "Green" policy priority. An increase in congestion around remaining sites.	22
Opposition to the closure of Alsager HWRC and replacement with a HWRC in Congleton. Includes a lengthy response from Alsager Town Council.	17
Opposition to the closure of Poynton HWRC. This will result in a loss of service to users of the Poynton site, including residents of Disley, Adlington and the eastern part of Wilmslow and Handforth. The closure of Poynton HWRC is estimated to impact around 25,000 residents. Includes a lengthy response from Poynton Town Council.	11
General opposition to any HWRC closures. Opposition based on environmental, employment, service quality and financial implications.	7
Opposition to the closure of Bollington HWRC.	7
Opposition to the closure of Middlewich HWRC.	5
Suggestions to charge users to access sites or to reduce opening hours rather than closing HWRCs. Cheshire East Council should consider the part time operation of sites (specifically Bollington and Poynton), for example on a 3 day/4 day pattern with a rotating Saturday or possibly midweek day split across both sites, to provide 7 day coverage for residents in the most affected areas. This would continue to provide some service to our residents albeit at a lower level than currently.	5
Criticisms of the consultation – 2022 data has been used instead of 2023 data; the survey questions asking people how they travelled to	4

<p>their HWRC is irrelevant as people cannot travel on foot or by bike to Cheshire East HWRCs; The drive time maps are too poor quality to be useful, and no additional information has been provided about how these maps were created. Financial data is missing from the consultation material. Request that Cheshire East Council is transparent and open, and that further financial information and data which has been requested by Town and Parish Councils is provided. There is a lack of transparency regarding the financial aspects of the proposed changes. Detailed costings and a thorough explanation of the budget implications are imperative for respondents to give informed responses. There was also criticism that the consultation replicated <a href="#">a similar council HWRC Consultation</a> conducted in 2021.</p>	
<p>Supports the building of a new HWRC in Congleton. Believes that the £6-£8 million figure quoted in the consultation material for the development of a new site at Congleton is misleading. Includes a lengthy response from Congleton Town Council.</p>	3
<p>This proposal will not save the council money, it will cost more to fix the problems it creates. Savings proposals are a false economy – Money will need to be spent elsewhere to cover the impact of HWRC closures e.g. to pay for increased fly tipping, environmental costs, costs of disposing of extra waste at other sites.</p>	3
<p>Opposes the proposal around mobile HWRCs.</p>	3
<p>Black bin / Green bin collection comment.</p>	2
<p>Suggests in the event of the closure of the local HWRC an arrangement is made with neighbouring councils for residents to use their HWRCs. E.g. Disley residents to use Marple HWRC, and Middlewich residents to use Winsford HWRC.</p>	2
<p>Supports the proposal around re-use of goods. Encourage people to make better use of what they have to hand. Recycle on a micro level.</p>	2
<p>Central government guidelines state that closure of recycling sites in order to save money should only be done as a 'last resort'.</p>	1
<p>Council Tax does not represent good value for money – The tax is going up, while services are being reduced.</p>	1
<p>Finds pedestrian, cycle and mobility scooter access to HWRCs absurd.</p>	1
<p>Suggests protesting national government more vigorously for a response on funding.</p>	1
<p>Supports the proposal around mobile HWRCs.</p>	1
<p>Urges Cheshire East Council to reconsider these proposals of a new HWRC at Congleton, and to ensure that Sandbach Town has adequate recycling facilities. Welcome the opportunity to discuss what potential solutions could be reached in partnership with the Town Council and partners. Includes a lengthy response from Sandbach Town Council.</p>	1

## Parliamentary Candidate Jack Price-Harbach – Email response

### Jack PRICE-HARBACH

Liberal Democrats Prospective Parliamentary Candidate for Mid Cheshire

10 Robert Street, Northwich, Cheshire, CW8 1DN

jack@jackpriceharbach.co.uk  
threads.com/jackpriceharbach

facebook.com/jack4midcheshire  
twitter.com/JPH4MidCheshire

+(44)7432 010698



Research & Consultation Team  
Cheshire East Council  
Delamere House  
Crewe  
CW1 2LL

Sunday 12th May 2024

Dear Sir/Madam

**Re: Household Waste Recycling Centre (HWRC) Consultation 2024**

As a potential future representative of the people of Middlewich, I am writing to express my opposition to *Option D* from your suggested proposals for the future of Cheshire East Council's HWRC provision, primarily due to increased costs being passed on to my constituents.

Mobile waste collections are less flexible than intended and building a new HWRC with greater capacity in Congleton still presents an increased cost to local residents. Furthermore, as the Middlewich Bypass business case is currently being reconsidered, travel between Middlewich and Crewe would become more congested as demand for Crewe's HWRC increases.

Another factor to consider, albeit unpredictable, is that reduced provision of HWRCs will inevitably lead to an increase in fly tipping and the costs associated with it.

As a solution, I wish to propose that Cheshire East Council liaise with their Cheshire West & Chester Council colleagues to explore the option of allowing Middlewich residents to use the HWRC in Winsford. Its large capacity and close proximity to Middlewich could be a cost effective solution and would be a fantastic example of cooperation between local authorities that are financially struggling.

Thank you for taking the time to consider my feedback.

Yours Sincerely,

Jack Price-Harbach

Published by K. Price on behalf of: Price-Harbach (Liberal Democrats) at 4113 Bindings Lane, Northwich, Cheshire, CW8 1ND

Liberal  
Democrats

## Alsager Town Council – Email response

Alsager Town Council is extremely alarmed and disappointed that the Cheshire East Council Environment and Communities Committee has recommended several options for consultation and consideration regarding the future Household Waste Recycling Centre provision, particularly the inclusion of a sub-option to close and replace Alsager's Household Waste Recycling Centre (HWRC) with a new facility in Congleton.

The sub-option to replace Alsager with a new site in Congleton, is not only wrong but unjustifiable. It is also not cost-effective.

Alsager Town Council objects to the sub-option and believes that Alsager's HWRC should remain open as one of Cheshire East's core sites for the reasons given below:

1. Alsager is a core site for Waste and Recycling in Cheshire East.

Alsager's HWRC is a well-established facility which together with HWRC sites in Crewe, Knutsford and Macclesfield, offer the largest scope of recycling and disposal of different waste streams, are the largest in plan area across the borough making them the most adaptable for futureproofing and currently take circa 76% of waste deposited across all sites, based on 2022-23 figures.

2. Replacing Alsager's HWRC with a new site in Congleton does not make financial sense and it is unaffordable for Cheshire East Council.

Cheshire East Council is facing unprecedented financial challenges with the council's Medium Term-Financial Strategy (MTFS) 2024-28 forecasting a £100 million funding gap over the four-year period. Based upon last year's estimates, a new site in Congleton would cost anywhere between £6-8 million, placing average annual capital borrowing repayments at between £409,000 and £545,000 per annum (over a 25-year period). The funding for the sub-option is not costed within the Council's MTFS and would require further services changes from within the remit of the Environment & Communities Committee budget.

3. A new site in Congleton is extremely risky for Cheshire East Council and is not likely to be operationally effective for some considerable time.

It is highly unlikely that a new site in Congleton would be operational in time for the start of a new contract, whereas the core site of Alsager would still be operational. There would also be significant risks to Cheshire East Council in its ability to acquire a site for a new HWRC at a reasonable cost, and then to gain the necessary permissions to open and operate the new facility.

4. The Alsager HWRC is operationally effective, one of the top 4 sites and should remain as a core HWRC site.

Overall, 16.2% of users in August 2022 use Alsager and our HWRC has 15.3% of annual tonnage throughput for 2022/23. This places Alsager's site in the top 4 core sites across Cheshire East, servicing not only Alsager but the neighbouring towns and villages of Sandbach, Congleton, Haslington, Oakhanger, Church Lawton, Scholar Green and everywhere in-between.

Alsager Town Council objects strongly to the sub-option and believes that the Alsager HWRC should remain open.

## Congleton Town Council – Email response

Reference; Cheshire East Council Household Waste Recycling Consultation 2024

Congleton Town Council is pleased to be able to respond to this consultation. When the Congleton HWRC was closed in 2021, Congleton Town Council said was a closure of convenience because the lease had come to an end. The Town Council on behalf of the people of Congleton wanted to see Cheshire East Council make long-term strategic plan to provide improved recycling capabilities for the benefit of our environment for many generations to come. We are pleased that you are now conducting a review and that the possibility of a new HWRC for Congleton is included as a the potential solution.

We believe a new state of the art site should be built in Congleton on the following grounds.

- The growth in the Congleton area households is going to be over 40% during the local plan period which will make it the third largest area in Cheshire East.
- A Congleton HWRC will reduce traffic generation to proposed locations
- It is centrally located within the borough with good access in and around the town.
- It will dramatically reduce the sudden increase in fly tipping following the closure of the previous HWRC site

We have previously highlighted concerns about the possible cost of a replacement HWRC or Congleton and challenged the CEC figures of £6-£8 million pounds that are still being reported.. Evidence was provided to the CEC Environment and Communities meeting in September 2023 about the costs of two new HWRC each costing circa £2 million. At the meeting the committee agreed to review the costing estimate for a new site however we have not received any information about the outcome of the review, maybe this has not happened?

We believe that the £6-£8 million figure is misleading and will most likely influence responses, as an example £6-8 million is quoted within Alsager Town Councils response.

I will be very happy to discuss any matters relating to this response

Yours sincerely

## **Cranage Parish Council – Email response**

Cranage Parish Council (CPC) considered this consultation at their meeting on 21 May 2024 and wish to make the following comments in response the request for feedback.

CPC oppose the closure of more tips in our area. If Middlewich was to close, then this leaves Cranage residents with a significant round trip journey to either Knutsford (17 miles – 35 minutes) or Alsager (20 miles – 45 minutes). The Council feel that this length of journey is unacceptable, and that it will result in even more fly-tipping across the parish than at present. We are already suffering from an increase in fly tipping and are concerned of the effect of this on the open countryside.

## **Disley Parish Council – Email response**

Dear Sir or Madam

On the 13th of June, at our full council meeting, Disley Parish Council discussed the ongoing household waste recycling consultation. We feel it is essential to communicate our collective concerns on this matter.

Firstly, there is significant apprehension about the potential rise in fly-tipping should the proposed changes be implemented. The increased inconvenience could lead to irresponsible disposal of waste, thereby degrading our local environment and burdening the community with additional clean-up efforts.

Furthermore, the proposed 28-mile round trip to the nearest recycling centre (Macclesfield, should both Poynton and Bollington close) is impractical for many residents. Such a distance not only poses an inconvenience but also increases travel costs and carbon emissions, counteracting the environmental benefits of recycling.

The suggestion of an alternative provision, such as a mobile unit, was also scrutinised. The lack of suitable space within Disley for such a facility adds to our concerns, as does the absence of clear information on the cost implications of this alternative.

Lastly, we are troubled by the lack of transparency regarding the financial aspects of the proposed changes. Detailed costings and a thorough explanation of the budget

implications are imperative for us to make informed decisions and to ensure the community is not unduly burdened.

Disley Parish Council strongly urges the consultation organisers to consider these concerns seriously and to provide more comprehensive information. We believe a more viable solution is necessary, one that prioritises convenience, environmental responsibility, and financial transparency.

Yours sincerely,

## **Gawsworth Parish Council – Email response**

Gawsworth Parish Council is concerned by proposals to close Household Waste Recycling Centres in the borough. It is reasonable to expect:

- a) An increase in fly tipping
- b) An increase in congestion around remaining sites
- c) Reduced recycling levels with more residents using black bins

The second point is of particular concern. At peak periods, there can already be queues on the A536 by the Macclesfield HWRC. Since the temporary closure of other sites has commenced, we have seen an increase in queuing. This creates a significant safety risk on this main road and councillors have witnessed traffic stuck behind queues overtaking the queue (which involves crossing to the other side of the road).

The Parish Council therefore considers that the closure of sites would deliver more negatives than benefits.

## **Poynton Town Council – Email response**

Dear Consultation Team

I am writing on behalf of Poynton Town Council to respond to the Household Waste and Recycling Centre (HWRC) consultation.

The Town Council is opposed to any closures of the HWRC in Cheshire East but in particular the closure of Poynton which will cause inconvenience to residents, increase in fly tipping, increased travel times to either Bollington or the far side of Macclesfield, increased congestion on the roads and increased CO2 emissions and air pollution. In addition, we believe that the likely savings are unsubstantiated as the tender process for the HWRC centres is not complete and no information is available in relation to what savings could be achieved. The Town Council also believes that other savings may have been overestimated as it is unlikely that the overall amount of waste will be reduced, it will merely be collected at a different site so will still have

costs associated with it. There will inevitably be hidden costs from the closure including the cost of dealing with increased fly tipping and these calculations have either not been carried out or have not been made transparent to residents.

## The consultation

We have concerns relating to a number of aspects of the consultation

1. Although a usage survey was conducted in September 2023 this data has not been used in the consultation, instead older data from 2022 was used. No explanation has been given why more recent data collected was not used. The consultation should not be conducted with old data.
2. One of the questions in the consultation is on your last visit to a HWRC, how did you travel to there? However, we had understood that access to sites was only by car or van. We have contacted CEC customer services who have confirmed that HWRC will only accept cars or vans on site, no pedestrian, cycling or mobility scooter access is allowed. This suggests that the consultation is being run by people who are unaware of how the HWRC are operated.
3. The Town Council is extremely concerned that the drive time maps used as part of the consultation cannot be zoomed in. This makes it impossible in Poynton to see which areas fall inside or outside the 20 minute drive time. We have concerns that the drivetime maps may be inaccurate but it is impossible to verify this due to the poor quality of the maps. In addition, no information has been provided in relation to how the 20 minute drive times have been calculated (i.e. what day and what times of day were used) and what is the source of the data. Despite raising this issue early in May when the consultation was first launched, no changes to the maps or the consultation have been made and we have been told that more detailed maps are unavailable.

## Response to the consultation

The Town Council is strongly opposed to any HWRC closures and option A is the favoured option. The closure of the site at Poynton (option B and D) is our least preferred option as it will result in a loss of service to users of the Poynton site, including residents of Disley, Adlington and the eastern part of Wilmslow and Handforth. We anticipate that the closure of Poynton would impact around 25,000 residents.

No regard appears to have been given to new developments in our communities, including new developments in Poynton itself, where a further 450 new homes are currently being built, with a further 200 proposed, or the Handforth Growth Village where 1,500 new homes will be built. It appears that the impact the closures at Poynton and Bollington would have on the Handforth Growth Village, which we

believe falls outside the 20 minute drive time for Macclesfield and Knutsford, have been ignored.

The Town Council believes that the closure of the HWRC will result in:

- Decreased recycling and increased use of black wheelie bins.
- Increases in illegal fly-tipping and resulting pollution and expense removing illegally dumped waste. The government have stated that closing household waste and recycling centres should be a last resort and councils should balance any savings made against the costs of a probable increase in fly tipping.
- More traffic on roads as residents will have to make longer trips increasing air pollution and traffic congestion.

Options B, C and D are contrary to Cheshire East's "Green" policy priority. These closures will result in thousands of longer car journeys. For example looking at proposal B - the usage figures from August 2022 show that Poynton had approximately fourteen hundred visits. If the centre closes, Poynton residents will need to undertake a round trip of approximately 17 miles, this will equate to a staggering additional 295,000 miles over the course of the year.

Whilst the Town Council believes that all the sites should remain open with the same level of service, we have repeatedly stated that if this isn't possible Cheshire East Council should consider the part time operation of both Bollington and Poynton (for example a 3 day/ 4 day pattern with a rotating Saturday or possibly midweek day split across both sites) to provide 7 day coverage for residents in the most affected areas. This would continue to provide some service to our residents albeit at a lower level than currently.

The Town Council would also suggest that the opening hours of all sites are reviewed, depending on usage it may be possible to reduce hours.

The Town Council understands that Cheshire East Council currently contracts to ANSA who then contract to Martins, in all likelihood increasing the management costs paid by Cheshire East for these sites. Has the council considered if savings could be made if double contracts were eliminated?

The Town Council would urge Cheshire East Council to maintain household waste and recycling provision as is. We would ask that East Council are transparent and open and that further financial information and data which has been requested by towns and parish councils is provided.

Kind regards.

## **Sandbach Town Council – Email response**

Despite the high level of our representation on CE our town has; there is a perception that Sandbach is being further excluded from more fully funded service provision and investment which appears to be in favour of Crewe, Macclesfield and now Congleton.

The inherent dangers of not only taking a new bit of Cheshire in Congleton (at a site that's likely to be greenfield) to be a HWRC further away from a significant part of its customer base could lead to more fly tipping, more vehicle travel and less overall recycling as more waste bin use will happen, which undermines Cheshire East's recycling initiatives and our joint and Borough wide objective of reducing waste. Developing the opportunity for local residents to re-use/repair/gift before items enter the waste stream could also be compromised by over centralisation and further restricting access to sites.

We urge Cheshire East to reconsider these proposals and to ensure that Sandbach town has adequate recycling facilities. We welcome the opportunity to discuss what potential solutions could be reached in partnership with the Town Council, and other key partners, in the interest of our shared objectives to encourage recycling and reduce waste.

Kind regards,

Planning, Environments and Consultations Committee on behalf of Sandbach Town Council

## **Novi Digital – Email response**

Dear Members of the Environment and Communities Committee,

I am writing to express significant concerns regarding the proposed emergency reduction of Household Waste Recycling Centres (HWRCs) outlined in Proposal 72 of the MTFS for 2024-2028. While the intent to balance the council's budget is understood, it is imperative that the full scope of economic and social impacts be thoroughly assessed before final decisions are made.

### **1. Revenue Loss from Recycling:**

The reduction in HWRCs threatens to decrease the volume of recyclable materials collected, which in turn could lead to a substantial drop in revenue generated from recycling operations. These funds are crucial in offsetting the operational costs of waste management and contribute positively to our council's finances.

### **2. Employment Implications:**

Closing several centres would inevitably lead to job losses for employees working both directly and indirectly with HWRCs. The resulting unemployment would not only impact these workers and their families but would also have ripple effects throughout our local economy.

3. Service Quality and Efficiency:

Consolidating waste management services to fewer centres may lead to overcrowded facilities, longer wait times, and decreased service quality. This could discourage residents from participating in recycling efforts, thereby undermining our long-term sustainability goals.

4. Increased Travel Costs and Environmental Impact:

The proposal increases the travel distance for many residents, which not only raises individual and business expenses but also contradicts our environmental objectives by increasing carbon emissions.

5. Long-Term Financial Costs:

While immediate savings might seem achievable, the long-term costs associated with managing increased fly-tipping and littering could negate these savings. The expense of cleaning up illegal dumping and enforcing penalties could become substantial.

Given these considerations, I strongly advise that the council conducts a more comprehensive review of the true costs and impacts associated with the proposed reduction of HWRCs. It is crucial to ensure that any cost-saving measures do not inadvertently lead to greater financial burdens or reduce the quality of life for our residents.

We hope that these points will be thoughtfully considered in your deliberations, aiming for solutions that sustain both our community's economic health and environmental integrity.

Thank you for your attention to this matter.

Yours sincerely,

Managing Director, novi.digital.

## Appendix 2 – Petitions

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One petition was organised throughout the duration of the consultation and submitted to the council – details are given below.

Started by	No. signatures	Platform	Petition link
Trevor Priestman	7,683	Change.org	<a href="#">Against the possible closure of Middlewich, Poynton, and Bollington waste recycling sites</a>

## Appendix 3 – Newspaper Articles

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7 newspaper articles were published throughout the duration of the consultation – these are listed below.

Date	Source	Article link
03/05/2024	cheshireeast.gov.uk	<a href="#">Consultation launched on household waste recycling centre services</a>
07/05/2024	Nantwich News	<a href="#">CEC consults on changes to household recycling centre service</a>
08/05/2024	Cheshire Live	<a href="#">Have your say on Cheshire East tip closure plans and new online booking system</a>
09/05/2024	Northwich Guardian	<a href="#">Cheshire East councillor slams tips consultation as 'a joke'</a>
10/05/2024	Cheshire Live	<a href="#">Cheshire East Council consultation over future of its tips branded 'a joke'</a>
14/05/2024	Knutsford Guardian	<a href="#">Esther McVey: 'Make it clear we want the recycling centres kept open'</a>
22/05/2024	Macclesfield Nub News	<a href="#">Bollington Town Council will not proceed with Cheshire East's offer to keep tip open until April 2025</a>

## Appendix 4 – Respondent demographics

### Gender

47% of survey respondents were female, 46% male.

What is your gender identity?	Count	Percent
Female	1,560	47%
Male	1,507	46%
Prefer not to say	177	5%
Prefer to self-describe	57	2%
<b>Valid responses</b>	<b>3,301</b>	<b>100%</b>

Those that answered “prefer to self-describe” gave the following answers:

- 100% male
- Aardvark
- And this relevant... why?
- Annoyed
- Couple
- Don't have one, only have a sex.
- Don't see why this is relevant?
- Female with a beard
- Gender identity is irrelevant to competing this survey
- Gender is irrelevant I am a biological female and this is my sex. Stop misusing language
- GOD!
- How does this matter?
- Human
- I am a woman and my sex is female I don't have a gender identity.
- I do not have a gender identity
- Identity isn't needed in this question
- I'm a Male, always have been
- Irrelevant to the consultation: you shouldn't be asking it and if you are say 'sex' instead of 'gender woo woo'
- Irrelevant to this survey
- Jedi
- MAN
- Mind your own business
- No wonder you can't manage your budget!
- Non-Binary
- Potato

- Sex, not gender
- There are only two sexes, male or female!!
- These are not gender identities.
- This is the sort of nonsense you can do away with
- Why does my gender matter?

## Age group

Survey respondent numbers by age group were as follows:

Age Group	Count	Percent
16-24	14	0%
25-34	178	5%
35-44	453	14%
45-54	640	19%
55-64	814	25%
65-74	686	21%
75-84	321	10%
85 and over	22	1%
Prefer not to say	175	5%
<b>Total valid responses</b>	<b>3,303</b>	<b>100%</b>

## Health or disability status

Survey respondent numbers by health or disability status were as follows:

Are your day-to-day activities limited because of a health problem or disability which has lasted, or is expected to last, at least 12 months? This includes problems related to old age.	Count	Percent
Yes	440	13%
No	2,578	78%
Prefer not to say	289	9%
<b>Total valid responses</b>	<b>3,307</b>	<b>100%</b>

## Appendix 5 – The consultation material

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### Household Waste Recycling Centre Consultation 2024 – Questionnaire

#### Purpose of this consultation

Cheshire East Council approved its medium-term financial strategy (MTFS) for 2024 to 2028 at a meeting of Full Council in February 2024.

The MTFS for 2024 to 2028 put forward proposals showing how the council could balance its budget for the next 4 years - something which all councils must do. The MTFS approved in February 2024 was an extremely challenging one, given the impact of the cost of living crisis and inflation on council finances.

The MTFS for 2024 to 2028 included proposal 96: "Review of Household Waste Recycling Centres". The council is now conducting this consultation as part of this review – This review is solely concerned with what long-term Household Waste Recycling Centre provision in Cheshire East should look like.

The MTFS for 2024 to 2028 also included proposal 72: "Emergency reduction of Household Waste Recycling Centres to four core sites at Alsager, Crewe, Knutsford and Macclesfield". This emergency reduction in sites is a temporary measure to provide savings that ensured the MTFS for 2024 to 2028 was balanced, and is being conducted completely separately to the review of Household Waste Recycling Centres, which this consultation relates to.

Final decisions on the outcome of this review will be made by the Environment and Communities Committee later this year, in light of feedback received as part of this consultation.

#### Listening to consultation feedback

No final decisions have yet been made on the future of the service, and final proposals for the service may evolve based on consultation feedback. This has often the case with council consultations, including for example:

**The Library Service Consultation 2023** - Initial proposals to close libraries on Saturdays, close libraries during evenings, and remove the mobile library service were reversed based on consultation feedback. Furthermore 31 hours of proposed mid-week closures were also reversed based on consultation feedback.

**The Maintenance of Green Spaces Consultation 2023** – Initial proposals for the maintenance schedule of green spaces were revised based on consultation feedback. In general, there was a shift towards sites being maintained to a higher standard either through a revised typology classification and/or a higher amenity level due to the feedback received.

**The Strategic Leisure Review 2024** - Initial proposals to close 4 leisure centres in Cheshire East were reversed, with alternative service delivery models put in place and service savings found elsewhere, the development of which was based heavily on consultation feedback.

## **Giving your feedback**

[Consultation closed – Do not respond].

## **Contact us**

If you have any questions about this survey, or if you want this questionnaire in a different format or to submit your response in a different way email [CEConsultation@cheshireeast.gov.uk](mailto:CEConsultation@cheshireeast.gov.uk) or call Customer Services on 0300 123 55 00, who will send us your query on your behalf.

## **Keeping your data safe**

Any personal information you give us will remain private, be stored securely, and be used in line with the Data Protection Act 2018. To read more about how we use your data read our Privacy Notice, a copy of which is included in the consultation pack.

**How strongly do you agree or disagree with the approach the council is taking to manage its current financial situation? *Tick one box only***

- Strongly agree
- Tend to agree
- Neither agree nor disagree
- Tend to disagree
- Strongly disagree
- Not sure / Don't know

**Do you have any comments to make about how the council is managing its current financial situation? *Write in below***

## About you

**How are you responding to this survey? *Tick all that apply***

- As someone who uses a Household Waste and Recycling Centre in Cheshire East
- As a resident of Cheshire East
- As a Cheshire East Council Ward Councillor
- As a Cheshire East Town or Parish Councillor
- On behalf of a group, organisation, club or local business
- As a H W Martin employee
- As a Cheshire East Council employee
- As a visitor to Cheshire East
- Other (write in):

**If you are responding on behalf of a group, organisation, club or local business, write its name in the box below: *Write in below***

**If you are responding on behalf of a group, organisation, club or local business, provide a brief description of its purpose: *Write in below***

## Your use of Household Waste and Recycling Centres across Cheshire East

Generally speaking, how often do you use each of the following Household Waste Recycling Centres in Cheshire East? *Tick one box only in each row*

	At least once a week	At least once a month	At least once every 6 months	Less frequently than once every 6 months	Never
Alsager	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Bollington	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Crewe	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Knutsford	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Macclesfield	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Middlewich	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Poynton	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

On your last visit to your local Household Waste Recycling Centre in Cheshire East, how did you travel there? *Tick one box only*

- In a car or van
- On a motorbike
- On a bicycle
- On a mobility scooter
- As a pedestrian
- Other (write in):

## Options for future HWRC provision in Cheshire East

On 28 September 2023, Environment & Communities Committee agreed the council should consult on options for future HWRC service delivery as set out within the HWRC Review Committee report.

The total costs of operation and waste disposal associated with HWRCs are £4 million per year. User numbers and tonnage throughput statistics for each HWRC in Cheshire East are provided in the table below. Figures are derived from the council's annual waste data returns to national government. This is the latest published data as part of the current options appraisal.

HWRC	User No's August 2022 (% total)	Tonnage throughput 2022/23 tonnes (% total)
Alsager	2,613 (16.2%)	4,238 (15.3%)
Bollington	1,461 (9.1%)	2,442 (8.8%)
Crewe	3,251 (20.2%)	7,413 (26.7%)
Knutsford	2,582 (16.0%)	3,953 (14.3%)
Macclesfield	3,381 (21.0%)	5,448 (19.7%)
Middlewich	1,359 (8.4%)	2,067 (7.5%)
Poynton	1,450 (9.0%)	2,156 (7.8%)
<b>TOTALS</b>	<b>16,097</b>	<b>27,717</b>

To inform this consultation, Cheshire East Council commissioned industry experts to assess the management and operation of HWRCs in Cheshire East. As part of this review these experts assessed 4 options for the future of the service, details of which are given below.

Where closures of HWRCs have been suggested, estimates have been calculated to show where the visitors and tonnage from each site are likely to travel to within each option instead.

### Option A - HWRC provision to remain as is

% of households within a 20-minute drive time = 99%. View the Option A drivetime map included in the consultation pack.

- Pros:
- HWRC provision remains as is with no site closures
  - High level of borough coverage within 20 minutes (>95%)
- Cons:
- The costs for this option are likely to be above existing budget so funding would need to be found from elsewhere within the Committee's budget
  - Significant overlap of HWRC 20-minute drive time areas – several HWRCs serve the same areas

## Option B - Close Poynton HWRC

% of households within a 20-minute drive time = 97%. View the Option B drivetime map included in the consultation pack.

- Pros:
- Service savings made as compared to Option A
  - High level of borough coverage within 20 minutes (>95%)
- Cons:
- Poynton would lose local HWRC provision
  - The costs for this option are likely to be above existing budget so funding would still need to be found from elsewhere within the Committee's budget
  - Most traffic from Poynton is forecast to go to Bollington HWRC (Bollington estimated to see an 80% increase in traffic)

## Option C - Close Bollington HWRC

% of households within a 20-minute drive time = 99%. View the Option C drivetime map included in the consultation pack.

- Pros:
- Service savings made as compared to Option A
  - High level of borough coverage within 20 minutes (>95%)
- Cons:
- Bollington would lose local HWRC provision
  - The costs for this option are likely to be above existing budget so funding would still need to be found from elsewhere within the Committee's budget
  - Most traffic from Bollington is forecast to go to Poynton (estimated to see a 38% increase in traffic) and Macclesfield (estimated to see a 26% increase in traffic)

## Option D - Close Bollington, Middlewich & Poynton HWRCs

% of households within a 20-minute drive time = 97%. View the Option D drivetime map included in the consultation pack.

- Pros:
- Significant service savings made as compared to Option A
  - The costs for this option are likely to be within existing budget, and so no extra funding would need to be found from elsewhere
  - High level of borough coverage within 20 minutes (>95%)
- Cons:
- Bollington, Middlewich and Poynton would lose local HWRC provision
  - Most traffic from Bollington, Middlewich & Poynton is forecast to go to Macclesfield (estimated to see a 68% increase in traffic), Crewe (estimated to see a 21% increase in traffic) and Knutsford (estimated to see a 21% increase in traffic)

**For each of the 4 options for the future of HWRC provision in Cheshire East listed below, rank each one from 1 to 4, where 1 is your most preferred option, and 4 is your least preferred option.**

Note that you should only use each number once, e.g. only one option should be given a 1, only one option should be given a 2 etc. You do not have to rank every option if you do not wish to.

Select ranks 1 (most preferred) to 4 (least preferred) below.

	1	2	3	4
Option A - HWRC provision to remain as is	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Option B - Close Poynton HWRC	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Option C - Close Bollington HWRC	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Option D - Close Bollington, Middlewich & Poynton HWRCs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**Do you have any comments to make about the options for the future of HWRC provision in Cheshire East?** These could include other suggested options that you have *Write in below*

### **Sub-option for a new HWRC in Congleton**

As a potential variation to each of the above four options A - D, the council is also considering the viability of a sub-option which is to replace the current HWRC site at Alsager with a new HWRC site in Congleton.

Based on a high-level estimate, a new HWRC at Congleton could cost somewhere between £6-8million. This could place average annual capital borrowing repayments in the order of between £400k and £550k per annum, assuming a 25-year repayment period.

Funding for this proposal is not included in the council’s Medium Term Financial Strategy, and so if progressed as part of the final recommended option would need to be funded from making changes to services within the remit of the Environment & Communities Committee budget.

The pros and cons of this sub-option are listed below.

- Pros:
- High level of borough coverage within 20 minutes (>95%)
  - No significant traffic impact implications forecast for other HWRCs
  - Congleton would gain local a modern HWRC provision

- Cons:
- Funding for this suggestion would need to be found from further service changes in addition to those already included in the Council's MTFs and from within the remit of the Environment & Communities Committee budget
  - Alsager would lose local HWRC provision, to be replaced by Congleton
  - Highly unlikely the new site at Congleton would be operational in time for the start of the new contract
  - Significant risks relating to ability to acquire a site on which to construct a new HWRC at a reasonable cost, and then gain the necessary permissions to open and operate

**Generally speaking, do you support or oppose the sub-option of replacing the current HWRC site at Alsager with a new HWRC in Congleton?** *Tick one box only*

- Strongly support
- Tend to support
- Neither support nor oppose
- Tend to oppose
- Strongly oppose
- Not sure / Don't know

**Do you have any comments to make about the sub-option of replacing the current HWRC site at Alsager with a new HWRC in Congleton?** *Write in below*

## Other ways of funding the HWRC service

**Do you have any other suggestions for how Household Waste Recycling Centres in Cheshire East could be funded, to retain the current or a different level of service provision to that proposed within the options set out?**

If your suggestion relates to a specific HWRC, please clearly state which site you are referring to

*Write in below*

## 20-minute drive times

The Waste & Resources Action Programme (WRAP) provides national guidelines for Local Authority management of Household Waste Recycling Centres.

WRAP guidelines suggest that the maximum driving times to a Household Waste Recycling Centre for the great majority of residents should be 20 minutes in urban areas and 30 minutes in rural areas.

**How strongly do you agree or disagree that...** *Tick one box only in each row*

	Strongly agree	Tend to agree	Neither agree nor disagree	Tend to disagree	Strongly disagree	Not sure / Don't know
...a 20-minute drive time to visit your nearest Household Waste Recycling Centre would be appropriate?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
...HWRC provision in Cheshire East should cover as much of the population within a 20-minute drive as possible?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
...HWRC 20-minute drive time boundaries should not overlap?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**If your nearest Household Waste Recycling Centre was a 20-minute drive away, would you visit it...** *Tick one box only*

- ...much more often than you do now
- ...a little more often than you do now
- ...as often you do now
- ...a little less often than you do now
- ...much less often than you do now
- Not sure / Don't know / Not applicable

**Do you have any comments to make about 20-minute drive times to Household Waste Recycling Centres?** *Write in below*

## Efficient HWRC provision

There are 14 towns or large villages in Cheshire East, and Cheshire East Council currently operates 7 Household Waste Recycling Centres which vary in scale and scope of waste disposal services offered. These 7 HWRCs are located in Alsager, Bollington, Crewe, Knutsford, Macclesfield, Middlewich and Poynton.

Household Waste Recycling Centres are not currently provided in Congleton, Disley, Handforth, Holmes Chapel, Nantwich, Sandbach and Wilmslow.

It is not possible for Cheshire East Council to provide individual HWRCs in all 14 of these locations - the cost would be too prohibitive.

**How strongly do you agree or disagree that HWRCs should be located...** *Tick one box only in each row*

	Strongly agree	Tend to agree	Neither agree nor disagree	Tend to disagree	Strongly disagree	Not sure / Don't know
...to ensure most efficient coverage of the borough as possible?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
...in places which are easiest to access?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

## Mobile HWRCs

Mobile HWRCs are offered by some local authorities as a way of supplementing the coverage provided by their permanent HWRCs. Mobile HWRC provisions vary but usually consist of one to three staffed collection vehicles that visit public spaces once a month, such as local car parks, on a rotating schedule, which residents can visit to drop off their household waste items.

Cheshire East is considering using mobile HWRCs to make the service more accessible for non-car users and for people that live in rural areas more than a 20-minute drive from a HWRC. These would be funded through service savings if HWRC sites are closed as part of this review.

**How strongly do you agree or disagree Cheshire East Council should provide mobile HWRCs...** *Tick one box only in each row*

	Strongly agree	Tend to agree	Neither agree nor disagree	Tend to disagree	Strongly disagree	Not sure / Don't know
...in areas where levels of car ownership are low?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
...in rural areas that are more than a 20-minute drive to a HWRC?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**Do you have any comments to make about efficient HWRC provision in Cheshire East? Write in below**

### Increase provision of re-use of goods

A key aspect of the Councils Waste Strategy is to promote waste reduction or reuse before promoting recycling, recovery, or disposal of waste – the diagram below sets out this principle which is called the “Waste Hierarchy”.



The Council runs a Waste Prevention Volunteer and has provided information for communities on reducing food waste, plastic and encouraging home composting. Details can be found on our website: Reducing household waste ([cheshireeast.gov.uk](http://cheshireeast.gov.uk)) and Recycling in schools ([cheshireeast.gov.uk](http://cheshireeast.gov.uk)).

**How strongly do you agree or disagree the council should increase provision to encourage waste prevention and re-use of goods? Tick one box only**

- Strongly agree
- Tend to agree

- Neither agree nor disagree
- Tend to disagree
- Strongly disagree
- Not sure / Don't know

**Do you have any comments about the council increasing provision to encourage waste prevention and of the re-use of goods?** *Write in below*

## **Pedestrian, cycle and mobility scooter access to HWRCs**

Some Local Authorities in the UK now allow HWRC access to pedestrians, cyclists and/or mobility scooters. Opening HWRC access beyond vehicles makes them more accessible to more of the population, and enables lower-carbon travel to sites.

However, allowing this type of HWRC access requires careful forethought to ensure the safety of all visitors - Adjustment to entrances and pathways up to the skips are required, along with clear signage and maps throughout the site.

**Generally speaking, if pedestrian, cycle and mobility scooter access to your local HWRC was allowed, do you think you would visit it...** *Tick one box only in each row*

	Yes I would visit like this	No I would not visit like this	Not sure / Don't know
...as a pedestrian?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
...on a bicycle?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
...on a mobility scooter?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**Do you have any comments to make about pedestrian, cycle and mobility scooter access to HWRCs?** *Write in below*

## **HWRC booking systems**

Some Local Authorities also have booking systems for HWRCs, whereby HWRC users can pre-book the time of their visit to their local HWRC.

The benefits of having booking systems in place at HWRCs include:

- Better traffic management at sites and a reduction in congestion

- Users not having to queue when visiting
- Improvements to site safety
- Ability to ensure use by only Cheshire East residents

A HWRC booking system would also help to manage the flow of traffic and visitors to sites in the event the number of HWRCs in Cheshire East are reduced.

**Generally speaking, how strongly do you agree or disagree a booking system should be introduced at Cheshire East HWRCs?** *Tick one box only*

- Strongly agree
- Tend to agree
- Neither agree nor disagree
- Tend to disagree
- Strongly disagree
- Don't know / Not sure

**Do you think any booking system...** *Tick one box only*

- ...should be in place all of the time?
- ...should be in place just at peak times e.g. weekends and bank holidays?
- ...is not needed?

**Do you have any comments to make about HWRC booking systems?** *Write in below*

## Later opening during summer months

The current opening hours of HWRCs in Cheshire East are 8.30am to 5pm during April to September.

As a mitigation for potentially having fewer HWRCs covering the borough, the council could extend the opening hours of the HWRCs that remain.

**If your local HWRC opening hours were extended until after 5pm, what do you think would be a reasonable time to extend it to?** *Tick one box only*

- 6pm

- 7pm
- 8pm
- Other (write in):

**If opening hours at HWRCs were extended during the week, how much more likely would you be to visit after 5pm, than at peak times (weekends or bank holidays)?** *Tick one box only*

- Much more likely
- A little more likely
- It wouldn't make a difference
- Not sure / Don't know / Not applicable

**Do you have any comments to make about HWRC opening hours?** *Write in below*

## Final comments

**Do you have any final comments to make about this consultation?** *Write in below*

## About you

It would help us if you could answer the questions below - the information will be used to see if there are any differences in views for different groups of people. You do not need to answer any of the following questions if you do not wish to.

**What is your home postcode?** We ask this so we can be sure we have obtained a range of views from across the borough *Write in below*

**What is your gender identity?** *Tick one box only*

- Male
- Female
- Prefer not to say

Prefer to self-describe (write in):

**What age group do you belong to? *Tick one box only***

16-24

65-74

25-34

75-84

35-44

85 and over

45-54

Prefer not to say

55-64

**Are your day-to-day activities limited because of a health problem or disability which has lasted, or is expected to last, at least 12 months?** This includes problems related to old age. *Tick one box only*

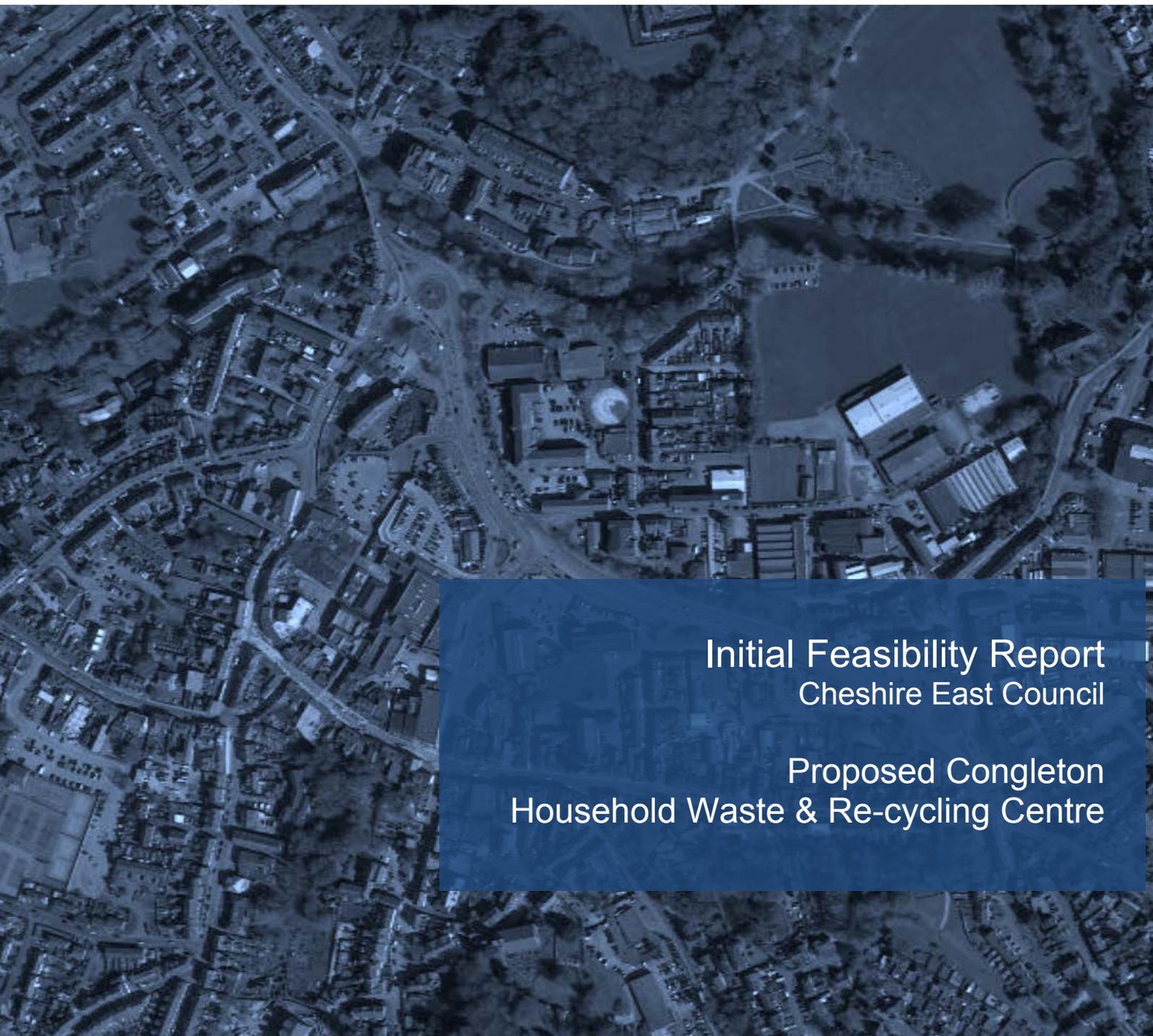
Yes

No

Prefer not to say

**You have now reached the end of the survey, thank you.**





Initial Feasibility Report  
Cheshire East Council

Proposed Congleton  
Household Waste & Re-cycling Centre

**Issue 2**  
**August 2024**



**David Trowler Associates**  
Chartered Building Surveyors

100 - 104 Wallasey Village, Wallasey, Wirral. CH45 3LQ  
T: 0151 630 1227 E: [mail@davidtrowler.co.uk](mailto:mail@davidtrowler.co.uk)

Household Waste & Re-cycling Centres  
Proposed Congleton HWRC  
Initial Feasibility Report

Section 1 - Introduction

Section 2 - Client Requirements

Section 3 - Site Appraisal

Section 4 - Outline Proposals

Section 5 - Implementation

Section 6 -Summary

*Appendix A - Site Layout Plan*

*Appendix B - Costs*

Client	Cheshire East Council
Project	Proposed Congleton HWRC
File Ref	2825
Prepared By	D Trowler
QA Monitor	J Hart
QA Date	27/08/2024
Issue Date	27/08/2024





## Background

The existing Household Waste & Recycling Centre in Congleton was closed in 2021 following the expiration of the lease for the site.

An initial options appraisal to assess locations for a replacement facility was completed in December 2019 and considered four different sites, three of which were assessed as being suitable although all had limitations and are not seen as deliverable sites at this stage.

A Site Appraisal and Evaluation Report was also issued by AECOM in January 2020.

## Briefing

This initial feasibility report has been commissioned to provide an update of the December 2019 report, including revised costs and incorporation of the key findings from the AECOM report. No suitable site has been identified for the proposed Household Waste & Recycling Centre therefore the report is required to define the size and configuration of site that is likely to be required for the facility.

## Project Team

The following consultants have been appointed to form the project team carrying out the appraisal:

Building Surveyors                      David Trowler Associates

Quantity Surveyors                      Currie & Brown

CDM Advisors                              David Trowler Associates

## Information Resources

The following information has been used to assist in the preparation of the report:

- Options Appraisal Report 2019
- AECOM Site Appraisal & Evaluation Report 2020

## Section 2 - Client Requirements

## Brief

The key physical criteria identified for the proposed site are as follows:

- Site should be broadly square or rectangular in shape.
- Sites with a modest gradient to accommodate a split level site design are preferred.
- There should be services connections (drainage, water and electricity) in close proximity to the site.
- Ideally the site should be free of serious constraints such as underground or overhead services; ground contamination; adverse topography or mature woodland.
- If a new highway access is required it should not be on an A or B class road with a speed limit above 40mph, or where there are existing traffic flow or safety issues. Ideally the access should be from a minor or side road.

The proposed HWRC ideally needs to include the following facilities:

- 16 large skips located on a lower level with public access from an upper raised level (split level site).
- Provision for re-cycling containers etc.
- Traffic flow should be one way from entrance through to exit with parking being parallel to the flow rather than requiring vehicles to reverse into / out of spaces.
- Vehicle access to the lower level service yard should be separate from the public access to the site.
- Office / Welfare building.



## Assumptions

No suitable site for the Household Waste & Recycling Centre has been identified and therefore a number of assumptions have had to be made, with regard to the proposed site, including:

- The site is located close to a public highway.
- Utility services including water, electric and drainage, of sufficient capacity, are available in close proximity to the site.
- The site is relatively flat and undeveloped with no existing structures or hardstandings that need to be removed.
- The site is not within a flood zone and no special measures are required to prevent flooding.
- The site is not affected by a significant contamination and the ground conditions will be suitable for construction with no remedial works being required.

## Risks

The following risks need to be considered as part of any site selection process as they could have a significant impact in terms of cost and viability:

### Access

If the proposed site is located adjacent to a major highway then highways improvement may be required including traffic lights, or a roundabout, and implementation of speed limits on the site approaches.

If the site is remote from the highway then an extended access road would be required which, in addition to the additional cost of the road construction, would also increase the costs for the utility connections.

### Service Connections

Utility services may not be available in close proximity to the site which could increase the cost of water and electrical connections.

If foul drainage is not available this could be managed through using an alternative approach, such as a packaged treatment plant. Any site without a surface water drainage connection would be unviable.

## Site Gradient

The site should ideally be flat or with a slight gradient across the width. Any significant difference in levels is likely to require additional preparation works and potentially embankments / retaining walls to achieve the required levels.

## Site Constraints

Additional costs will be incurred if the site is affected by any of the following issues:

- Existing underground or overground services that may need to be diverted.
- Existing structures which need to be demolished or hardstandings that need to be removed.
- Poor ground conditions that require stabilisation works.
- Significant contamination that would require a remediation strategy to be implemented.

## Environment

The area surrounding the site also needs to be considered as additional measures may be required to mitigate potential issues, including:

- Measures to prevent noise pollution affecting adjacent properties.
- Risk of flooding from adjacent watercourses.
- Protection measures to prevent risk of pollution from site affecting adjacent watercourses.

## Planning Permission

The AECOM report advises that any proposed site should have a meaningful prospect of securing planning permission and an environmental permit for use as a household waste and recycling centre.

Pre-application advice should be obtained to clarify whether the principle of any development is acceptable based on the existing planning policies and the use allocation within the Cheshire East Local Plan.

If the site is undeveloped there would be a requirement to deliver biodiversity net gain as part of any planning application which could either be implemented on site or at an alternative site. This will incur additional costs to the project.



## Layout

An outline layout plan for a proposed HWRC facility is provided on drawing no. 2825-CON-102 in Appendix A and includes the following:

- Skips** 16 no. skip containers located within a service yard set at a lower level to the public area. Public access to skips from the upper level via permanent walkways with no metal gantries.
- Access to lower yard is via a ramped section of roadway from the main site access road.
- Re-cycling** Central island for re-cycling containers, bins etc. with provision for parking on either side of island.
- Traffic Flow** One way traffic system through site with parking areas aligned parallel with traffic flow. Provision for vehicles leaving site to re-circulate around the system.
- Office/ Welfare** A detached modular building containing office, welfare, toilet and shower facilities.

The skips are aligned at right angles to the public area with peninsular walkways between to provide access. Guardrails and barriers would be provided along the top of the retaining wall to the public area. Staff access to the service yard is provided by steps at either end.

The Office / Welfare building is located adjacent to the site entrance on the entrance side of the access road. A small parking area for staff and visitors is included parallel with the main circulation route around the site.

The layout plan indicates that the site area required is 5400 sq.m with a width of at least 54 metres and length of at least 100 metres.

## Scope of Works

The outline scope of works that would be required to construct the new facility would include:

- Site clearance and adjustment of levels to form lower level and raised public area.
- Construction of reinforced earth embankments to perimeter of site and at changes in level.
- Formation of new site entrance from public highway.
- Provision of mains electric and water supplies and broadband connection.
- Connection to public sewer.
- Construction of retaining walls to form skip bays and access walkways.
- Installation of surface water drainage system to hardstandings and access roads, including drainage channels and gullies. Provision of attenuation and separators to drainage system.
- Installation of foul drainage connection to site accommodation.
- Laying reinforced concrete hardstanding to lower yard including perimeter kerbs.
- Construction of new access roads and parking bays in tarmacadam, or hot rolled asphalt, complete with kerbs.
- Installation of security fencing to perimeter of site and lower yard. Provision of pedestrian and vehicle access gates.
- Installation of guardrails to perimeter of skip bays. Installation of fencing and access gates to allow skips to be secured.
- Provision of modular accommodation block containing office, welfare, toilet and shower facilities.
- Laying of services ducts across site for new lighting and CCTV systems.
- Installation of lighting columns
- Installation of CCTV system.
- Provision of site signage and roadmarkings.
- Soft landscaping to perimeter of site, including screening with trees and hedges.

## Costs

A cost estimate has been prepared by Currie & Brown and a copy is included in Appendix B. A copy of the Executive Summary is provided below.

		Site Area:	4,639	m <sup>2</sup>
		£	£/m <sup>2</sup>	
<b>Total Anticipated Out-turn Cost:</b>				
Construction cost		3,004,800	648	
Preliminaries	15.00%	450,800	97	
OH&P	7.00%	257,600	56	
Professional Fees	14.77%	597,900	129	
Other Development Costs		3,500	1	
Risk Allowance	20.00%	883,200	190	
Inflation	4.28%	222,600	48	
<b>Total Anticipated Current Day Cost</b>		<b>£ 5,420,400</b>	<b>1,168</b>	

### Notes:-

1. Costs exclude VAT
2. Costs used in the calculation are current day costs and this has been updated to allow for inflation up to the anticipated tender date and during the construction period.



## Design Team

For a project of this size and nature we would expect the design team to comprise:

Building Surveyor or Architect  
Principal Designer  
Civil Engineer  
Mechanical & Electrical Services Consultant  
Ecologist  
Cost Consultant  
CDM Advisor

## Surveys / Investigation Works

The following investigation works should be commissioned as part of the project development in order to minimise risks and ensure sufficient information is provided to design and cost the proposals:

- Ground** Phase 1 and 2 Site Investigation reports would need to be compiled which will include boreholes and site testing.
- Site** A topographical and below ground services survey will be required of the existing site. A CCTV survey of the below ground drainage should also be undertaken to ascertain existing drainage routes.
- Dependent on the location of the site a flood risk assessment may be required.
- Ecology** An appraisal of the existing site will be required to determine any constraints that may affect the proposed development.
- An assessment of the site will be required to advise on bio-diversity net gain.
- Acoustics** An acoustic survey may be required to advise on the current noise levels from both the existing and surrounding sites. This will assist in the development of the noise impact assessment.

## Consents / Approvals

The following consents / approvals will be required:

- Planning** Planning permission would be required for the proposed HWRC.
- Building Regulations** Building Regulations approval will be required for elements of the proposed works.
- CDM Regulations** The works would be notifiable under the CDM Regulations 2015 and a Principal Designer would need to be appointed in accordance with the CDM Regulations 2015. A Principal Contractor would also need to be appointed for the construction phase.
- Environmental Permit** A Standard Rules permit would need to be obtained for the operation of the site.

## Construction Phase

It is anticipated that the perimeter of the site will need to be secured with temporary fencing and maintained until the new fencing has been installed.

The proposed site area is of sufficient size to allow the contractor to establish a site compound adjacent to the proposed site entrance which can be maintained for the duration of the construction works. Provision should be made to accommodate parking on site to minimise disruption to neighbours.

A wheel wash facility is likely to be required to ensure no mud is deposited on the highway by vehicles exiting the site.

## Programme

An outline programme for the delivery of the scheme is provided overleaf and is based on a suitable site having been identified prior to the start of Stage 1. The key milestone dates are as follows:

Stage 1 Feasibility Completed	Month 2
Contractor Procurement Completed	Month 4
Stage 2 Completed	Month 6
Stage 3 Completed	Month 9
Planning Application Submitted	Month 10
Stage 4 Design Commences	Month 10
Stage 4 Design Complete	Month 12
Costs Submitted	Month 14
Planning Permission	Month 15
Contract Award	Month 16
Construction Commences	Month 18
Construction Complete	Month 26

Based on the above a period of 26 months should be allowed for the delivery of the project.

# Proposed Congleton HWRC

## Outline Project Programme

		Months																									
		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26
Stage 1	Stage 1 Design Proposals	█																									
	Stage 1 Report		█																								
	Client Review		█																								
Procurement	Expression of Interest / Tender Period			█																							
	Evaluate Tenders / Award & Mobilise				█																						
Stage 2	Surveys and Phase 1 SI					█	█																				
	Outline Design Proposals					█	█																				
	Stage 2 Report						█																				
	Client Review						█																				
Stage 3	Phase 2 SI and additional surveys							█	█																		
	Stage 3 Design Proposals							█	█																		
	Client Review								█																		
	Prepare Planning Applications									█																	
	Planning Permission											█	█	█	█	█	█										
Stage 4	Detailed Working Drawings & Schedule										█	█	█														
	Civil Engineering Design										█	█	█														
	MEP Design										█	█	█														
	Building Regulation Application												█														
	Costing													█	█												
	Cost Review																█										
	Contracts																	█									
Stage 5	Pre-start																	█									
	Construction																			█	█	█	█	█	█	█	█
	Handover																										█



## Summary

The key findings of this initial feasibility report can be summarised as follows:

1. Three potential sites for a new household waste and recycling centre in Congleton were identified in 2019 however none of these are considered deliverable at this stage.
2. A suitable alternative site has yet to be identified and this report has been prepared to identify the size and configuration of site that would be required together with the key facilities required.
3. An outline layout plan for the HWRC has been prepared and this indicates that a site area of 5400 sq.m would be required with a width of at least 54 metres and length of at least 100 metres. The site should ideally be flat or with a slight gradient across the width.
4. To mitigate additional costs the site should be located close to a public highway with mains utility services in close proximity.
5. There are a number of potential risks which could affect the viability and costs for any prospective site including existing structures and services, poor ground conditions and contamination, risk of flooding and noise pollution affecting adjacent sites.
6. The likelihood of obtaining planning consent is considered to be the most significant factor that could determine the site selection. Pre-application advice should be obtained to clarify whether the principle of any development is acceptable based on the existing planning policies and the use allocation within the Cheshire East Local Plan
7. The estimated cost for the provision of the HWRC is £5.4 million.
8. The outline programme indicates that a period of 26 months should be allowed for the delivery of the project.

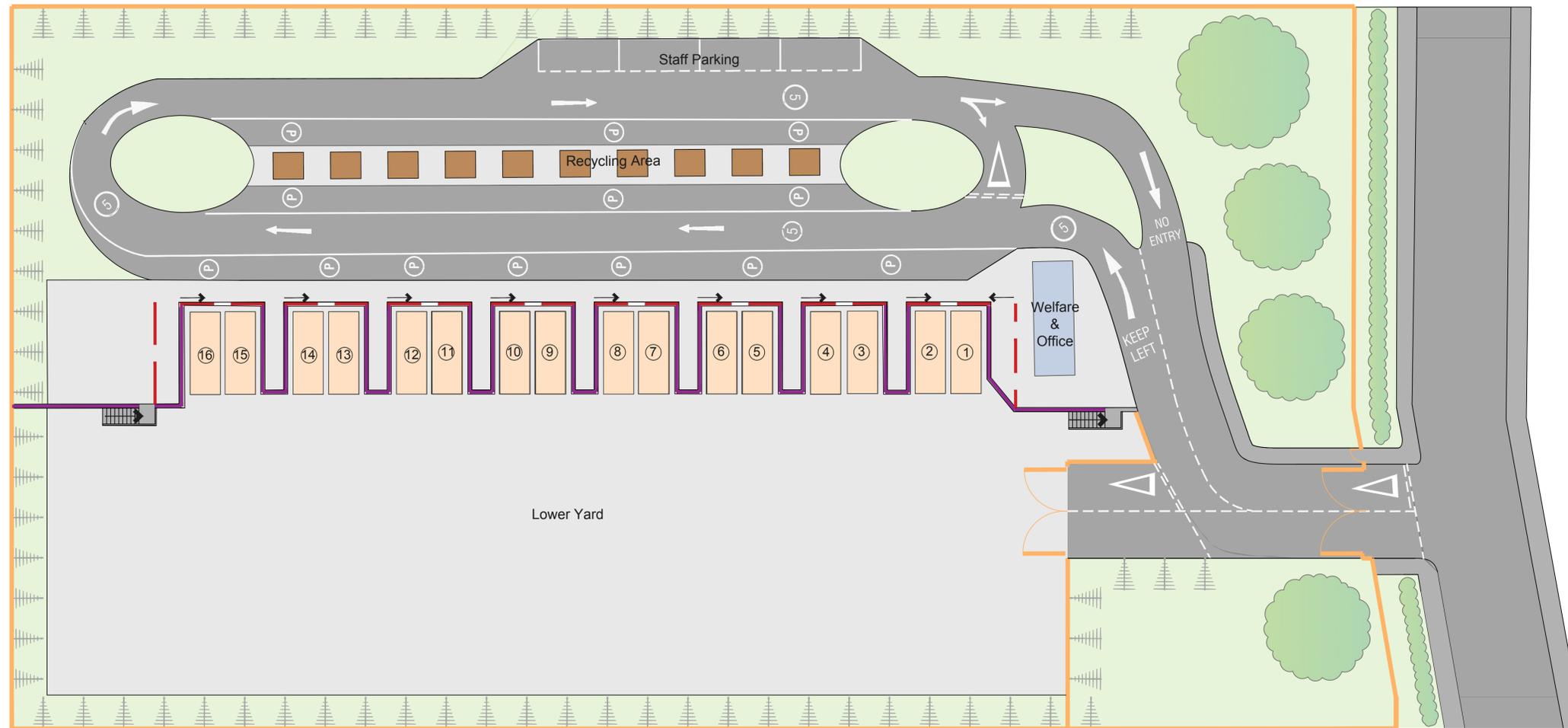


**SKETCH**

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Do not scale from prints. Only work to written dimensions. All dimensions and level datum to be verified on site.

This drawing shall be read in conjunction with all other relevant drawings, schedules and associated documentation. Any discrepancies, error or omissions are to be reported to David Trowler Associates before proceeding with work.



- Key**
- Fencing
  - Guard Rails
  - Mesh Screen and Gates

Page 214

Rev.	Description	Date	Initials



**Client** Cheshire East Council

**Project** Proposed Congleton HWRC

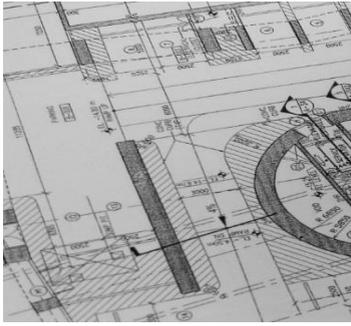
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Cheshire

**Title** Proposed Layout

**Drawing No** 2825-CON-102 Rev.

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**CHESHIRE EAST COUNCIL**  
**Congleton Household Waste Recycling Centre**  
**New Site**  
**Order of Cost Estimate Nr 1**  
**Revision -**

Issue Date: 22nd August 2024  
Reference: 507607  
Lead Contact : Chris Bailey  
Checked by : Raihan Chikol  
Issue: One

**CHESHIRE EAST COUNCIL**  
**Congleton Household Waste Recycling Centre New Site**  
**Order of Cost Estimate Nr 1**  
**22nd August 2024**  
**Revision -**



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**CONTENTS**

- 1.0 Executive Summary**
  - 2.0 Notes and Exclusions**
  - 3.0 Cost Build Up**
-

**1.0 EXECUTIVE SUMMARY**

CHESHIRE EAST COUNCIL  
 Congleton Household Waste Recycling Centre New Site  
 Order of Cost Estimate Nr 1  
 22nd August 2024  
 Revision -



## 1.0 EXECUTIVE SUMMARY

### Project Description:

The construction of a new household waste recycling centre with a site area of 4,639m<sup>2</sup> on a site to be found.

Total Anticipated Out-turn Cost:		Site Area:	4,639 m <sup>2</sup>
		£	£/m <sup>2</sup>
Construction cost		3,004,800	648
Preliminaries	15.00%	450,800	97
OH&P	7.00%	257,600	56
Professional Fees	14.77%	597,900	129
Other Development Costs		3,500	1
Risk Allowance	20.00%	883,200	190
Inflation	4.28%	222,600	48
<b>Total Anticipated Current Day Cost</b>		<b>£ 5,420,400</b>	<b>1,168</b>

### Notes:-

- Costs exclude VAT
- Costs used in the calculation are current day costs and this has been updated to allow for inflation up to the anticipated tender date and during the construction period.

## 1.1 Key Cost Commentary

The scope of works is as detailed within the cost build-up within Section 3.0.

Refer Key Cost Commentary above and notes and exclusions provided within Section 2.0 for the basis of the above costs.

Inflation costs are included based on a commencement on site on the 3Q25 with a 6 month programme.

**The construction market is very volatile at present, and costs are unpredictable due to energy prices, the war in Ukraine and Red Sea conflict. We would anticipate that this scheme could cost between £5.35m and £5.55m.**

**2.0 NOTES & EXCLUSIONS**

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## 2.0 Notes and Exclusions

### 2.1 General

This "Order of Cost Estimate" is in accordance with NRM1 and is based upon the latest information available:

### 2.2 Information Used for Order of Cost Estimate

- a) David Trowler Drawings 2346-102.

### 2.3 Assumptions / allowances

- a) This cost is based on a fictional site and it is assumed that this is level and is a greenfield site.
- b) We have assumed that the proposed site will be adjacent the carriage way and no highway works have been included, except carriageway crossovers.
- c) We have allowed for 50% of the excavated material to be contaminated and removed from site.
- d) We have assumed that there is sufficient electricity supply in the areas and now upgrades are required
- e) We have assumed that the site is not on a flood plain.
- f) Costs are based upon a start on site date of July 2025.
- g) We have assumed that there are contaminated materials on site, but this is not classed as highly
- h) All finishes are assumed and are based on the refurbishment of Crewe HWRC.
- i) Current national forecasts from the BCIS indicates that tender costs will rise. A copy of the indices is attached to the end of this document. However national trends indicate that there will be higher increases due to material shortages. Supply prices are rising monthly, above the forecasts, and these increases are not reflected in the indices and this estimate.
- j) We have not allowed for any Statutory diversion works.
- k) We have not allowed for any ground water issues.
- l) We have assumed that there is a mains sewer connection in the highway and no pumping is required.
- m) We have assumed that the ground bearing strata is sufficient to take the loadings, without any additional stabilisation methods.
- n) We have assumed that there are no problems with obtaining Planning Permission for the site and approval is given within the statutory periods. Any delays will add additional cost due to inflation.

CHESHIRE EAST COUNCIL

Congleton Household Waste Recycling Centre

New Site

Order of Cost Estimate Nr 1

22nd August 2024

Revision -



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## 2.0 Notes and Exclusions

### 2.4 Allowances to be made elsewhere in the Development Budget

The following are excluded, but need to be covered by other budgets within the overall Project Financial

#### Development Cost Items

1. Disposal of hazardous contaminated materials.
2. Legal fees.
3. Archaeological investigations costs and programme and impact of any finds.
4. Project Insurances and Bonds.
5. Fund monitoring/ third party advisor team costs:
  - Acoustic
  - Environmental
  - Photographic
  - Movement /vibration monitoring
6. Works beyond the site boundaries.
7. Flood Protection.
8. Drainage attenuation and existing discharge enhancement.
9. Sustainability measures and renewable energy measures.
10. Section 106 and Section 278 payments.
11. Costs associated with stopping orders.
12. Capital Tax Allowances, Grants etc.
13. VAT.
14. Extension of Public Highway

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**3.0 COST BUILD UP**

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## Cheshire East Council



## Order of Cost Estimate (Elemental)

Title: Congleton Household Waste Recycling Centre New Site

Date: 22nd August 2024

New Build GIFA =

Site Area = 4,639

GIFA = 4,639 m<sup>2</sup>

Item	Group element		Total	£/m <sup>2</sup>	%
0	Facilitating works		0	0.00	0.00%
1	Substructure		0	0.00	0.00%
2	Superstructure		0	0.00	0.00%
3	Internal finishes		0	0.00	0.00%
4	Fittings, furnishings and equipment		0	0.00	0.00%
5	Services		0	0.00	0.00%
6	Prefabricated buildings and building units		47,500	10.24	1.05%
7	Works to existing buildings		0	0.00	0.00%
8	External works		2,957,300	637.49	65.46%
<b>Facilitating Works and Building works estimate</b>			<b>3,004,800</b>	<b>647.73</b>	<b>66.51%</b>
9	Main Contractor's Preliminaries	15.00%	450,800	97.18	9.98%
10	Contractors Design Fees	6.51%	225,100	48.52	4.98%
<b>Facilitating Works and Building works estimate (inc Prelims)</b>			<b>3,680,700</b>	<b>793.43</b>	<b>81.47%</b>
11	Main Contractor's overheads and profit	7.00%	257,600	55.53	5.70%
14	Contractor Risk allowances	10.00%	393,800	84.89	8.72%
15	Inflation	4.28%	185,500	39.99	4.11%
<b>Contractor works cost estimate</b>			<b>4,517,600</b>	<b>973.83</b>	<b>100.00%</b>
12	Client project/design team fees	8.25%	372,800	80.36	
13	Other development/project costs		3,500	0.75	
<b>Facilitating Works and Building works estimate (inc Fees)</b>			<b>4,893,900</b>	<b>1,054.95</b>	
14	Client Risk allowances	10.00%	489,400	105.50	
<b>Cost limit (excluding inflation)</b>			<b>5,383,300</b>	<b>1,160.44</b>	
15	Inflation	4.28%	37,100	8.00	
<b>Cost limit (including inflation)</b>			<b>£5,420,400</b>	<b>1,168.44</b>	

## Exclusions:-

VAT

See Notes Section

## Cheshire East Council

## Order of Cost Estimate (Elemental)



**Title:** Congleton Household Waste Recycling Centre  
**Date:** 22nd August 2024

New Site

New Build GIFA =	-
Refurb GIFA =	4,639
GIFA =	<u>4,639</u>

Item	Description	Total	£/m2
0	Facilitating works		
	0.1 Toxic/hazardous/contaminated material treatment	-	
	0.2 Major demolition works	-	
	0.3 Temporary support to adjacent structures	-	
	0.4 Specialist groundworks	-	
	0.5 Temporary diversion works	-	
	0.6 Extraordinary site investigation works	-	
1	Substructure		
	1.1 Substructure	-	-
2	Superstructure		
	2.1 Frame	-	-
	2.2 Upper Floors	-	-
	2.3 Roof	-	-
	2.4 Stairs and ramps	-	-
	2.5 External walls	-	-
	2.6 Windows and external doors	-	-
	2.7 Internal walls and partitions	-	-
	2.8 Internal doors	-	-
3	Internal finishes		
	3.1 Wall finishes	-	-
	3.2 Floor finishes	-	-
	3.3 Ceiling finishes	-	-
4	Fittings, furnishings and equipment		
	4.1 Fittings, furnishings and equipment	-	-
5	Services		
	5.1 Sanitary installations	-	-
	5.2 Services equipment	-	-
	5.3 Disposal installations	-	-
	5.4 Water installations	-	-
	5.5 Heat source	-	-
	5.6 Space heating and air conditioning	-	-
	5.7 Ventilation	-	-
	5.8 Electrical installations	-	-
	5.9 Fuel installations	-	-
	5.10 Lift and conveyor installations	-	-
	5.11 Fire and lightning protection	-	-
	5.12 Communication, security and control systems	-	-
	5.13 Specialist installations	-	-
	5.14 Builder's work in connection with services	-	-
6	Prefabricated buildings and building units		
	6.1 Prefabricated buildings and building units	47,500.00	10.24
7	Works to existing buildings		
	7.1 Minor demolition works and alteration works	-	-
	7.2 Repairs to existing services	-	-
	7.3 Damp-proof courses/fungus and beetle eradication	-	-
	7.4 Facade retention	-	-
	7.5 Cleaning existing surfaces	-	-
	7.6 Renovation works	-	-

## Cheshire East Council

## Order of Cost Estimate (Elemental)



Title: Congleton Household Waste Recycling Centre

New Site

Date: 22nd August 2024

New Build GIFA =	-
Refurb GIFA =	4,639
GIFA =	<u>4,639</u>

Item	Description		Total	£/m2
8	External works			
	8.1 Site preparation works		917,400.00	197.76
	8.2 Roads, paths, pavings and surfacing's		833,100.00	179.59
	8.3 Soft landscaping, planting and irrigation systems		131,600.00	28.37
	8.4 Fencing, railings and walls		367,600.00	79.24
	8.5 External fixtures		338,000.00	72.86
	8.6 External drainage		314,600.00	67.82
	8.7 External services		55,000.00	11.86
	8.8 Minor building works and ancillary buildings		-	-
<b>Building works estimate</b>			<b>3,004,800.00</b>	<b>647.73</b>
9	Main Contractor's Preliminaries			
	9.1 General main contractor preliminaries	15.00%	450,800.00	97.18
			-	
10	Contractors Design Fees	6.51%	225,100.00	48.52
11	Main Contractor's Overheads & Profit			
	11.1 Main contractor's overheads	4.00%	147,200.00	31.73
	11.2 Main contractor's profit	3.00%	110,400.00	23.80
14	Client Risk allowances			
	14.1 Design development risks	5.00%	196,900.00	42.44
	14.2 Construction risks	5.00%	196,900.00	42.44
15	Inflation			
	15.1 Tender inflation	3.30%	142,900.00	30.80
	15.2 Construction inflation	0.98%	42,600.00	9.18
<b>Contractor works cost estimate</b>			<b>4,517,600.00</b>	<b>973.83</b>
12	Client project/design team fees	8.25%	372,800.00	80.36
13	Other development/project costs		3,500.00	0.75
<b>Base cost estimate</b>			<b>4,893,900.00</b>	<b>1,054.95</b>
14	Client Risk allowances			
	14.3 Employer change risks	5.00%	244,700.00	52.75
	14.4 Employer other risks	5.00%	244,700.00	52.75
<b>Cost limit (excluding inflation)</b>			<b>5,383,300.00</b>	<b>1,160.44</b>
15	Inflation			
	15.1 Tender inflation	3.30%	28,600.00	6.17
	15.2 Construction inflation	0.98%	8,500.00	1.83
<b>Cost limit (including inflation)</b>			<b>£5,420,400.00</b>	<b>1,168.44</b>

Order of Cost Estimate (Elemental)

Title: Congleton Household Waste Recycling Centre  
 Date: 22nd August 2024

Element: Complete buildings and building units

	Quant	Unit	Rate	Total
Prefabricated buildings and building units				47,500.00
Welfare cabin foundations	1	Item	15,000.00	15,000.00
Welfare cabin	1	Nr	25,000.00	25,000.00
Power supply to cabins	1	Nr	7,500.00	7,500.00

## Order of Cost Estimate (Elemental)

Title: Congleton Household Waste Recycling Centre

Date: 22nd August 2024

Element: External works

	Quant	Unit	Rate	Total
<b>Site preparation works</b>				<b>917,400.00</b>
Site strip	5,576	m2	20.00	111,520.00
Cut & fill to form levels for upper & lower yard	4,461	m3	25.00	111,520.00
Excavation	2,252	m3	25.00	56,295.00
Disposal off site	4,203	m3	50.00	210,170.00
EO disposal of contaminated material ( say 50% )	2,102	m3	150.00	315,255.00
Imported fill sub base, 600mm deep	2,252	m3	50.00	112,590.00
<b>Roads, paths, pavings and surfacing's</b>				<b>833,100.00</b>
Hot rolled asphalt circulation and parking areas	1,336	m2	150.00	200,400.00
Heavy duty reinforced concrete areas	2,417	m2	250.00	604,250.00
Line markings	1	Item	6,000.00	6,000.00
Highway crossover	1	Item	20,000.00	20,000.00
Footpath	30	m2	80.00	2,400.00
<b>Soft landscaping, planting and irrigation systems</b>				<b>131,600.00</b>
Soft landscaping/Grass seeding	1,797	m2	50.00	89,850.00
Embankment	556	m2	75.00	41,700.00
<b>Fencing, railings and walls</b>				<b>367,600.00</b>
Concrete foundation to retaining walls	194	m	500.00	97,000.00
Concrete retaining walls, 2m high	194	m	1,000.00	194,000.00
Perimeter fencing, 2400mm high weldmesh (say 50%)	180	m	120.00	21,600.00
Acoustic perimeter fencing, 2400mm high (say 50%)	180	m	200.00	36,000.00
Vehicle access gates	2	Nr	7,500.00	15,000.00
Personnel gate	1	Nr	4,000.00	4,000.00
<b>External fixtures</b>				<b>338,000.00</b>
Signage	1	Item	7,000.00	7,000.00
Guardrails and gates to skips	16	Nr	4,500.00	72,000.00
Safety guardrails	194	m	1,000.00	194,000.00
Steps	2	Nr	7,500.00	15,000.00
Lighting	1	Item	35,000.00	35,000.00
CCTV	1	Item	15,000.00	15,000.00
<b>External drainage</b>				<b>314,600.00</b>
Surface water drainage	3,753	m2	50.00	187,650.00
Foul water drainage to cabins	1	Item	10,000.00	10,000.00
Land drainage	1,797	m2	40.00	71,880.00
Petrol interceptor	1	Item	15,000.00	15,000.00
Water attenuation tank	1	Item	30,000.00	30,000.00

External services				55,000.00
Water mains supply	1 Item	15,000.00	15,000.00	
Electricity mains supply	1 Item	30,000.00	30,000.00	
Gas mains supply	Item	30,000.00		0.00
Telecommunications and other communication system	1 Item	10,000.00	10,000.00	

Minor building works and ancillary buildings				0.00
--	--	--	--	------

Stage One Order of Cost Estimate

Title: Congleton Household Waste Recycling Centre  
 Date: 22nd January 2018

Element: Contractors design fees

	Quant	Unit	Rate	Total
Preliminaries				450,800.00
Percentage value			15.00%	450,720.00
OR lump sum values:-				

## Stage One Order of Cost Estimate

Title: Congleton Household Waste Recycling Centre

Date: 22nd January 2018

Element: Contractors design fees

	Quant	Unit	Rate	Total
Contractors project team fees				225,100.00
Percentage value for design team fees	5.50%			190,058.00
OR lump sum values:-				
Pre-Construction Services Agreement				
Architect (stages C - L)	2.00%			
Structural Engineer (stages C - L)	1.00%			
M&E Consultant (stages C - L)	1.50%			
Design manager (stage C)	0.75%			
Principal Designer	0.25%			
Acoustician				5,000.00
Main Contractor Staff				20,000.00
Planning				2,500.00
Surveys				7,500.00

Order of Cost Estimate (Elemental)

Title: Congleton Household Waste Recycling Centre  
 Date: 22nd August 2024

Element:	Project/design team fees	Quant	Unit	Rate	Total
	Client Project/design team fees				372,800.00
	Percentage value for design team fees	8.25%			372,702.00
	OR lump sum values:-				
	Architect			1.50%	
	Structural Engineer			1.00%	
	Cost Consultant			0.75%	
	M&E Consultant			1.00%	
	Principal Designer			0.50%	
	Acoustician			0.50%	
	CEC Project Management			3.00%	

Order of Cost Estimate (Elemental)

Title: Congleton Household Waste Recycling Centre  
 Date: 22nd August 2024

Element:	Other development/project costs	Quant	Unit	Rate	Total
	Other development/project costs				3,500.00
	Statutory Authority Building Regulation fees				3,500.00



Order of Cost Estimate (Elemental)

Title: Congleton Household Waste Recycling Centre  
 Date: 22nd August 2024

Element: Inflation

Quant Unit Rate Total

Tender inflation

To be included as a percentage of the Cost limit

Percentage allowance = 3.30%

Rates used - 3Q 2024

394

Anticipated start date - 3Q 2025

407

0.032995

Construction inflation

To be included as a percentage of the Cost limit

Percentage allowance = 0.98%

Anticipated start date - 3Q 2025

407

Anticipated mid construction point - 4Q 2025

411

0.009828



<b>Series:</b>	<b>BCIS All-in TPI</b>				
Series number:	101	quarterly			
Base:	1985 mean = 100				
<b>Last updated:</b>	14/06/2024				
<b>Downloaded:</b>	22/07/2024 15:43				
<b>Date</b>	<b>Index</b>	<b>Status</b>	<b>Sample</b>	<b>Percentage change</b>	
				<b>On year</b>	<b>On quarter</b>
Aug-2020	330	Provisional		-1.5	-1.5
Nov-2020	328	Provisional		-1.5	-0.6
Feb-2021	328	Provisional		-2.1	0.0
May-2021	331	Provisional		-1.2	0.9
Aug-2021	339	Provisional		2.7	2.4
Nov-2021	344	Provisional		4.9	1.5
Feb-2022	349	Provisional		6.4	1.5
May-2022	365	Provisional		10.3	4.6
Aug-2022	371	Provisional		9.4	1.6
Nov-2022	375	Provisional		9.0	1.1
Feb-2023	379	Provisional		8.6	1.1
May-2023	383	Provisional		4.9	1.1
Aug-2023	386	Provisional		4.0	0.8
Nov-2023	388	Provisional		3.5	0.5
Feb-2024	390	Provisional		2.9	0.5
May-2024	392	Provisional		2.3	0.5
Aug-2024	394	Forecast		2.1	0.5
Nov-2024	396	Forecast		2.1	0.5
Feb-2025	400	Forecast		2.6	1.0
May-2025	404	Forecast		3.1	1.0
Aug-2025	407	Forecast		3.3	0.7
Nov-2025	411	Forecast		3.8	1.0
Feb-2026	416	Forecast		4.0	1.2
May-2026	419	Forecast		3.7	0.7
Aug-2026	422	Forecast		3.7	0.7
Nov-2026	425	Forecast		3.4	0.7
Feb-2027	432	Forecast		3.8	1.6
May-2027	433	Forecast		3.3	0.2

# Cheshire East HWRC Review

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Cheshire East Council  
January 2024



**Document prepared for**

Contact name      Ralph Kemp  
Client                Cheshire East Council  
Email                Ralph.Kemp@cheshireeast.gov.uk

**Document prepared by:**

Consultant name   Eric Randall, Sammy Moody & Lettie Aspey  
Job Title            Associate Consultant, Consultant, Junior Consultant  
Telephone          0790 303 7428  
Email                Samantha.Moody@resourcefutures.co.uk

**Document checked by:**

Name                Gwen Frost  
Title                 Director, Waste Strategy Lead

Signed              

**Version control**

File name           6042-CheshireEastHWRCReviewReport  
Version             Final Sent  
Status               Confidential  
Date                 31/01/2024  
Client contract no. C2318 Household waste Recycling Centre Review  
RF contract no.    6042

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**Limitations**

This report has been produced by Resource Futures on behalf of Cheshire East Council. Whilst Resource Futures has taken all due care to interpret and collate the information presented within the report, any third party relying on the results of the analysis shall do so at their own risk and neither Resource Futures nor Cheshire East Council shall be liable for any loss or damages arising there from.

## Executive summary

**Introduction:** Resource Futures were commissioned by Cheshire East Council to carry out a review of the long-term operation and management of their household waste recycling centres (HWRC). This report focuses on five scenarios, as set out in Table 1 below, and provides an update to benchmarking with neighbouring and similar authorities. In line with the aims set by the Council's corporate plan of being 'open, green and fair', this report also looks at the viability of a mobile HWRC service and cyclist/pedestrian access to its HWRCs. Analysis of this, and any potential cost savings and impacts on residents of each scenario will help to inform the Council when procuring a new contract in 2024.

**Baseline update:** Cheshire East's HWRC recycling rate is one of the highest in the region at 63% in 2021/22. The Council provides the second highest number of HWRCs per 100,000 population (1.76) out of its neighbouring authorities; Manchester provides just 0.7. This provision may relate to the borough also having one of the lowest annual throughputs per household (175kg) of comparable authorities. Whilst the introduction of DIY waste charges may contribute to lower throughput, the Government banned authorities from charging for DIY waste from January 2024.

**Impact on travel times and costs:** Scenario 1, the baseline, currently offers the best coverage in terms of ensuring most residents are within a 20-minute drive from a HWRC, as indicated in Table 1 below. However, scenario 2b offers almost the same coverage as the baseline, while scenario 2a, 3 and 4 all mean over 96% of residents can access a HWRC within a 20-minute drive. Scenario 5 offers the least residents a 20-minute drivetime. Of the 5 scenarios, number 3 provides the least overlap of provision and provides 83.4% of households access to an HWRC site within 15 minutes. Overall, the analysis shows that a reduction in the number of sites, whilst having a localised impact, does not present a problem for most residents.

*Table 1: Proportion of households in each scenario within 15- & 20-minute drive time of a HWRC*

Scenario	HWRCs to be closed /opened in the Scenario	% of HH within 20-minute drive time	% of HH within 15-minute drive time
<b>Scenario 1</b>	None	98.6%	95.3%
<b>Scenario 2a</b>	Close Poynton	97.3%	91.1%
<b>Scenario 2b</b>	Close Bollington	98.5%	95.2%
<b>Scenario 3</b>	Close Bollington, Middlewich, Poynton	96.8%	83.4%
<b>Scenario 4</b>	Close Alsager, Bollington, Middlewich, Poynton. Opening a new site at Congleton	96.8%	80.0%
<b>Scenario 5</b>	Close Alsager, Bollington, Middlewich, Poynton	93.9%	72.6%

Scenarios 3 and 5 are financially preferable to the baseline. Each site closure would see an approximately 5% overall tonnage reduction across all sites which is accounted for in the savings from site closures amount in table 2 overleaf.

Scenario 3 offers the best financial outcome with projected savings of around ██████████. However, due to the predicted tonnage increase at Macclesfield (+68%) in scenario 3, the Council would likely need to consider expansion of this HWRC. There are some 15,000 new households projected to be built in the area by 2030, with 4,341 in the Crewe area and 2,688 in Macclesfield. These sites should therefore be

prepared to cope with an increased footfall and potential tonnage by 2030, and this should be considered when weighing up each scenario. Scenario 5 offers the second best financial outcome but poses significant operational risks due to a substantial increase in visitor numbers and tonnage at Macclesfield and Crewe.

*Table 2: Summary of costings, risk and coverage for each scenario*

	Scenario 1 (Baseline)	Scenario 2a	Scenario 2b	Scenario 3	Scenario 4	Scenario 5
<b>Scenario detail</b>	All HWRCs remain open	Close Poynton	Close Bollington	Close Poynton, Bollington & Middlewich	Close Poynton, Bollington, Middlewich & Alsager, open Congleton	Close Poynton, Bollington, Middlewich & Alsager
<b>Savings from site closures (£)</b>	-	█	█	█	█	█
<b>Cost for improvements (£)</b>	█	█	█	█	█	█
<b>Redeployed costs (£)</b>	-	█	█	█	█	█
<b>Annualised capital - new site (£)</b>	-	-	-	-	<b>PRICE AWAITED</b>	-
<b>Change in tonnage costs (£)</b>	-	█	█	█	█	█
<b>Operational risk rating*</b>	█	█	█	█	█	█
<b>HWRCs per 100,000 HH</b>	1.76	1.51	1.51	1.01	1.01	0.75
<b>% HH within 20 mins drive</b>	0.99	0.97	0.99	0.97	0.97	0.94

\*Traffic light risk rating: green = low – red = high

**Other improvements:** In all cases, coverage could be improved by a new mobile HWRC service which prioritises rural locations, those where a HWRC has been closed, and areas with high levels of deprivation. A cost-effective solution would be to use existing fleet to service six locations for half a day over three Saturdays per month, costing approximately £47,000 annually. For 8 locations over 4 Saturdays per month, this increases to £62,500.

Opening HWRC access beyond motor vehicles would increase accessibility to more people, enable lower-carbon travel, and benefit densely populated areas. However, to ensure on-site safety, the Council would need to either create segregated paths for cyclists and pedestrians or, schedule a window of time on certain days for this alternative access. The latter would be the quickest and most cost-efficient option. In both instances, clear signage would be needed throughout the site.

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## 1 Introduction

### 1.1 Cheshire East HWRC network

Cheshire East Council (CEC) is a unitary authority with a population of 398,800 and an area of 116,638 hectares. The Borough was created in April 2009 when Cheshire County Council and all borough councils within the County ceased to exist and was replaced by Cheshire East and Cheshire West and Chester Unitary authorities. In addition to Cheshire West and Chester on the west, it is bounded by the Manchester conurbation to the north and east, Warrington to the north-west and Staffordshire and Shropshire to the south.

The Council operates seven Household Waste Recycling Centres (HWRC). The delivery of the HWRC service is currently managed on behalf of Cheshire East Council by ANSA Environmental Services, a company wholly owned by Cheshire East Council, with site operations being undertaken under contract by HW Martin Ltd who in turn subcontract the work to a number of Site Managers. The Site Managers are responsible for employing and managing site staff, provision of adequate Certificate of Technical Competence cover on site, site security and site cleanliness. The individual site managers are also responsible for the provision of suitable containers for the collection and storage of non-ferrous metal and reusable bric-a-brac, and a significant part of their payment for operating the subcontract comes from the right to remove and sell this non-ferrous material and bric-a-brac.

The existing contract which was due to expire in March 2023 was extended for 18 months. The target for a new contract arrangement is therefore the end of 2024. It is the aim of CEC to procure this new contract with ANSA appointed as the managing agent.

Following a review carried out by Resource Futures in 2016, CEC made several changes to their HWRC operation and management including: closing Arclid HWRC, reducing operating hours from 10 to 8 hours per day, charging for rubble/construction waste and opening the opportunity for smaller traders to use the Council's sites. A second review was carried out by Resource Futures in 2020 to further review options, since then, the following has changed:

- Closing of Congleton HWRC due to the unavailability of the site.
- Completion of the Congleton link road, improving drive times for the borough.

### 1.2 Cheshire East Corporate Plan & Waste Strategy

In 2014, CEC published a Municipal Waste Management Strategy, identifying how it plans to manage waste up to 2030. In 2020 the Council carried out a review of the Strategy, considering the Government's Resources and Waste Strategy. Although this has not been updated since the last report, the aims remain the same in relation to HWRCs: *to work towards the new national target of 65% recycling by 2035*. HWRCs have a significant role to play in staying on track to reaching achieving this target recycling rate.

Cheshire East Council's Corporate Plan (published in 2021), sets out 20 priorities under the aims of open, fair, and green. In relation to HWRC provision, the Council is challenged with striking the balance between providing sufficient HWRC coverage for all constituents, whilst also providing a value for money service. It also relates to the type of access permitted at HWRC sites; currently only vehicle

access is permitted at CEC HWRCs. We have therefore provided insight in this report into how lower-carbon forms of transport, specifically bicycles and pedestrians, could be accommodated at HWRCs.

### 1.3 Aims and objectives of this review

Resource Futures has been commissioned to carry out an additional review on the long-term operation and management of household waste recycling centres (HWRC) within the Borough of Cheshire East, building on previous reports undertaken in 2020 and 2016. Since the last report, there have been changes in the area that will affect HWRCs; the Congleton HWRC closed in September 2021 and the Congleton link road completed in April 2021 has improved travel times to the north and west of the borough. The Council is seeking to understand which of the scenarios below will provide a fair and efficient HWRC service for its residents.

Key objectives are therefore:

1. Modelling the scenarios identified by Cheshire East Council. The scenarios include:
  - Scenario 1- Keeping all 7 HWRCs open.
  - Scenario 2a- Keeping 6 HWRCs open, closing Poynton.
  - Scenario 2b- Keeping 6 HWRCs open, closing Bollington.
  - Scenario 3- Keeping 4 HWRCs open, closing Bollington, Middlewich, and Poynton.
  - Scenario 4- 4 HWRCs: Keeping 3 HWRCs open, closing Poynton, Middlewich, Bollington and Alsager and opening a new one at Congleton.
  - Scenario 5- Keeping 3 HWRCs open, closing Alsager, Bollington, Middlewich, and Poynton.

The analysis of the scenarios will help the Council understand the impact on the remaining sites in terms of throughput and traffic, the impact on residents in terms of site provision and drive times. It will also provide an indication if remaining sites require updating.

2. Provide an update to the benchmarking review of similar and neighbouring authorities carried out in 2020, including a comparison of the number of HWRCs offered.
3. Research viability and best practice for mobile HWRC provision, cross border arrangements and pedestrian & cycle access at HWRCs. For mobile site provision, we will provide a cost estimate for this service.
4. Examine the cross-border tipping issues – particularly at Alsager, Congleton, Middlewich, and Poynton.

## 2 Baseline – Scenario 1

This scenario is the baseline position that is currently delivered to residents through the seven existing sites. Figure 1 shows the areas covered by a 20-minute drive time and demonstrates the heavy overlap in the centre of the borough.

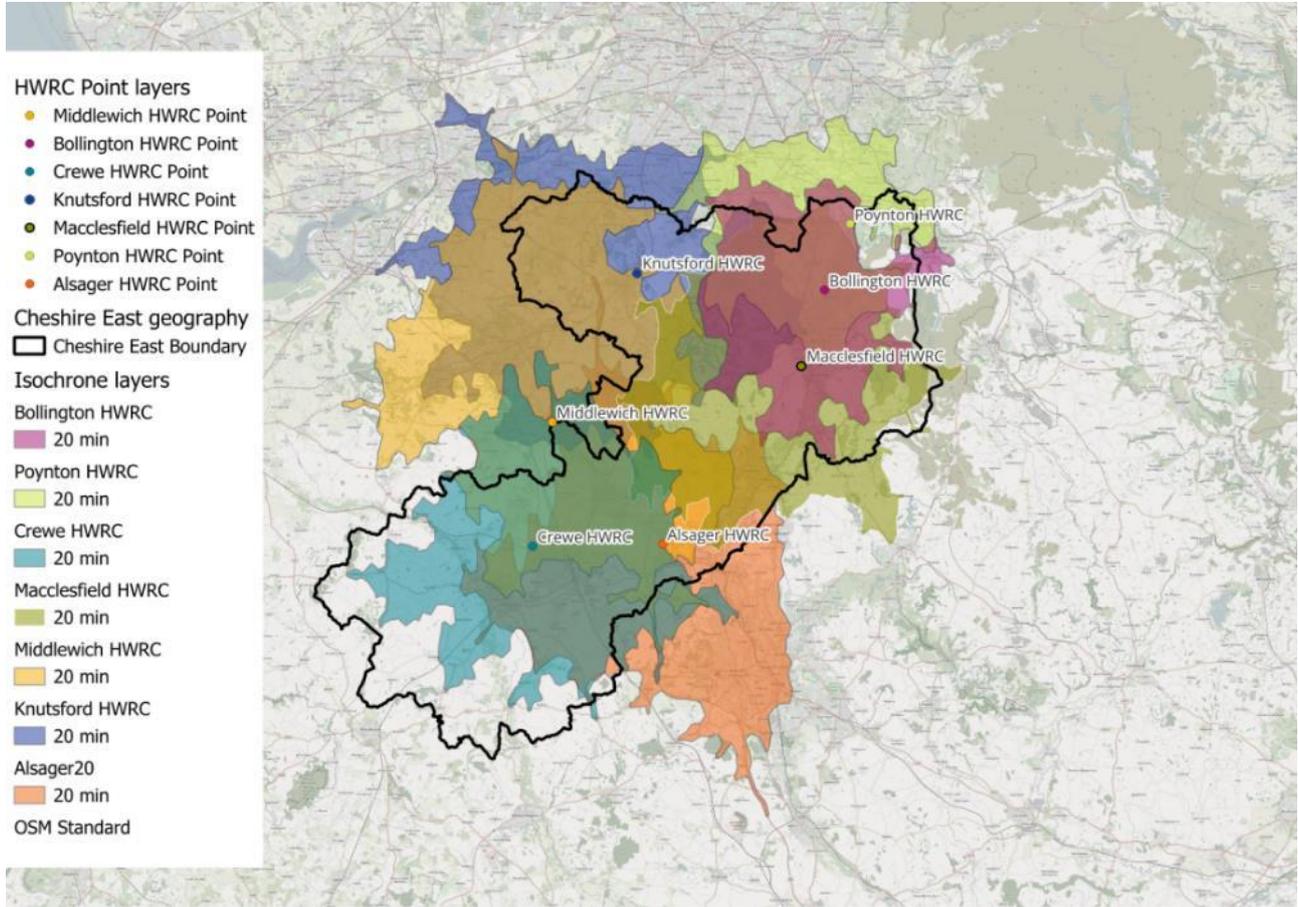


Figure 1: Scenario 1 (baseline) 20-minute drive time coverage

As shown in Table 1, under the current Cheshire East HWRC service, 99% of households can reach an HWRC within 20 minutes of driving.

Table 3: Scenario 1 (baseline) households within drive time area

Scenario 1	Households	% of HH within the area	% HH outside of the area
<b>20-minute drive time</b>	189770	99%	1%

Scenario 1 is the baseline from which all other scenarios are based. We assume a steady cost state, bar those identified in the 2022 'Feasibility Report, Improvement Works' by David Trowler Associates.

Table 4: Cost summary of current HWRCs shows the cost of works taken from the Feasibility Report, and the annual costs are extrapolated based on an 8-year depreciation at 5.34%<sup>1</sup> interest rates to provide a guide estimate of annualised capital and interest repayment costs. The baseline scenario is the current

<sup>1</sup> In line with the PWLB interest rate on 17 Jan 2024

annual cost of operation, plus the costs identified for improvement. In the following scenarios, these annualised costs are described as 'site improvement costs'.

*Table 4: Cost summary of current HWRCs*

HWRC	Cost of works	Annual cost
<b>Alsager</b>		
<b>Bollington</b>		
<b>Crewe</b>		
<b>Knutsford</b>		
<b>Macclesfield</b>		
<b>Middlewich</b>		
<b>Poynton</b>		
<b>Total</b>		

Table 5 shows the average numbers of visitors per day per peak month at each site. The visitors per day and per month were extrapolated from the data captured by CEC in September in 2023, this was then calibrated in relation to the average tonnages seen in that week compared with the seasonal variation that happen through the year, this therefore demonstrates the range in visitor numbers that can be seen at busy periods, such as Easter and Bank Holidays.

*Table 5: Scenario 1 (baseline) average visitors per site per year and per month*

HWRC	Tonnage	Average visitors per day	Average visitors in a peak month per day
<b>Alsager</b>	4,238	523	627
<b>Bollington</b>	2,442	301	362
<b>Crewe</b>	7,413	915	1,098
<b>Knutsford</b>	3,953	488	585
<b>Macclesfield</b>	5,448	672	807
<b>Middlewich</b>	2,067	255	306
<b>Poynton</b>	2,156	266	319

### 3 Benchmarking

CEC was benchmarked in 2020 against both neighbouring and similar authorities. We have provided an update using the same authorities for ease of comparison below.

#### 3.1 Neighbouring authority review

The six neighbouring authorities selected for benchmarking based on their proximity to the border with CEC are:

- Cheshire West and Chester
- Warrington Borough Council
- Greater Manchester WDA (incl. Manchester, Stockport, Trafford)
- Derbyshire County Council (incl. High Peak Borough Council)
- Staffordshire County Council (incl. Staffordshire Moorlands, Newcastle-under-Lyme Borough Council)
- Shropshire

Previously, the national HWRC directory was used to analyse HWRC recycling rates for each, but this no longer exists. We have therefore analysed HWRC recycling rates using 21/22 tonnages from Waste Data Flow (WDF) for CEC and the neighbouring authorities. The recycling rates are shown in Table 6 alongside total tonnage, throughput per household per year and number of HWRCs per 100,000 population.

*Table 6: Neighbouring authority benchmarking including 21/22 HWRC recycling rates (including rubble)*

Authority	Recycling & reuse rate	Total annual throughput tonnes	Annual throughput kg/hh	Number of HWRCs per 100,000 population
<b>Warrington Borough Council</b>	71%	17492.93	187	1.42
<b>Cheshire East</b>	63%	31430.73	175	1.76
<b>Greater Manchester WDA (MBC)</b>	58%	244843.37	224	1.55
<b>Cheshire West and Chester</b>	54%	38916.36	243	0.70
<b>Derbyshire County Council</b>	45%	79443.28	217	1.13
<b>Shropshire</b>	45%	39577.43	272	1.96
<b>Staffordshire County Council</b>	41%	82987.21	215	1.60

\* The tonnage and household values vary slightly to the data provided to us directly by CEC for 21/22, for consistency in comparison, we have used WDF figures for this analysis.

CEC had the second highest recycling rate of 63%, following Warrington (71%), this is the same as in 2020 although both recycling rates have fallen slightly. CEC's throughput per household is the lowest of all neighbouring authorities (175kg/hh/yr). Shropshire had the highest throughput per year at 272kg per household. With the closure of Congleton, CEC's provision of HWRCs per 100,000 population has decreased slightly from 2.1 to 1.76 sites but this is still one of the highest along with Cheshire West (1.96).

There have been some changes to key policies and operations, and we have provided an update on these authorities, detailed in Table 7. Notably, Cheshire West's separate trade waste site previously located next to their Chester HWRC closed in June 2022 and the authority was charging for DIY waste over a certain amount (3 bags for free). Staffordshire has also made changes to their trade waste policy; from June 2023, businesses registered in Staffordshire with a waste carriers' licence and proof of address can take trade waste to HWRCs for a fee. Staffordshire now accepts asbestos between specified hours at six of its HWRCs whereas before this was only possible at Leek.

All authorities continue to enforce vehicle restrictions relating to payload and length. Shropshire still enforces a similar permit scheme to CEC for vans and large vehicles, and Warrington still requires permits for multiple visits per day in large vehicles or for non-household waste. Cheshire West now requires proof of residency.

From January 2024, the UK Government banned local authorities charging for DIY waste when the amount of waste being delivered to a HWRC in a single visit is either:

- a) less than 100 litres and capable of being fitted into two 50 litre bags, or*
- b) a single article of waste no larger than 2000mm x 750mm x 700mm in size; and*
- c) the waste delivered to waste deposit sites does not exceed four single visits per household in any four-week period<sup>2</sup>.*

The ban on DIY waste charges could have a large impact on authorities like CEC that previously charged; the very likely increase in DIY waste tonnage will increase disposal costs. Implementing the permitted limits outlined above on the amount of DIY waste accepted will help CEC managed this additional cost.

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<sup>2</sup> [The Controlled Waste \(England and Wales\) \(Amendment\) \(England\) Regulations 2023](#), accessed Jan 24

Table 7: Neighbouring authority HWRC key policies and opening times

Authority	Vehicle restrictions	Residents Permit	Limits on non-household waste	Opening Times	Trade Waste Accepted?	DIY Charges prior to Jan 2024*
Cheshire East	Yes	Yes, for vans or trailers	Small DIY projects only, charges applicable. No gas cylinders or tyres. Asbestos at Pym's Lane Crewe or Danes Moss Macclesfield only.	Seven days a week; 8:30am-5pm April-September, 8:30am-4pm October-March. (Congleton HWRC now closed)	Limited amounts for a fee	Hardcore/rubble/s oil/ceramic/glass & plasterboard = £3.70 per bag, per sheet or individual item.
Cheshire West & Chester	Yes	Proof of residency required. Neston requires a permit, due to location near council boundary.	Cannot accept asbestos, gas cylinders, tyres. No cooking & engine at Frodsham either. Tattenhall had very limited acceptance of different household wastes.	3x sites open seven days a week: Summer months 8am-8pm weekdays, 8am-6pm weekends. Winter months 8am-4pm every day. 4x sites open five days a week (midweek closing). Summer months 9am-5pm (TBC). Winter months 8am-4pm.	No. (The separate trade waste centre next to Chester Site closed in 2022)	Charge for 4 or more bags construction waste or ceramic items at £3.70 per bag (introduced in 2022).

Authority	Vehicle restrictions	Residents Permit	Limits on non-household waste	Opening Times	Trade Waste Accepted?	DIY Charges prior to Jan 2024*
Warrington Borough Council	Yes	Yes, for non-household waste, or when making more than one visit in a large vehicle or with a trailer.	Requires permit with list of items, regardless of vehicle. Up to three visits in 12-month period. Can't accept car tyres or vehicle parts, fire extinguishers, gas bottles, hazardous or flammable liquids or chemicals, pallets.	Gateworth 8am-6pm, Woolston weekdays 10am-4pm, weekends 8am-6pm, Stockton same as Woolston shorter winter hours of 10-4pm incl. weekends.	No	No (permits are free)
Greater Manchester WDA	Yes	No	Limit of 5 x sacks of hardcore & rubble per visit. No asbestos, plasterboard (both to be taken to waste transfer facility) or food waste.	Seven days a week; 8am-6pm	No	No but limit of 5 x sacks of hardcore & rubble per visit.
Derbyshire County Council	Yes	No	No car parts except tyres (max 4), large tree branches, large items of fitted furniture, greenhouses, sheds, fencing, decking, Christmas cards or wrapping paper. Plasterboard – max. 50kg per visit per week, whole sheets not accepted. Asbestos – 2x roofing sheets or 2m downpipe.	Seven days a week; 8:30am-6pm	No	No

Authority	Vehicle restrictions	Residents Permit	Limits on non-household waste	Opening Times	Trade Waste Accepted?	DIY Charges prior to Jan 2024*
Staffordshire County Council	Yes	No	<p>DIY wastes limited to certain sized items or 2 x 50l bags per visit and 4 visits/hh/month.</p> <p>Cement bonded asbestos accepted a 6 HWRCs between 1-3pm- restricted to 4 sheets or 4 bags per household every six months.</p> <p>Charges applicable to some items. No car parts (except tyres/batteries), animal carcasses, petrol or diesel.</p>	<p>Most open five days a week, 9am-5pm with midweek closing except Biddulph open 9am-4:30pm and Leek open 7 days a week 9am-5pm</p>	<p>Yes, from June 2023 trade waste from Staffordshire registered businesses will be accepted. Need waste carriers licence and business address and charges apply.</p>	<p>Charged for more than 2 bags of: Rubble/bricks/concrete/glass/gravel/ceramic/sand/slate/soil/stone/tarmac/turf/tiles &amp; fibreglass - £3 per bag or large item. Plasterboard - £4 per bag or sheet. Tyres - £4 per tyre.</p>
Shropshire	Yes	Yes, for cars with large trailers, vans and 4x4s with goods body, long-term hire commercial vehicles.	<p>Small DIY only. Asbestos requires notification prior to visit.</p>	<p>Seven days a week; 9am-5pm</p>	<p>No</p>	<p>No</p>

\*DIY waste charges at HWRCs banned in Jan 2024.

### 3.2 Similar authority review

We have provided an update on the benchmarking with five similar authorities that were used for comparison in 2020. These authorities were identified at that time using Office of National Statistics (ONS) area classification data which uses 59 key variables of demographic and socio-economic factors to rank the similarity of local authorities across the UK. For direct comparison, the local authorities are:

- Tewkesbury (Gloucestershire)
- Stroud (Gloucestershire)
- Monmouth
- Cheshire West & Chester
- Stafford (Staffordshire County Council)

As before, for authorities that are waste collection authorities only (Tewkesbury, Stroud and Stafford), HWRC data for the disposal authorities (Gloucestershire and Staffordshire) has been used. The summary of recycling and reuse rates, total throughput, and throughput per household per year is summarised for similar authorities in Table 8. Data from WDF has been used again for direct comparison.

CEC has the highest HWRC recycling and reuse rate of all similar authorities, excluding rubble. CEC's throughput per household (175kg/hh/yr) is second lowest after Gloucestershire (150kg/hh/yr).

Monmouthshire continues to have the highest throughput per household of 259kg/hh/yr and provides almost double (3.25) the number of HWRCs per 100,000 population than CEC (1.76).

*Table 8: Similar authority benchmarking including recycling rate (including rubble)*

Authority	Recycling & reuse rate	Total annual throughput tonnes	Annual throughput kg/hh	Number of HWRCs per 100,000 population
<b>Cheshire East</b>	63%	31430.73	175	1.76
<b>Monmouthshire CC</b>	62%	10670.38	259	3.25
<b>Cheshire West and Chester</b>	43%	38916.36	243	1.96
<b>Gloucestershire County Council</b>	41%	44574.84	150	1.60
<b>Staffordshire County Council</b>	38%	82987.21	215	0.78

The similar authority benchmarking update is provided in Table 9. As the information on Cheshire West and Chester and Staffordshire is provided in section 3.1, it has not been repeated here.

There have been some changes to key policies and opening times in the similar authorities; Monmouthshire has reduced the number of days and hours they open since 2020 and Gloucestershire no longer accepted car tyres at its HWRCs. All authorities have restrictions on vans and trailers with Gloucestershire and Monmouthshire continuing the booking systems implemented during the Covid pandemic. CEC has the longest opening hours compared to similar authorities.

Table 9: Similar authority HWRC key policies and opening times

Authority	Vehicle restrictions	Residents Permit	Limits on non-household waste	Opening Times	Trade Waste Accepted?	DIY Charges prior to Jan 2024*
Cheshire East	Yes	Yes, for vans or trailers	Small DIY projects only, charges applicable. No gas cylinders or tyres. Asbestos at Pym's Lane Crewe or Danes Moss Macclesfield only.	Seven days a week; 8:30am-5pm April-September, 8:30am-4pm October-March.	Small amounts for a fee	Hardcore/rubble/soil/ceramic/glass & plasterboard = £3.70 per bag, per sheet or individual item.
Gloucestershire County Council (Tewkesbury, Stroud)	Yes	Bookings must be made for any van, pick-up, large trailers, or minibuses/vans.	Cannot accept car parts including tyres, ammunition, flares, animal carcasses, clinical waste, petrol or diesel, invasive or poisonous plant species, large items such as septic or heating tanks. Asbestos must be pre-booked.	Six days a week (mid-week closing). 10am-4pm	No	No

Authority	Vehicle restrictions	Residents Permit	Limits on non-household waste	Opening Times	Trade Waste Accepted?	DIY Charges prior to Jan 2024*
Monmouthshire County Council	Yes	All vehicles must book a visit slot and show confirmation email. Vans & trailers book via a separate from.	No black bag unsorted waste. No car or vehicle parts, including tyres accepted. DIY waste restricted to 5 bags or small car boot load per visit, with maximum of two visits per month. Large white goods, gas cylinders, Asbestos not accepted at Mitchel Troy.	Five days a week (midweek closing); 8am-4pm.	No	No but restricted to 5 bags or small boot-load full.

\*DIY waste charges at HWRCs banned in Jan 2024

### **3.3 Benchmarking update findings**

The findings of the benchmarking update with neighbouring and similar authorities suggests that:

- Most comparable authorities now require a form of residential permit for vans or trailers.
- CEC is still amongst the authorities which provide longer opening times. Two similar authorities both implement a mid-week closure.
- Most authorities, including CEC do not accept trade waste.
- CEC continue to provide one of the highest numbers of HWRCs per 100,000 population.
- There seems to be a correlation between higher tonnage per hh/year and higher number of HWRCs provided per 100,000 population.
- Despite most authorities implementing some form of DIY waste charges or restrictions in recent years, the Government banned blanket charges for DIY waste at HWRCs in January 2024. However, restrictions on the amount of DIY waste will still be permitted.<sup>2</sup>

## 4 Scenario analysis

### 4.1 Methodology for spatial analysis

Cheshire East Council provided Resource Futures with postcode and household numbers. Of the 10,949 postcodes provided 116 postcodes could not be geolocated and have been excluded from the analysis. A list of the postcodes excluded from the analysis is listed in the Appendix. The Cheshire East boundary area spatial data was acquired from the UK Government Ministry of Housing, Communities and Local Government's Local Authority District 2019 feature layer<sup>3</sup>. Table 10 below details the number of Cheshire East postcodes and households included in the spatial analysis.

*Table 10: Total number of Cheshire East postcodes and households and proportion included in the analysis*

Cheshire East postcodes included in the analysis	Households included in the analysis	Total postcodes provided by CEC	Total HH numbers provided by CEC	% Geolocated
10,833	192,561	10,949	194,195	99%

### 4.2 Drivetime overview by HWRC

Drive time analysis was run for each HWRC individually. The results from the analysis are shown in Table 11. Crewe and Macclesfield have the most households within a 20-minute drive time of their HWRCs. Over 77% of residents in Cheshire East can visit the Crewe HWRC within 20 minutes driving and 71% of households can drive to Macclesfield HWRC within 20 minutes.

*Table 11: Number of Cheshire East Households within 20-minute drive of each HWRC*

HWRC	Households within 20 minutes	% of total CEC Households
Knutsford	66,872	35%
Poynton	75,882	39%
Middlewich	103,923	54%
Bollington	104,746	54%
Alsager	106,550	55%
Macclesfield	136,384	71%
Crewe	151,202	79%

### 4.3 Site Closures

Each scenario within this report applies the closure of one or more HWRC. We have considered how tonnages as well as visitor numbers will change and impact other sites as a proposed of closures.

#### 4.3.1 The annual tonnage variation and the impact of closing Congleton

Estimates have been calculated to show where the tonnage and visitors from each site are likely to travel to for each scenario. With each HWRC closure, we have assumed a 5% loss in overall tonnage as

<sup>3</sup>ARCGIS [Indices of Multiple Deprivation](#) (2019) accessed Jan 2024

per the Waste and Resources Action Programme (WRAP) HWRC Guidance, 2018<sup>4</sup>. This correlates with our analysis of associated data relating to the impact of the closure of Congleton on neighbouring sites. CEC provided two years' worth of tonnage data from all their HWRCs, covering the 12 months immediately before and after the closure of Congleton. Domestic waste tonnage is known to have increased significantly across the UK during the year preceding the closure (September 2020 to August 2021). This was due to the impact of covid lockdowns when the population spent more time at home and in their gardens. It was also an exceptionally good growing year, and garden waste tonnages were high.

*Table 12: Tonnage change across all HWRCs before and after Congleton closure*

Waste type	Before	After	Change	% Change
<b>Total tonnage</b>	33,389	29,213	-4176	-13%
<b>Total residual waste (EfW &amp; landfill)</b>	11,884	10,316	-1568	-13%
<b>Total recycled (garden and dry)</b>	21,506	18,897	-2609	-12%
<b>Garden waste</b>	5,117	4,247	-871	-17%
<b>Dry recycling</b>	16,388	14,651	-1738	-11%

Table 12 shows the change in tonnages for both recycling and residual waste across all sites before and after the Congleton HWRC closed. Each waste stream tonnage decreased, with garden waste reduced at a significantly higher rate than other streams (-17%). The total tonnage decrease from all HWRCs was 4176 tonnes, of which 3929 tonnes (12%) could be attributed to the regional decrease in tonnage experienced that year (the annual tonnage variation). The remaining 247 tonnes equates to approximately 5% of the tonnage previously taken to Congleton that did not appear in the tonnages of other HWRCs. This 5% loss correlates with the WRAP guidance, and it is likely that these materials were put into domestic wheelie bins, composted, or otherwise managed differently.

Table 13 shows the changes in tonnage at each site 12 months before and after Congleton closed. The sites most likely to have been impacted by the closure of Congleton experienced the lowest drop in tonnage, (and in the case of Macclesfield a net increase of 11%). The reduction was not uniform across all sites; there was a variation of between +11% at Macclesfield and -15% at Poynton.

*Table 13: Tonnage change at each HWRC before and after Congleton closure. Highlighted cells signify sites most likely to be impacted by the closure*

HWRC	Before	After	Change	% Change
<b>Alsager</b>	4,624	4,327	-297	-6%
<b>Bollington</b>	2,741	2,510	-231	-8%
<b>Crewe</b>	8,007	7,928	-78	-1%
<b>Knutsford</b>	4,624	4,327	-297	-6%
<b>Macclesfield</b>	5,141	5,731	590	11%
<b>Middlewich</b>	2,501	2,176	-325	-13%
<b>Poynton</b>	2,690	2,285	-405	-15%

<sup>4</sup> [WRAP Household Waste Recycling Centre \(HWRC\) Guide](#) (2018), accessed Dec 23

### 4.3.2 Calculating visitor number changes

Visitor numbers are not habitually calculated at the HWRCs in CEC. A survey of visitor numbers was however conducted by Tracsis for one week in early September 2022 at all sites. This data has been used to calculate the kilograms (kg) that were brought per visitor to each site. Note that one week of visitor numbers has been collated against one month of tonnage, and there is no way of knowing whether this was a relatively busy or quiet week. Using some sensitivity analysis, a range of between 21-25kg was probable, and a mid-point of 23kg per visitor has been used in the modelling included within this report. Assumed visitor numbers can be seen in Table 5.

Note that it is probable that the average weight of a carload will change seasonally. However, as the survey was carried out in one of the busier months of the year, it is likely to be a reliable figure for the purposes of understanding the impact over the busier period of the year.

Attention has been paid to the visitor numbers in the peak periods. Approximately 10% of the total weight and visitors will be experienced in a single peak month. In the modelling this figure has been used to show the impact of increased visitor numbers over this peak month. However, it should be advised that peak days will see even higher tonnage arriving at the sites on weekends, bank holidays and in good weather.

Historical trends show that tonnages at the HWRCs have been much higher in the past. Figure 2 overleaf shows that prior to 2018, before the Council started to charge for hardcore (rubble) and gypsum (plasterboard), sites were taking in about a third more tonnage in total. Whilst this tonnage throughput was achieved prior to the closure of Congleton and Arclid HWRCs, it does indicate that there may be spare capacity at sites. Should there be an improvement in economic conditions, a strong increase in house numbers and/or population, the introduction of a charged for garden waste service, or the removal of any restrictions on non-household waste, it would be possible to see higher tonnages again.

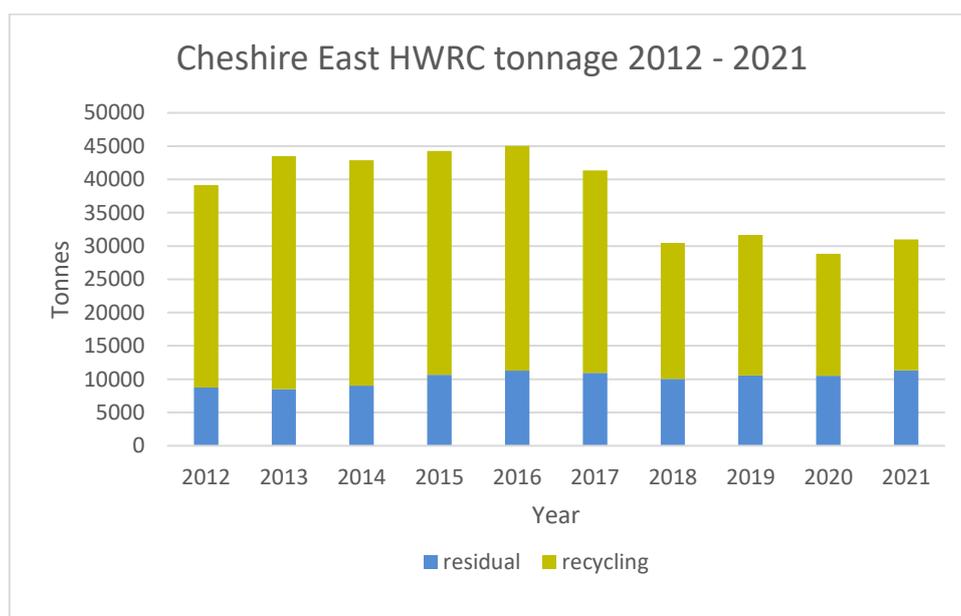


Figure 2: HWRC refuse & recycling tonnage change 2012-2021

## 4.4 Scenario 2a – Close Poynton

In scenario 2a, six of the seven HWRCs remain open, closing Poynton. Figure 3 below shows the coverage to households within a 20-minute drive time of a HWRC in scenario 2a.

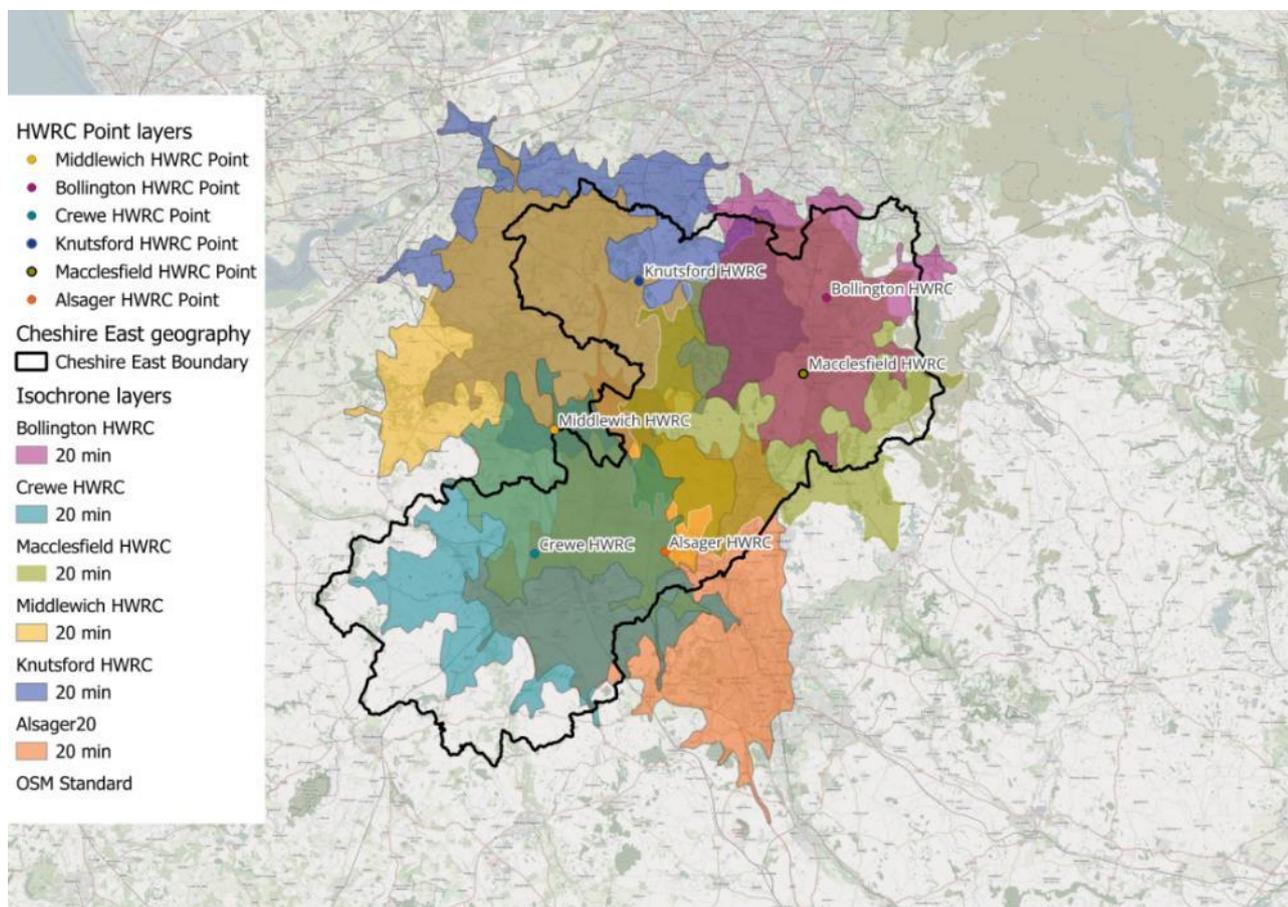


Figure 3: Scenario 2a 20-minute drive time coverage

### 4.4.1 Impact on residents

WRAP national guidelines suggest that the maximum driving times to a site for the great majority of residents of 20 minutes in urban areas, and 30 minutes in rural areas<sup>5</sup>, in this scenario we have assumed that CEC considers itself an urban authority.

In scenario 2a, 97% of households within Cheshire East would be able to reach one of the six HWRC within 20 minutes, with just 3% of residents over a 20-minute drive away. The closure of the Poynton site would see a 2% percentage decrease from Scenario 1 (baseline) in households able to reach a HWRC site within 20 minutes. Table 14 below shows the results from the drive time analysis for 20 minutes.

Table 14: Scenario 2a households within 20-minute drive time

Scenario 2a	Households	% of HH within the area	% HH outside of the area
<b>20-minute drive time</b>	187,428	97%	3%

<sup>5</sup> [WRAP Household Waste Recycling Centre \(HWRC\) Guide](#) (2018), accessed Dec 23

#### 4.4.2 Impact on tonnage and visitors

With the closure of Poynton, it is highly likely that residents would take most of their waste previously entering Poynton to Bollington, with a small amount reaching Knutsford. Table 15 shows the potential impacts of closing Poynton on the other HWRCs. Bollington is likely to see an increase of around 80% in its current tonnage and visitor numbers, making it the third busiest site after Crewe and Macclesfield. Tonnage and visitor numbers would be slightly higher than Alsager, which is a considerably larger.

*Table 15: Scenario 2a impact of tonnage and visitors*

HWRC	Current tonnage	New Tonnage	Change in tonnage	Current visitors per day	New visitors per day	Change in daily visitors	% increase in tonnes and visitors	Peak month - visitors / day
<b>Alsager</b>	4,238	4,238	-	523	523	-	0%	627
<b>Bollington</b>	2,442	4,387	1,946	301	541	240	80%	650
<b>Crewe</b>	7,413	7,413	-	915	915	-	0%	1,098
<b>Knutsford</b>	3,953	4,055	102	488	500	13	3%	600
<b>Macclesfield</b>	5,448	5,448	-	672	672	-	0%	807
<b>Middlewich</b>	2,067	2,067	-	255	255	-	0%	306
<b>Poynton</b>	2,156	-	2,156	266	-	266	-100%	-

#### 4.4.3 Site suitability

The Bollington HWRC was designed to be a small regional HWRC and while it would have some additional capacity, there is limited room for additional visitors and tonnage. By comparison, Bollington has space for 8 to 9 roll-on-roll-off (RORO) skips whilst Alsager has space for around 18 ROROs.

To its advantage, Bollington has a long entrance road that leads solely to the HWRC which would help with holding visitors on peak days. The expected 80% increase in traffic and tonnage is likely to cause operational and visitor issues and would have to be considered carefully. As the risks of additional tonnage and visitors are generic to all sites, these, along with ways this could be managed are discussed at section 4.10.

#### 4.4.4 Cost savings

Savings from site closures are largely from staff costs but include other site-specific operational costs that would no longer be incurred. This is then offset by other costs including:

- Site improvement costs – as identified by David Trowler Associates, annualised, and applied to all sites not due for closure.
- Redeployment costs, which is the cost of providing additional staff and resources at sites most impacted by tonnage increases.
- Change in tonnage costs which is the estimated cost from a drop in recycling rates (at the sites which are expected to receive more than 20% additional tonnage), less the savings made from the anticipated 5% reduction in redistributed tonnage following a site closure.

Table 16 shows a summary of potential cost savings achieved by scenario 2a, this would represent a net cost of [REDACTED].

Table 16: Scenario 2a first year financial summary

Scenario 2a	Cost (£)	Savings (£)
Savings from site closures	-	
Site improvement costs		-
Redeployed costs		-
Change in tonnage costs		-
Sub Total		
Net savings (-ve = cost)		

## 4.5 Scenario 2b – Close Bollington

In scenario 2b, six of the seven HWRCs remain open, closing Bollington. Figure 4 shows the coverage to households within a 20-minute drive time of a HWRC in scenario 2b.

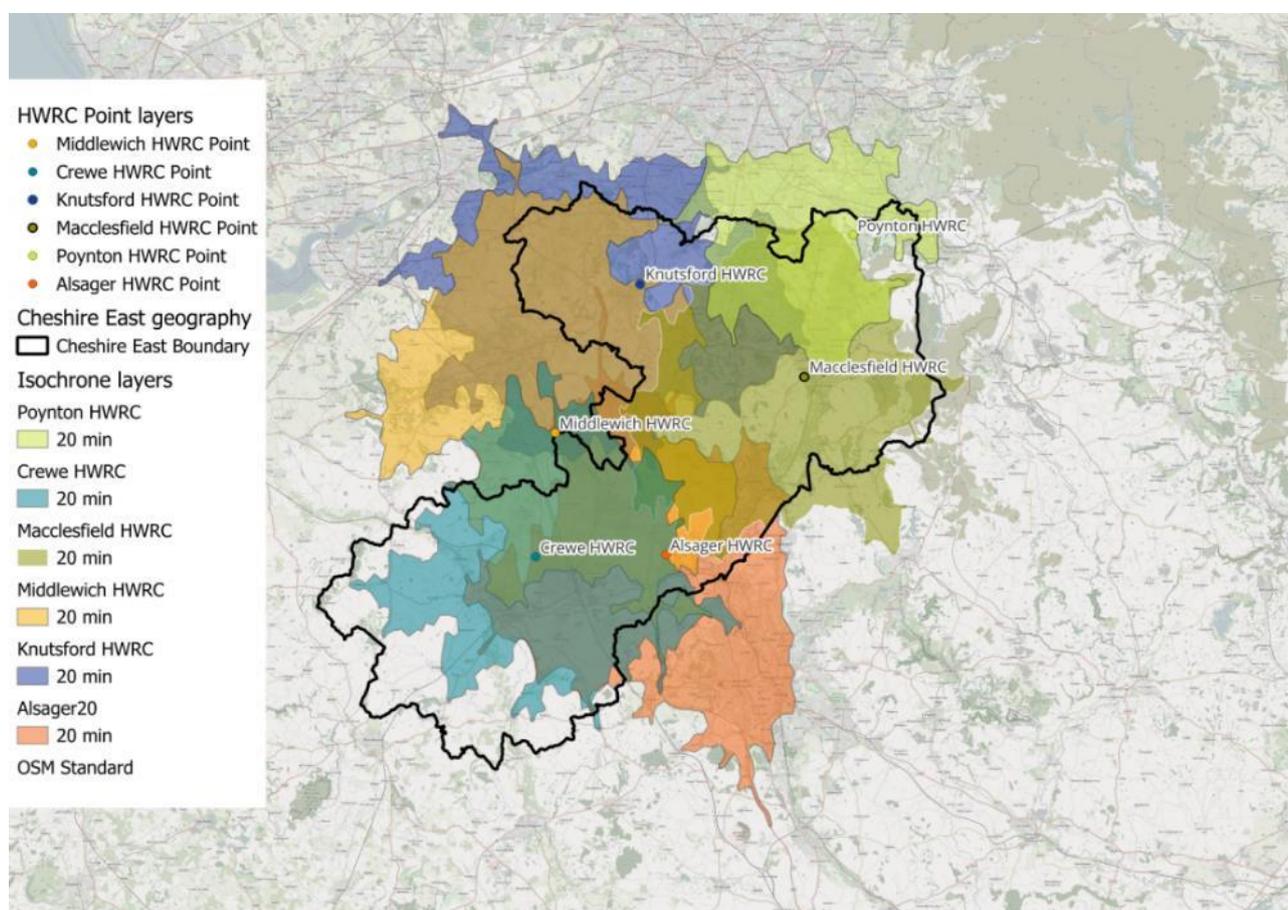


Figure 4: Scenario 2b 20-minute drive time coverage

### 4.5.1 Impact on residents

In scenario 2b, 99% of residents would be within the WRAP HWRC guidelines of a 20-minute drive to a HWRC. Closing Bollington instead of Poynton increases the percentage of households within 20-minute drive from 97% in Scenario 2a to 99% in Scenario 2b. This scenario sees no percentage change of households within a 20-minute drive from Scenario 1 (baseline) as Scenario 2b has only 33 households

fewer within a 20-minute drive time than Scenario 1. Table 17 shows the results from the drive time analysis for 20 minutes.

*Table 17: Scenario 2b households within 20-minute drive time*

Scenario 2b	Households	% of HH within the area	% HH outside of the area
<b>20-minute drive time</b>	189,677	99%	1%

#### 4.5.2 Impact on tonnage and visitors

In scenario 2b, Bollington HWRC is closed. The two sites likely to receive the displaced tonnage are Macclesfield and Poynton, with a some being redirected to Knutsford. It is likely that Macclesfield will receive most of the tonnage given the proximity of the Bollington HWRC to North Macclesfield.

Table 18 summarises the estimated impact on other HWRCs if Bollington closes. The impact on Poynton is significant; the tonnage would increase by around 38%, though this is a significantly smaller rise than would be experienced at Bollington in scenario 2a. Macclesfield would remain the second busiest site and sees a significant increase in traffic and tonnage, with activity increasing by 26%.

*Table 18: Scenario 2b impact on tonnage and visitors*

HWRC	Current tonnage	New Tonnage	Change in tonnage	Current visitors per day	New visitors per day	Change in daily visitors	% increase in tonnes and visitors	Peak month - visitors / day
<b>Alsager</b>	4,238	4,238	-	523	523	-	0%	627
<b>Bollington</b>	2,442	-	(2,442)	301	-	(301)	-100%	-
<b>Crewe</b>	7,413	7,413	-	915	915	-	0%	1,098
<b>Knutsford</b>	3,953	4,069	116	488	502	14	3%	602
<b>Macclesfield</b>	5,448	6,840	1,392	672	844	172	26%	1,013
<b>Middlewich</b>	2,067	2,067	-	255	255	-	0%	306
<b>Poynton</b>	2,156	2,968	812	266	366	100	38%	439

#### 4.5.3 Site suitability

Poynton has space for 9 RORO skips, compared to Macclesfield and Knutsford which both have 12. Under this scenario, Poynton will be the fifth busiest site of those remaining, and with careful planning and good operation, should be able to cope with the additional visitor traffic and movement of materials. It should be noted that the entrance road to the site is very short and is likely to result in queues onto Anson Road during peak periods.

The Macclesfield HWRC also has space for 12 RORO skips, the same as Knutsford and fewer than both Crewe (16) and Alsager (18). While this is not the only determining factor in throughput, it is a good indicator of the range of materials that a site can carry and how quickly they can be taken off site. A site with a small number of skips and high tonnage will increase the risk of some recycle skips overflowing into a general waste skip. This scenario is likely stretch to Macclesfield during peak periods.

Macclesfield has a dedicated entrance road, which is 100 metres long between the site entrance and the busy Congleton Road. Some consideration would need to be given to managing traffic at peak times.

#### 4.5.4 Cost savings

Compared to the baseline, scenario 2b would generate net costs of approximately [REDACTED] per year. Table 19 shows a summary of estimated cost savings for scenario 2b.

*Table 19: Scenario 2b cost savings*

Scenario 2b	Cost (£)	Savings (£)
Savings from site closures	-	[REDACTED]
Site improvement costs	[REDACTED]	-
Redeployed costs		-
Change in tonnage costs		-
Sub Total	[REDACTED]	[REDACTED]
Net savings (-ve = cost)		[REDACTED]

### 4.6 Scenario 3 – Close Bollington, Middlewich & Poynton

In scenario 3, Bollington, Middlewich, and Poynton would close, with Alsager, Crewe, Knutsford and Macclesfield remaining open. Figure 5 shows the coverage to households within a 20-minute drive time of a HWRC in scenario 3.

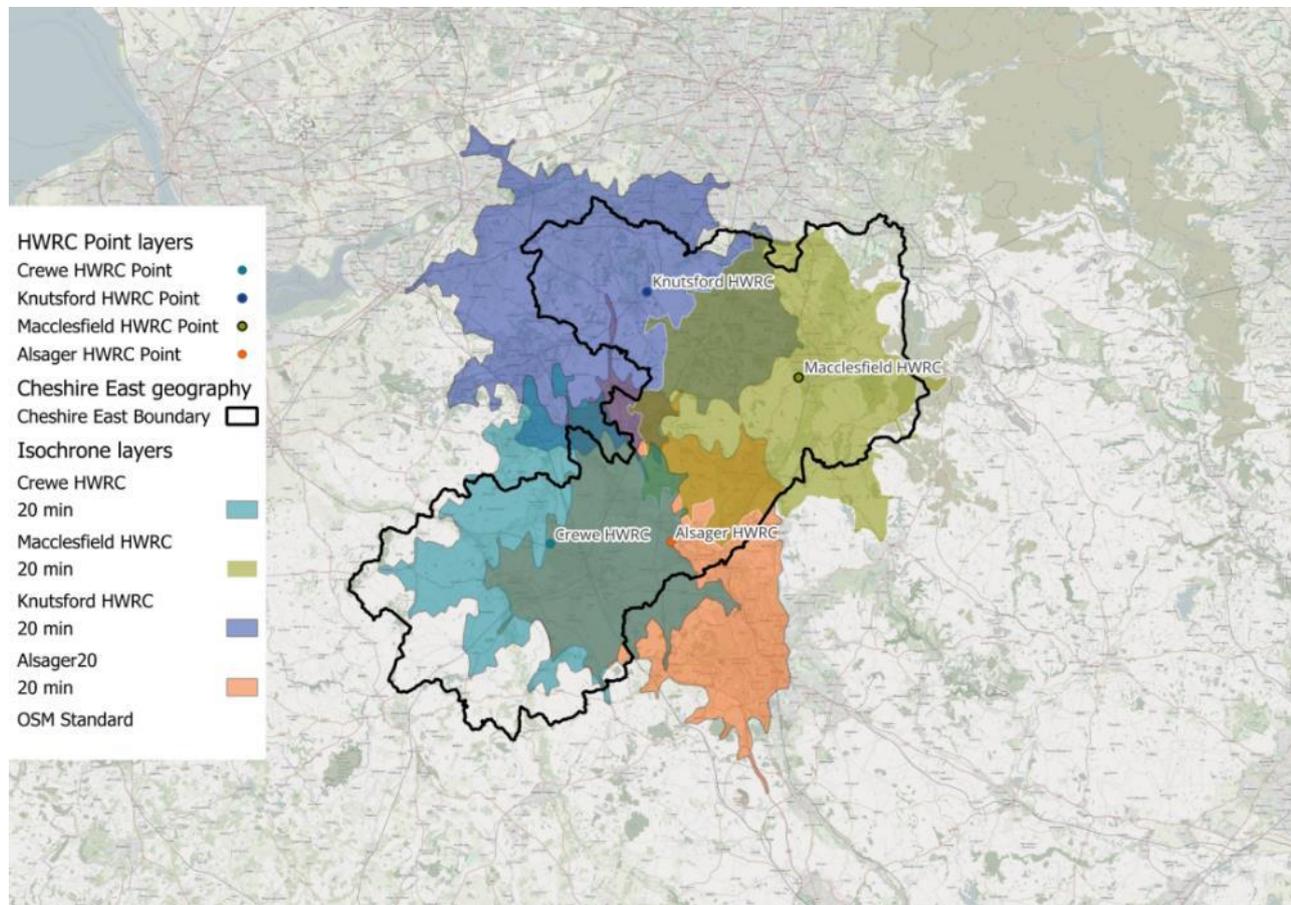


Figure 5: Scenario 3 20-minute drive time coverage

#### 4.6.1 Impact on residents

In scenario 3, 97% of households can reach an HWRC site within a 20-minute drive, as shown in Table 20. This scenario minimizes the overlap of catchment areas within the centre of the authority. Despite losing two more HWRCs from scenario 2 (Bollington and Middlewich), the percentage of households able to reach an HWRC site within 20 minutes does not change between scenarios 2 and 3. The percentage of area coverage decreases by 1.3 percentage points.

Table 20: Scenario 3 households within a 20-minute drive time

Scenario 3	Number of households	% HH Within	% HH Outside	% area coverage
<b>20-minute drive time</b>	186,403	97%	3%	82.2

#### 4.6.2 Impact on tonnage and visitors

With the closure of Bollington, Middlewich, and Poynton, most of the tonnage from Bollington and Poynton is likely to move to the closest site, Macclesfield, with some from Poynton likely reaching Knutsford. Materials from Middlewich are most likely to be displaced to Crewe, while some may also move to Knutsford and Alsager.

Table 21 shows the estimated impact on the remaining HWRCs in this scenario. The impact on Macclesfield would be significant; it is likely to become the busiest of the remaining sites, with tonnage and visitors increasing by 68%. This is nearly 25% higher than Crewe's current tonnage.

Crewe and Knutsford tonnage and visitor numbers are likely to increase by around 21%. The busiest recent year Crewe experienced was in 2021 when throughput was 8225 tonnes. This decreased by 11% to 7400 tonnes in 2022. In scenario 3, Crewe's throughput may increase to 9000 tonnes.

*Table 21: Scenario 4 impact on tonnage and visitors*

HWRC	Current tonnage	New Tonnage	Change in tonnage	Current visitors per day	New visitors per day	Change in daily visitors	% increase in tonnes and visitors	Peak month - visitors / day
<b>Alsager</b>	4,238	4,434	196	-	547	547	5%	657
<b>Bollington</b>	2,442	-	(2,442)	2,320	-	(2,320)	-100%	-
<b>Crewe</b>	7,413	8,985	1,571	-	1,109	1,109	21%	1,330
<b>Knutsford</b>	3,953	4,791	838	232	591	359	21%	709
<b>Macclesfield</b>	5,448	9,174	3,726	2,088	1,132	(956)	68%	1,358
<b>Middlewich</b>	2,067	-	(2,067)	-	-	-	-100%	-
<b>Poynton</b>	2,156	-	(2,156)	-	-	-	-100%	-

#### 4.6.3 Site suitability

Given the potential substantial tonnage increase at Macclesfield, scenario 3 may presents significant operational risks for this HWRC. Careful consideration to movement of visitors and waste would need to be given to ensure that it could manage. We understand that there may be an option to increase the size of the Macclesfield site as land adjacent to the site is owned by the Council. Given the tonnage expected at a site similar to Crewe with 16 ROROs and ample set down space for visitors would be more suitable.

Crewe also sees a significant increase in tonnage. It is one of the two largest HWRCs in CEC, with space for 16 ROROs and a very efficient traffic flow. Traffic queueing could be managed by opening the second existing entrance to avoid backup onto the busy Pym's Lane. It is also a very large site, and it would be possible to utilise this space sufficiently to manage such an increase.

Knutsford has 12 spaces for ROROs and the site has sufficient capacity for the increase in tonnage expected. The site layout for visitors is more challenging, with limited waiting/off-loading space. However, there is capacity for internal queueing before the entrance from the busy B5085 Mobberley Road. Carefully managed, Knutsford should be able to cope with the additional tonnage expected.

#### 4.6.4 Cost savings

Compared to the baseline, scenario 3 could generate net savings of approximately [REDACTED] per year. Table 22 shows a summary of estimated cost savings for scenario 3, it can be seen that the savings are generated by the closure of three sites.

*Table 22: Scenario 3 cost savings*

Scenario 3	Cost (£)	Savings (£)
Savings from site closures	-	[REDACTED]
Site improvement costs	[REDACTED]	-
Redeployed costs	[REDACTED]	-
Change in tonnage costs	[REDACTED]	-
Sub Total	[REDACTED]	[REDACTED]
Net savings (-ve = cost)	[REDACTED]	[REDACTED]

## 4.7 Scenario 4- Open new Congleton, close Poynton, Middlewich, Bollington & Alsager

In scenario 4, Poynton, Middlewich, Bollington and Alsager close, with Crewe, Knutsford and Macclesfield remaining open and a new Congleton HWRC being built. Figure 6 shows the coverage to households within a 20-minute drive time of a HWRC in scenario 4.

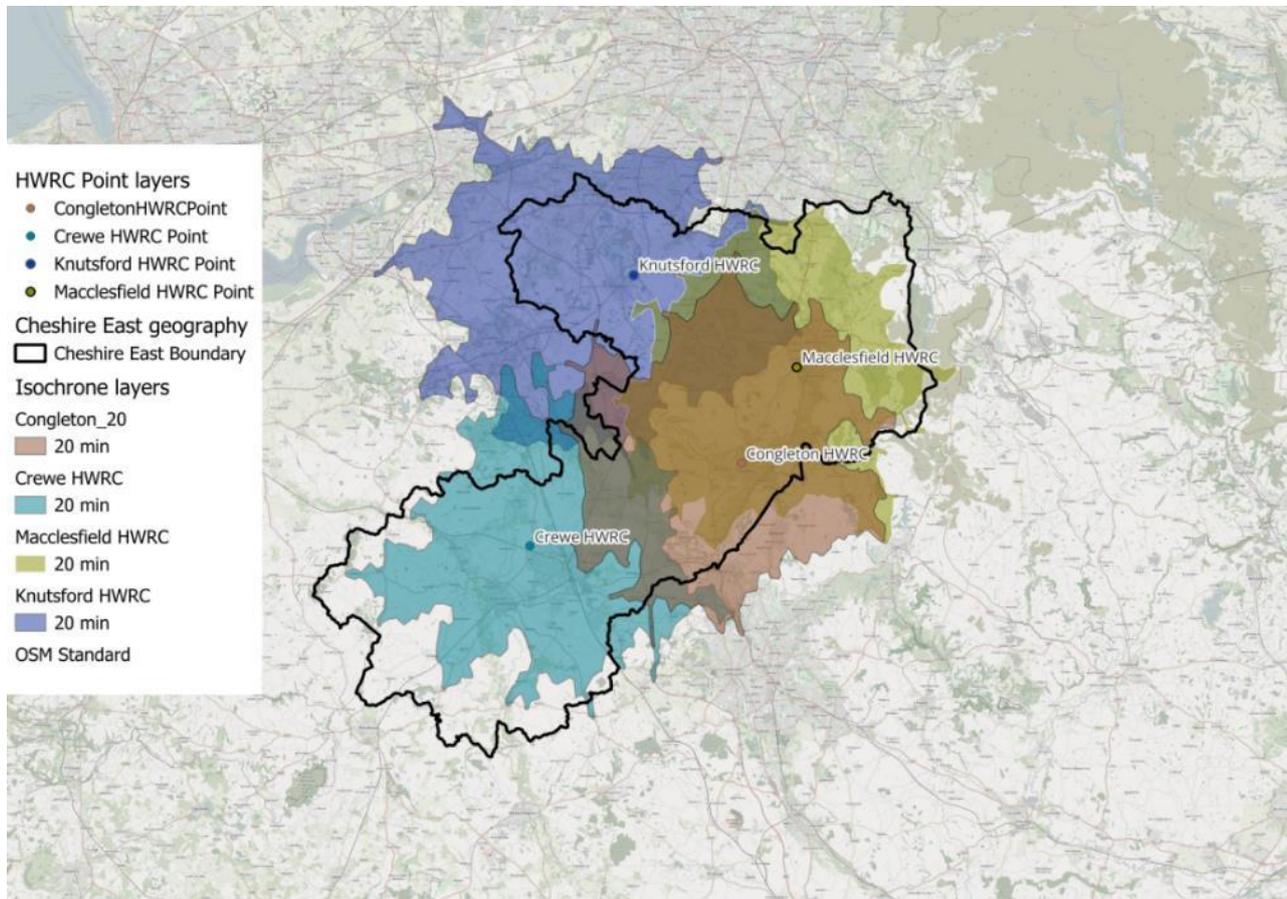


Figure 6: Scenario 4 20-minute drive time coverage

### 4.7.1 Impact on residents

In this scenario, three of the current seven sites remain open with a new site in Congleton identified, developed and opened. For the purposes of the drive-time analysis, the new Congleton HWRC is assumed to be located at the old Congleton site location. Table 23 below shows the 20-minute drive times for households in scenario 4.

Table 23: Scenario 4 households within a 20-minute drive time

Scenario 4	Number of Households	% HH within	% HH outside	% area coverage
<b>20-minute drive time</b>	186,451	97%	3%	82.4

In scenario 4, 97% of households can reach an HWRC within a 20-minute drive. As this scenario provides the same number of HWRCs as scenario 3 (given there will be a new site opened in Congleton), the impact on the residents is the same. The area coverage increases by 0.2 percentage points from scenario 3's 20-minute drive time coverage.

#### 4.7.2 Impact on tonnage and visitors

The impact of the closure of Poynton, Middlewich, Bollington and Alsager HWRCs is estimated in Table 24. Without knowing where the potential new Congleton site will be located, we have used the old site location for these estimates. The 'current' tonnage for Congleton is also based on the tonnage received in the preceding 12 months before the previous site closed in September 2021, less the average annual tonnage variation relating to the following year, of 12%.

Note that replacing Alsager with a new site at Congleton will reduce the pressure on Macclesfield to some degree. Rather than traffic increasing by nearly 70%, traffic to Macclesfield increases by 46% and to Crewe by 37%. Tonnage and visitors may also increase at Knutsford by around 20%.

*Table 24: Scenario 4 impact on tonnage and visitors*

HWRC	Current tonnage	New Tonnage	Change in tonnage	Current visitors per day	New visitors per day	Change in daily visitors	% increase in tonnage and visitors	Peak month - visitors / day
<b>Alsager</b>	4,238	-	(4,238)	523	-	(523)	-100%	-
<b>Bollington</b>	2,442	-	(2,442)	301	-	(301)	-100%	-
<b>Crewe</b>	7,413	10,134	2,720	915	1,250	336	37%	1,500
<b>Knutsford</b>	3,953	4,791	838	488	591	103	21%	709
<b>Macclesfield</b>	5,448	7,980	2,532	672	985	312	46%	1,182
<b>Middlewich</b>	2,067	-	(2,067)	255	-	(255)	-100%	-
<b>Poynton</b>	2,156	-	(2,156)	266	-	(266)	-100%	-
<b>Congleton</b>	4,398	6,607	2,209	543	815	273	50%	978

#### 4.7.3 Site suitability

In scenario 4, Macclesfield and Crewe will see significant tonnage increases which will increase operational pressures and risks at these two key sites. With the closure of other sites nearby, notably Alsager, the tonnage at Congleton is likely to be approximately 50% higher than at the time of the previous site's closure. However, opening of a new site brings the opportunity to build it appropriately, with good traffic flow and space for around 16 ROROs to enable the site to accommodate populations growth in CEC.

#### 4.7.4 Review of proposed Congleton designs

This scenario involves building a new HWRC at Congleton to replace the one that operated there until September 2021. In order for this scenario to be developed further work will need to be undertaken between with Assets team to develop the associated costs, this will need to reflect the cost of site acquisition as well as design and build. This exercise is not included within this review.

We would recommend that as a minimum the site has a requirement of a minimum of 16 RORO containers as well as including a reuse shop, and while this will add a new and positive dimension and provide a valuable source of income on the site, the shop should be bigger. Greater consideration should be given to the scope and function of the shop and design it accordingly.

#### 4.7.5 Cost savings

Compared to the baseline, scenario 4 could generate net costs of per year, but it must be noted that this does not include the capital investment of a new HWRC.

Scenario 4	Cost (£)	Savings (£)
Savings from site closures	-	
Site improvement costs		-
Redeployed costs		-
Annualised capital costs - new site	NOT AVAILABLE	-
Change in tonnage costs		-
Sub Total		
Net savings (-ve = cost)		

25 shows a summary of estimated cost savings for scenario 4. It is critical at this stage that it is noted that this does not include the cost of developing and building a new site as this is not available currently.

Table 25: Scenario 4 cost savings

Scenario 4	Cost (£)	Savings (£)
Savings from site closures	-	
Site improvement costs		-
Redeployed costs		-
Annualised capital costs - new site	NOT AVAILABLE	-
Change in tonnage costs		-
Sub Total		
Net savings (-ve = cost)		

\*Includes the running costs of Congleton site

#### 4.7.6 Procurement viability

The current HWRC tender has been extended for 18 months and is due to expire at the end of September 2024. The tender is likely to be required to proceed in advance of a new site being fully secured. While this is not an insurmountable hurdle, it does add risk and complexity to the tender process and is likely that any operational uncertainty will be reflected in the cost of bids received. It is possible that bidding contractors will return a price allowing for a revenue premium due to the uncertainty of a new site coming on line.

### 4.8 Scenario 5 – close Alsager, Bollington, Middlewich & Poynton

In scenario 5, Alsager, Bollington, Middlewich, and Poynton close, with Knutsford, Macclesfield and Crewe remaining open. Figure 7 shows the coverage to households within a 20-minute drive time of a HWRC in scenario 5.

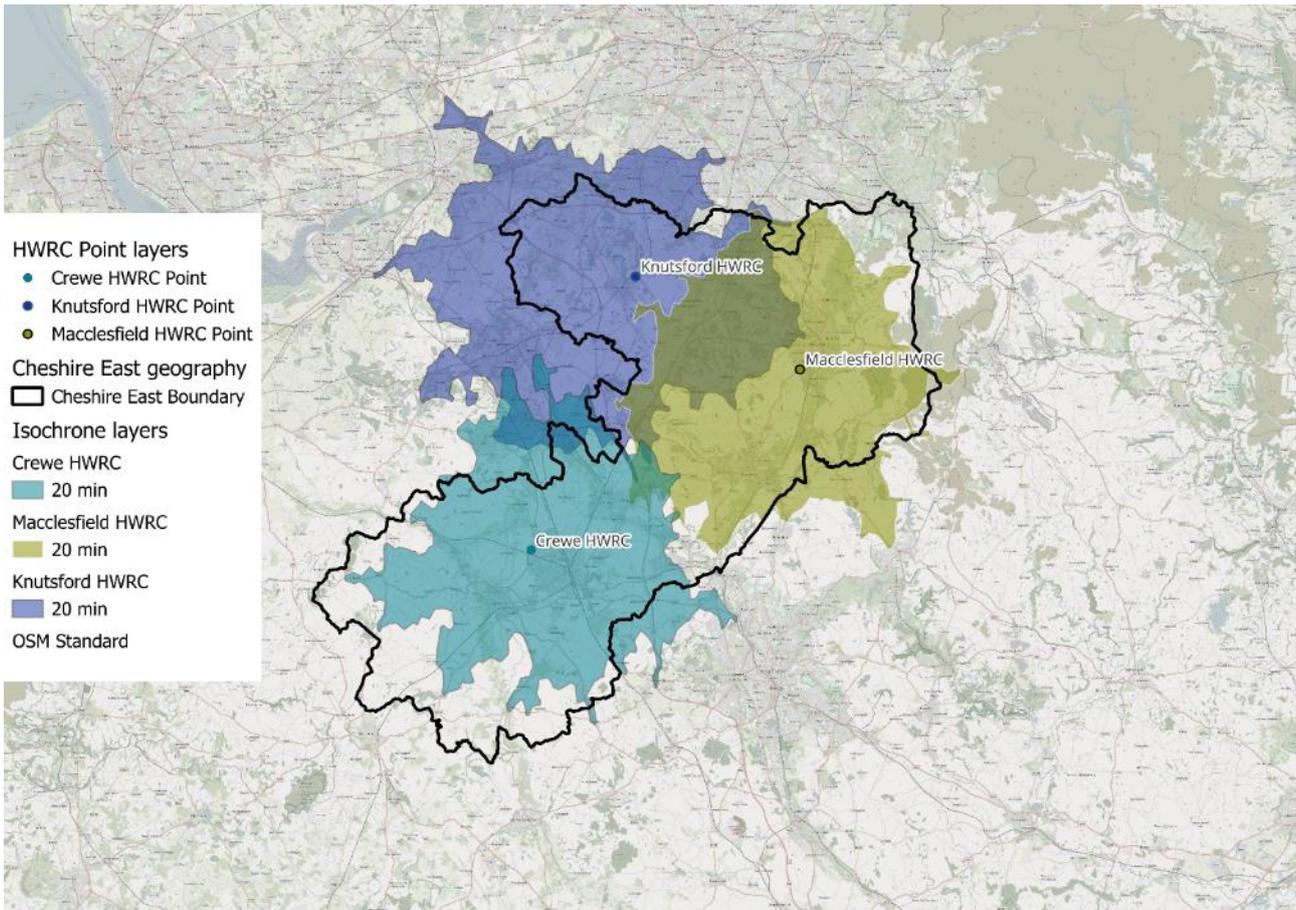


Figure 7: Scenario 5 20-minute drive time coverage

#### 4.8.1 Impact on residents

In scenario 5, three of the current HWRCs remain open, with Alsager, Bollington, Middlewich, and Poynton closing. In this scenario, 94% of CEC households would be a 20-minute from a HWRC. This is a three-percentage point decrease from scenarios 2, 3, and 4. This scenario predicts that by closing four HWRCs, 3% of residents would have to drive for longer than 20 minutes when compared to scenarios 2, 3, and 4, and 5% more residents than compared to scenario 1 (baseline). Table 26 shows the 20-minute drive times for households in scenario 5.

Table 26: Scenario 5 households within a 20-minute drive time

Scenario 5	Number of households	% HH within	% HH outside	% area coverage
<b>20-minute drive time</b>	180,911	94%	6%	80.3

From the initial drive time analysis, it was clear that by increasing the drive time from 20 minutes to 23 for Macclesfield and Crewe, many more households would be covered by scenario 5. Analysis of 23-minute drivetime coverage for these HWRCs is shown in Table 27. By adding the 3-minute extra drive time, the number of households able to reach an HWRC within a slightly extended time increases to 98%, 1% fewer households than are currently able to reach an HWRC in scenario 1 (baseline).

Table 27: Scenario 5 23-minute drive time analysis

Drive time	Number of households	% HH within	% HH outside
20 minutes Knutsford, 23-minutes Crewe and Macclesfield	189,414	98%	2%

#### 4.8.2 Impact on tonnage and visitors

Scenario 5 involves closing four sites and leaving Crewe, Macclesfield, and Knutsford open. This is likely to nearly double traffic to Macclesfield and increase Crewe by nearly 60%. Knutsford is likely to increase by around 20%.

Table 28: Scenario 5 impact on tonnage and visitors

HWRC	Current tonnage	New Tonnage	Change in tonnage	Current visitors per day	New visitors per day	Change in daily visitors	% increase in tonnes and visitors	Peak month - visitors / day
<b>Alsager</b>	4,238	-	(4,238)	523	-	(523)	-100%	-
<b>Bollington</b>	2,442	-	(2,442)	301	-	(301)	-100%	-
<b>Crewe</b>	7,413	11,798	4,384	915	1,456	541	59%	1,747
<b>Knutsford</b>	3,953	4,791	838	488	591	103	21%	709
<b>Macclesfield</b>	5,448	10,583	5,135	672	1,306	634	94%	1,567
<b>Middlewich</b>	2,067	-	(2,067)	255	-	(255)	-100%	-
<b>Poynton</b>	2,156	-	(2,156)	266	-	(266)	-100%	-

#### 4.8.3 Site suitability

Macclesfield and Crewe would be at risk of serious operational pressures, and we would not recommend this option for these reasons alone.

#### 4.8.4 Cost savings

Compared to the baseline, scenario 5 could generate net savings of approximately ██████ per year. Table 29 shows the summary of estimated cost savings for scenario 5.

Table 29: Scenario 5 cost savings

Scenario 5	Cost (£)	Savings (£)
Savings from site closures	-	
Site improvement costs		-
Redeployed costs		-
Change in tonnage costs		-
Sub Total		
Net savings (-ve = cost)		

### 4.9 Projected household increase

Cheshire East has committed to a significant housing growth development until 2030 and provided us with predicted household numbers found in Appendix B. These were analysed to provide insight into how each HWRCs footfall may be impacted by a growth in housing. The number of households were plotted to a central point of each area which is shown in Figure 8; Crewe and Macclesfield have the highest predicted housing growth.

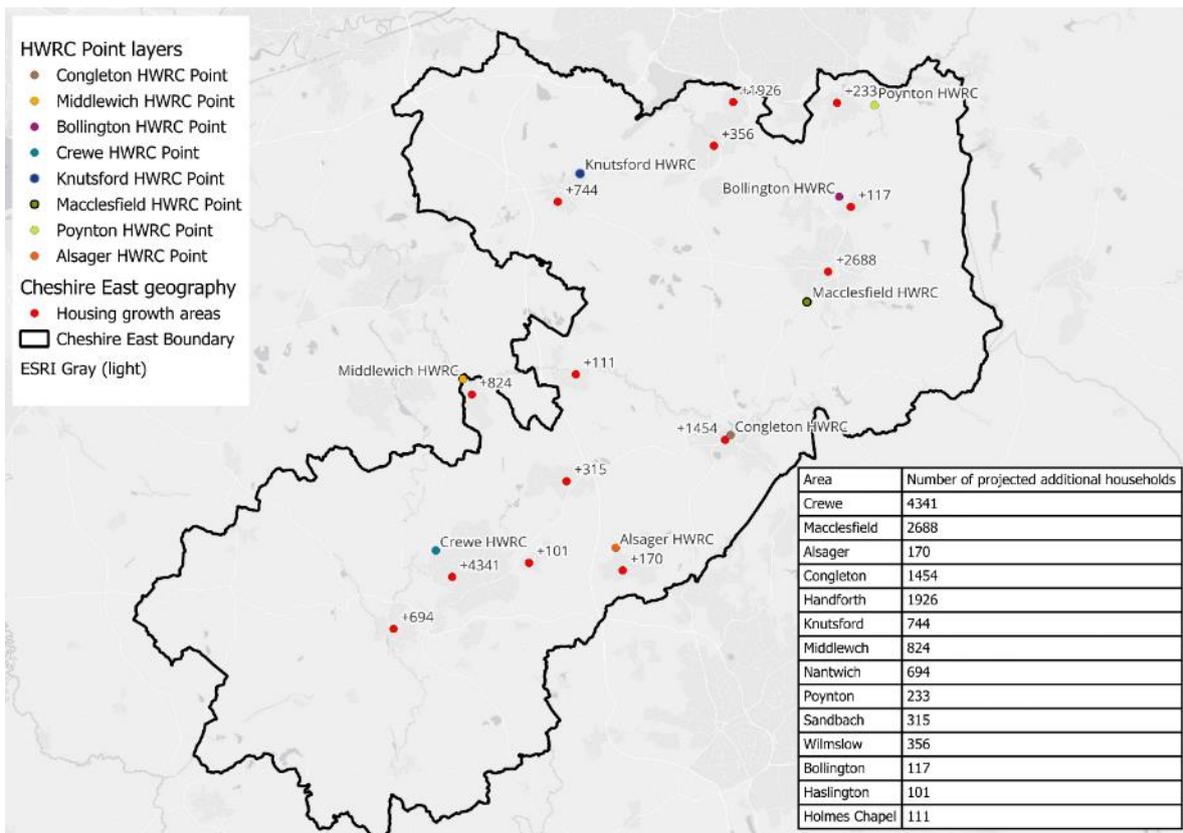


Figure 8: Projected household numbers (not postcode specific)

The total number of committed households across all areas is 15,501, for the purposes of this analysis, we only included areas with predicted growth of 100 households or more: resulting in 14,074 projected

households. Table 30 shows the distribution and percentage of the additional households within a 20-minute drive to each HWRC. Alsager and Crewe have the largest proportion of projected households within a 20-minute drive time zone which indicates these sites should be prepared to cope with increased throughput by 2030.

Each of the projected households within 20-minute drive time zone of the HWRCs have overlap with others. As it is likely that people would use their closest HWRC, we have provided further analysis of overlap for the areas with the most households in 20-minute driving distance (Alsager and Crewe) in Table 30.

*Table 30: Distribution of project new households by area in Cheshire East*

HWRC	Projected HH within 20 minutes	% of HH within 20 minutes
Knutsford	3,961	28%
Poynton	5,320	38%
Middlewich	2,265	16%
Bollington	5,320	38%
Alsager	8,010	57%
Congleton (new)	4,839	34%
Macclesfield	4,959	35%
Crewe	6,445	46%

Table 31 shows the other HWRCs that overlap with the 20-minute drive zone for Alsager, with Crewe and the potential new Congleton site seeing the largest increases.

*Table 31 Areas of housing growth within Alsager HWRC 20-minute drive time*

Areas within Alsager HWRC 20-minute drive time zone	Projected number of households by 2030
Crewe	4341
Alsager	170
Congleton	1454
Middlewich	824
Nantwich	694
Sandbach	315
Haslington	101
Holmes Chapel	111

Table 32 overleaf shows the other HWRCs that overlap with the 20-minute drive zone for Crewe HWRC; with Crewe and Alsager seeing the largest increases. Is it hard to predict which HWRC the projected households will use; however, Crewe will certainly see the largest household increase and therefore the site should be prepared to cope with additional footfall by 2030.

Table 32 Areas within Crewe HWRC 20-minute drive time

Areas within Crewe HWRC 20-minute drive time zone	Projected number of households by 2030
Crewe	4,341
Alsager	170
Middlewich	824
Nantwich	694
Sandbach	315
Haslington	101

#### 4.10 Scenario summary

Figure 9 below shows the percentage of households within a 20-minute drive time for each of the scenarios evaluated. Scenario 2b, which sees Bollington close, provides almost the same coverage as the current baseline; 98.5% of households (189,677 hh) are within a 20-minute drive time of a HWRC. At the other end of the scale in Scenario 5, which sees four of the seven HWRCs close, 93.95% (180,911 hh) of residents are 20-minute drive from a HWRC.

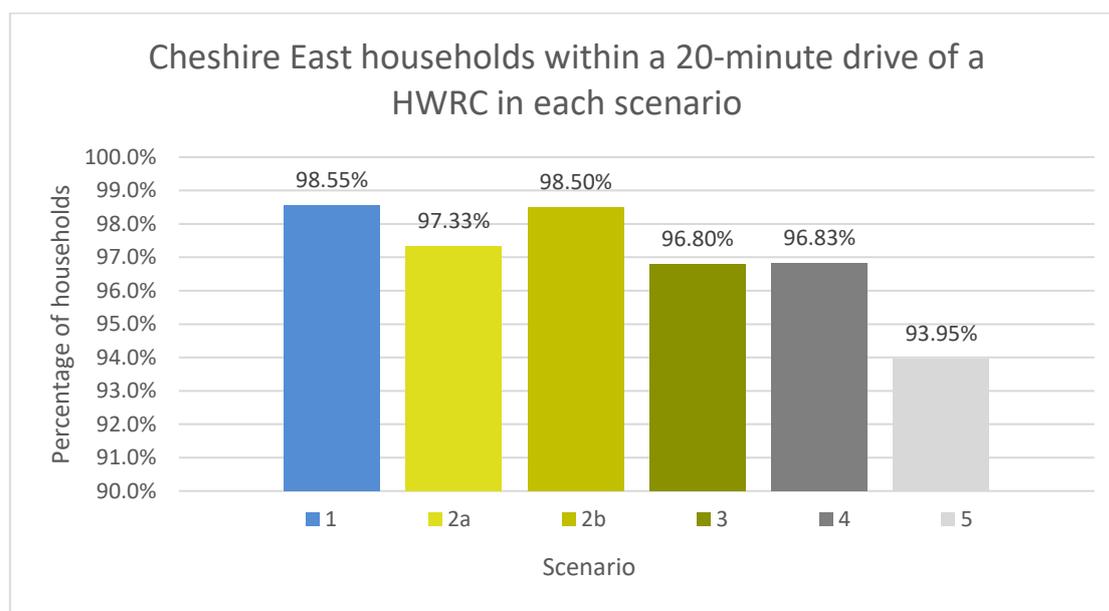


Figure 9. Percentage of households within a 20-minute drive of a HWRC in each scenario

Table 33 show the breakdown of the number and percentage of households that are within a 20-minute drive time of a HWRC in each of the scenarios. All the scenarios provide good coverage to the borough, with over 90% of households being able to reach a HWRC within 20-minutes. Scenario 2b, 2a and 3 provide the closest coverage to the current baseline.

Table 33 Comparison of proportion of households within each scenario at 20-minute drive time

Scenario	No. of HH within 20-minute drive time	% of HH within 20-minute drive time	No. of HH over 20-minute drive time	% of HH over 20-minute drive time
1 (baseline)	189,770	98.6%	2,791	1.4%
2a	187,428	97.3%	5,133	2.7%
2b	189,677	98.5%	2,884	1.5%
3	186,403	96.8%	6,158	3.2%
4	186,451	96.8%	6,110	3.2%
5	180,911	93.9%	11,650	6.1%

#### 4.10.1 Cost summary

Table 34 summarises the estimated costs for year one, and the operational risk via a traffic light system: green = less risk, amber = medium risk, red = high risk.

Table 34: Summary of all costs for year 1 and operation risk

	Scenario 1 (Baseline)	Scenario 2a	Scenario 2b	Scenario 3	Scenario 4	Scenario 5
<b>Scenario detail</b>	All HWRCs remain open	Close Poynton	Close Bollington	Close Poynton, Bollington & Middlewich	Close Poynton, Bollington, Middlewich & Alsager, open Congleton	Close Poynton, Bollington, Middlewich & Alsager
<b>Savings from site closures</b>	-	█	█	█	█	█
<b>Cost for improvements*</b>	█	█	█	█	█	█
<b>Redeployed costs**</b>	-	█	█	█	█	█
<b>Annualised capital - new site</b>	-	-	-	-	<b>NOT AVAILABLE</b>	-
<b>Change in tonnage costs</b>	-	█	█	█	█	█
<b>Net savings (+ve) or cost (-ve)</b>	█	█	█	█	█	█
<b>Operational risk rating</b>	Green	Amber	Yellow	Amber	Amber	Red

\*Site improvement costs identified by David Trowler Feasibility Report 2022

\*\*Includes Congleton running costs

All scenarios are financially preferable to the baseline. The best financial outcome would be for scenario 5, though this is heavily caveated by the obvious operational risks associated with the substantial increase in visitor numbers and tonnage at Crewe and Macclesfield. The most obvious scenario from a

financial perspective would be number 3, although the operational pressures predicted at Macclesfield (a potential 68% increase in tonnage) cannot be ignored.

#### 4.10.2 Commentary on options

All scenarios involve putting one or more site under potential operational pressure in peak periods. The recycling and reuse rates at busier HWRCs tend to suffer with the increased pressure placed on them by others closing. The graph in Figure 10 shows the existing correlation between higher throughput and lower recycling in CEC. On busier sites staff have a greater challenge ensuring that recyclables are kept out of general waste skips. There is also an issue with very small sites which are unable to provide the full range of skips for recyclables, and in this case the worst performing site, Middlewich is the quietest and smallest. Sites that are adequately sized for a full range of materials, and not be too busy will perform the best. It is notable that the best performing site (Bollington) has low tonnage and is a relatively well sized site, and the least well performing site is Crewe which is the busiest site. There may also be other factors at play, such as the effectiveness of direct site management and differences in materials brought to sites due to the demographic each site draws from.

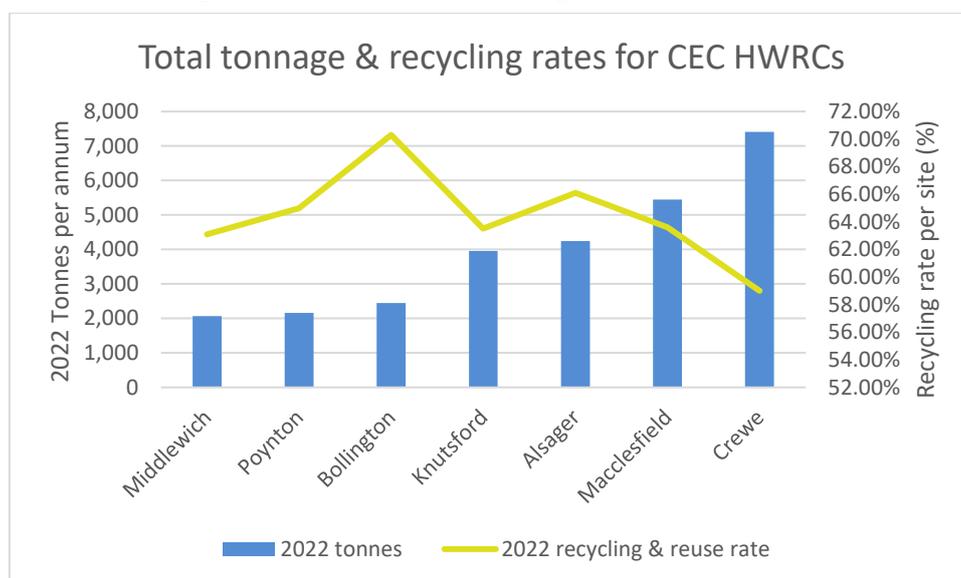


Figure 10: Correlation between higher tonnage and lower recycling rates

It should be noted that in the 12 months following the closure of Congleton, Macclesfield increased tonnage by 11% and the recycling and reuse rate did not change. We have only factored in an increased risk to sites that would be expected to receive over 20% additional tonnage.

The Council bears the cost of disposal of general household waste, which is almost entirely sent to an energy from waste (EfW) facility. Exact Cheshire East EfW contract prices are commercially confidential; however, market costs are generally in excess of £120 per tonne. We have used that figure, plus £10 per tonne in avoided haulage costs to provide an indicative estimate of changes in disposal costs.

We have also calculated the average cost and income from a tonne of 'average HWRC' materials ('basket value') that can be recycled. Items such as wood, garden waste, hardcore and gypsum have a cost associated with recycling them. Other items such as scrap metal, textiles and cardboard generate an income. We estimate that the average basket value income from the recyclable items to be

approximately £5 per tonne, based on our industry experience. Every tonne of recyclables disposed of into household waste costs the council approximately £120 per tonne in EfW charges and the contractor loses on average £5 per tonne.

One percentage point on the recycling rate (277 tonnes) at £125 per tonne is worth approximately £34,650. £33,250 of this is currently directly charged to the Council in EfW disposal costs. The average recycling and reuse rate in 2022 was 63.4% (inclusive of rubble), with a range of 59% Crewe, to 70%, Bollington. If the Council were to achieve all sites at 70% recycling rates, it would improve the financial position by approximately [REDACTED] per year. Conversely, should the average recycling rate drop from 63.4% to the 59% experienced at Crewe, this would reverse the financial position by approximately [REDACTED] per year.

Compared to neighbouring local councils, CEC is performing well on recycling and reuse rates. However, best performing councils in the UK achieve 80%. While this is done in part by capturing some expensive items for recycling such as hard plastics and carpets, there are a number of other steps that CEC could take to achieve better recycling rates and lower costs. Should the Council put in place a range of measures to increase the recycling rates and achieve 75%, this would be a 11.6 percentage point improvement and could generate a [REDACTED] improvement in finances. Considering this, and in addition to any changes to reduce the number of HWRCs, we would advise the Council to consider two key objectives:

- Maximising the recycling and reuse at sites – this fits the Council’s green objectives and is also a cost reduction measure, this will also increase the Councils recycling rate in line with the Circular Economy Package requirements.
- Find additional ways to control tonnage to manage the concentration expected at the remaining sites.

#### 4.10.3 Options for improving recycling rates

All the HWRCs were visited by Resource Futures in early December 2023. They were observed as being well managed, with very little contamination in most skips. There were however signs of target and non-target recyclables in the general household waste skips. The following are options to improve recycling rates. The more of these that can be introduced, the better the recycling rate performance. This is reflected in the Household Waste Recycling (HWRC) Guidance document published by WRAP in 2018:

- Restrict access to the general household waste skip, by physically blocking or restricting access (as with the hardcore skips), and / or placing a ‘goalkeeper’ at these skips who intercepts anything that could be recyclable or sent for reuse.
- Only keep one general household waste skip live at any time. Some of the sites had several open, and while this is good to increase throughput, it makes it much harder to manage.
- Put the general household waste skip at the end of the line so that it is the last port of call. Many of the sites had them positioned near the beginning or at the heart of the sites.
- Include a ‘no unsorted waste’ policy. The general household waste skips included a large number of bags of mixed waste and recyclables.

- Provide a bag splitting area – this is now common practise on many of the best performing UK sites. They are likely to be busy and unpopular in the first few months until householders become familiar with the policy. Once in place it will stop mixed bags entering the EfW skips.
- Carry out an analysis of the composition of the general household waste skips to establish what else can be recovered for recycling. It was clear from the visits that carpet could be added as a recyclable material, as could hard plastics (this was being trialled at Alsager). Others may become apparent.
- Scale up reuse significantly. At the moment the items being chosen are high end smaller items that are immediately and obviously saleable. Finding social enterprise and charity partners to take larger items of furniture and exploring the approach to salvaging items for upcycling and recovery from both recycling and waste streams should be attempted. Include as many niche reuse options as possible (e.g. spectacles for Oxfam, or power tools for a reuse operation) to drive home the message that this is a reuse operation first.
- Water based paint is deposited in general waste skips. Most of this can be recovered and given away through a Repaint initiative (<https://communityrepaint.org.uk/>).
- Improve the control of sites by the measures shown below. Reducing the volume of traffic increases the ability of staff to ensure that tonnage is recycled properly. Not only does this reduce the recyclable materials placed into general household waste skips, but it also reduces the risk of loads of recyclable materials being rejected, which in turn impacts on cost and recycling rates.
- Communicate the reason for recycling, the ambition, and results openly with the public.

#### 4.10.4 Options to improve the control of sites

- Re-assess the significance of cross border visits. If it is a significant issue, then steps can be put in place to limit cross border traffic.
- Revisit the trade waste policy. While there was little evidence of trade waste being brought onto site, it would be worth reviewing how effective this is. The first step would be to introduce ANPR cameras at the entrance of each site to identify very frequent visitors. They are usually trade. Commercial vehicle or van policies and permits should be reviewed.
- Introduce a booking policy. This was a measure introduced by many HWRCs during Covid. While often considered an unpopular measure initially due to having to pre-book visits, many councils have opted to retain them following significant improvements and positive customer feedback from customers who no longer need to queue and find the onsite experience to be better. This approach does require some initial thought and minor costs to establish. Advantages that have been noted include:
  - Queuing and congestion on sites are reduced.
  - Site safety improves.
  - Staff can provide greater assistance to customers.
  - Visitors tend to be more efficient; pre-booking means people tend to make fewer visits, increasing the average weight per car and reducing overall visits.
  - The time at sites is utilised much more evenly, cutting down on peak moments and smoothing the flow across opening times.

- Decisions can be made about the capacity usage of the sites and opening times can be tailored to fit demand. Hours and staff can be adjusted to demand at peak times, enabling resource efficiency.
- The booking process can be used to share key messages to householders and reinforce policies at the HWRCs. As householders are asked to stipulate what they are bringing, key preparation messages can be shared e.g. ensure waste is sorted, polystyrene removed from cardboard boxes.
- It has the capacity be used to control cross border traffic. The booking system can include a check on registration numbers to determine whether they are registered to a CEC address.

#### **4.10.5 Introducing a high recycling rate policy**

As this contract is due to go to tender within 18 months, it may be best to stipulate the outcomes that the Council wishes to see, i.e. minimum of 75% or 80% recycling rates, and put the onus on the contractor to stipulate how they will achieve this. Controls and contract mechanisms would need to be in place to ensure that the contract payment incentivises the achievement of the stated outputs. A soft market testing operation could be used in advance to test the appetite and capability of potential contractors to instigate such measures.

## 5 Cross border tipping issues

The previous HWRC traffic survey conducted by Tracsis was provided to us for analysis. The survey was conducted on 13 September 2023 across the current seven HWRCs via voluntary interviews with visitors who were asked for their post code on arrival.

*Table 35: HWRC visitor postcode analysis on 13 September 2023*

HWRC	Total visitors on 13/9/23	Total no. of postcodes not matching CEC data	No. of refusals	% of total postcodes not matching CEC data	% Refusals
<b>Knutsford</b>	317	6	3	2%	1%
<b>Crewe</b>	304	6	0	2%	0%
<b>Macclesfield</b>	359	23	21	6%	6%
<b>Middlewich</b>	143	4	0	3%	0%
<b>Alsager</b>	170	23	11	14%	6%
<b>Bollington</b>	177	4	1	2%	1%
<b>Poynton</b>	152	6	2	4%	1%
<b>Average</b>	<b>232</b>	<b>11</b>	<b>5</b>	<b>5%</b>	<b>2%</b>

Analysis of the visitor postcodes collected is shown in Table 35. It shows that overall, cross-border tipping at CEC's HWRCs is low, with an average 5% of visitor postcodes not matching with the database of CEC postcodes. Alsager had the highest cross-border visitors with 14% of those surveyed either refusing to give their postcode or giving a non-CEC postcode. Most of the non-CEC postcodes were from Stoke-on-Trent, which is expected due to its close proximity. Macclesfield had the highest number of visitors (21) that refused to disclose their postcode which may indicate they do not have a CEC postcode. With the closure of certain sites, this may reduce as sites will become busier and it may be further to travel for residents that currently cross the border.

The Tracsis report provides a snapshot of the issue of cross border visitors. Should CEC wish to pursue a cross-border arrangement with a neighbouring authority, a more detailed traffic analysis over a longer period is recommended utilising automatic number plate recognition (ANPR) for example.

### 5.1 Implementing cross-border HWRC agreements

Implementing a cross-border HWRC agreement with a neighbouring local authority may be useful where HWRCs are located close to authority borders. We researched authorities who already have cross-bored agreements in place, a summary of the key details is shown in Table 36.

All the other authorities have implemented a permit or booking system to support their cross-border arrangement, enabling them to keep track of usage by non-residents. Essex has partnered with Hertfordshire and Suffolk to provide their residents with free reciprocal access to certain HWRCs close to the borders. As they deem the usage to be fairly distributed between the three councils, they have agreed cost sharing is not necessary. On the other hand, Cambridgeshire, and Hertfordshire use ANPR along with their electronic permitting system to apportion associated operational and disposal costs that will be reconciled at the end of the year. As this arrangement was introduced recently, the usage and cost sharing were not yet available. Hampshire have a tripartite agreement with Portsmouth and

Southampton and another cross-border agreement with Dorset and West Sussex to enable free access to HWRCs on the borders, all of which are monitored via ANPR and a registration system.

As CEC do not currently have ANPR or conduct resident checks at any of their HWRC sites, some cross-border use is likely. Staffordshire currently has a similar approach to CEC; whilst non-residents are not allowed a van/trailer permits, they do not monitor cross-border use of their HWRCs and state that they recognise people will use the HWRC closest to them and that '*many [authorities] have a tacit understanding with their neighbouring authority which accepts this situation*'.<sup>6</sup> This is pertinent as the traffic analysis above shows the majority of CEC's HWRC visitors came from Staffordshire.

If CEC decide to peruse a cross-border agreement with a neighbouring authority, consideration should be given to the practicality and cost of vehicle monitoring approaches. Ideally, both authorities would utilise the same monitoring methodology e.g. booking system or ANPR. The suggested further traffic analysis over several days will help the Council's decide if costs need to be shared. Ample time should also be allocated to implementing and publicising cross-border proposals.

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<sup>6</sup> [Policies for the usage of Household Waste Recycling Centres](#), May 2023. Accessed on 3/1/24

Table 36: Key details of cross-border HWRC arrangements in other local authorities

Local Authorities	Details	Monitoring process	Cost sharing	Timeframe	Usage
<b>Essex, Hertfordshire &amp; Suffolk</b>	Hertfordshire residents need free permit & to book in advance to use Essex HWRCs. Essex residents need a digital permit and are permitted to use Bishops Stortford, Hoddesdon, Turnford and Ware Recycling Centres.	Online booking system, ANPR at some sites. Staff check confirmation of booking on arrival. Where there are no reciprocal arrangements, proof of residency required.	No cost sharing. The impacts are considered reciprocal without financial impacts.	Approximately three months.	Not available.
<b>Hampshire County Council</b>	Residents of Portsmouth, Southampton, Dorset or West Sussex can access all Hampshire HWRCs free of charge. They need to register their cars. Other non-Hampshire residents will be charged £5 per visit and cannot obtain a van or trailer permit.	Registration of cars, booking system and ANPR	Hampshire provide 24 HWRCs in Hampshire, with another 2 provided by Portsmouth and Southampton City Councils. Costs for these are shared under a tripartite agreement. There are cross-border agreements in place with 2 neighbouring authorities to Hampshire to allow their residents to access our sites free of charge.	Developed over several years and are regularly reviewed.	Less than 2% of all HWRC users originate from outside of Hampshire's borders.
<b>Cambridgeshire &amp; Hertfordshire</b>	Only cars. Royston HWRC in Hertfordshire and Thriplow HWRC in Cambridge may be used by residents from either LA.	Must obtain a free annual permit, issued electronically, and checked by staff on arrival. ANPR also in place for cost apportionment.	Costs are calculated quarterly based on site running costs and the percentage of site users coming from the other county based on monitoring results.	March 23- December 23	As of Dec 23, 46 permits in place for Hertfordshire residents to use Thriplow but only a single visit recorded.

## 6 Mobile HWRCs

Mobile HWRCs are offered by some local authorities as a way of supplementing the coverage provided by their permanent HWRCs. Mobile HWRC provisions vary but usually consist of one to three staffed collection vehicles that visit public spaces, such as supermarket carparks, on a rotating schedule; Figure 11 shows an example mobile HWRC set up.



*Figure 11: Mobile HWRC example set up*

Mobile sites offer the flexibility to offer HWRC services to residents in more rural locations and those in areas of higher deprivation who may not have easy access to permanent HWRCs. The information gathered from local authorities who already offer a mobile HWRC service is summarised in Table 37, these authorities were not selected for their similarity to CEC.

The mobile services researched vary in their approach and were initiated for different reasons including to reduce fly tipping and as a mitigating measure when introducing four-weekly refuse collections. All the mobile HWRC services will require a permit or permit exemption from the Environment Agency (EA). Most of the authorities we questioned were operating under the waste exemption: Non-Waste Framework Directive (NWF) 4 temporary storage at a collection point<sup>7</sup> and the Regulatory Position Statement (RPS) 223: Temporary community waste collection points<sup>8</sup>. This means that the authorities were exempt from requiring a permit to run the mobile HWRCs. However, we advise checking with the EA directly to confirm what permit requirements would be required in CEC.

<sup>7</sup>Environment Agency guidance, [Waste exemption: NWF 4 temporary storage at a collection point](#) (Nov 2023), accessed Dec 2023

<sup>8</sup> Environment Agency guidance, [Temporary community waste collection points: RPS 223 Temporary community waste collection points: RPS 223](#) (Feb 2023), accessed Dec 2023

Table 37: Key aspects of mobile HWRC services provided by other local authorities

Local Authority	Materials accepted	No. of locations	Frequency	Opening times	Provision	Tonnage	Permit type
<b>Blackpool – Rover Mobile recycling unit</b>	Most standard HWRC wastes.  No green waste, general waste, hazardous waste or large items.	85 (average 16 per day)	Once a week	20 mins each location from 9am – 3:20pm	7.5t Luton box van used 1 driver and 1 operative	Up to 600kg a day on average	Unknown
<b>Birmingham</b>	Recycling including paper, cardboard, glass, plastic, tins, TetraPak, and clothes. Garden waste and wood. Bulky items, including furniture are collected with household rubbish that cannot be reused.	550-locations depend on number of elected members in the ward, fly-tipping reports and the tonnage collected	20 different locations per week	7am-12:30pm	1 RCV for refuse, 1 Kerb-sort vehicle for recycling, 1 driver + 1 loader in each vehicle, Total= 8 vehicles and 16 staff	5149.5 tonnes between Sept 21-Oct 23	RPS 223, NWFD 4
<b>Conwy</b>	No DIY (as charged for at HWRCs)	3	One Saturday per month in each location	9-11am with booking system	1 x RCV for green waste, 1 x box van for reusable items and 1 x walk in skip for everything else. Total= 3 x vehicles, 3 x staff	1.5-2 tonnes per session/site	RPS 223

## 6.1 Costings & recommendations

The cost of running a mobile HWRC will depend upon the number of locations, frequency, and timing of services. The most cost-effective solution is to utilise existing fleet by providing collection services on Saturdays. CEC could implement up to 8 monthly half days collection points. While staffing may be more expensive due to weekend rates, there would be no requirement to purchase additional vehicles. If CEC were to implement 8 half-day Saturday mobile site locations served by 3 x vehicles and 3 x staff over 4 Saturdays per month, it would cost approximately £62,500 annually. This would be reduced to around £47,000 if provided to six sites over 3 Saturdays per month. Table 38 below shows a breakdown of the estimated annual costs for providing each mobile HWRC service.

*Table 38: Mobile HWRC costings for 8 and 6 locations*

Item	8 half days	6 half days
<b>Staff</b>	£30,500	£23,000
<b>Fuel</b>	£17,000	£12,750
<b>Advertising</b>	£5,000	£3,750
<b>Management</b>	£10,000	£7,500
<b>Total</b>	<b>£62,500</b>	<b>£47,000</b>

The locations of mobile HWRCs should be led by the areas which have least coverage in terms of travel time analysis; the rural south of the borough has less HWRC coverage in all scenarios so may benefit from a mobile HWRC location for example, at Audlem. Should any of the current HWRCs be closed, then a mobile provision could help alleviate the strain on the remaining sites and lessen the impact on residents.

## 7 Pedestrian and cycle access

Some authorities in the UK now allow HWRC access to pedestrians, cyclists and/or mobility scooters. Densely populated areas may benefit most from pedestrian access as often residents living in flats don't have space for a car or bike. Enabling alternative access is unlikely to supplement the closure of HWRCs but opening HWRC access beyond vehicles makes them more accessible to more of the population and enables lower-carbon travel to sites, all of which aligns with CEC's aims of providing a fair, open and green service. However, allowing this type of HWRC access requires careful forethought to ensure the safety of all visitors.

Research was undertaken into the current best practice amongst authorities already offering non-vehicle access to their HWRCs which is summarised in Table 39. Most authorities only allow pedestrian access at specific HWRCs where separate entrances and walkways have been put in place, in the case of Bristol and Keynsham, the cost of this was absorbed within the total cost of building a new HWRC. Where pedestrian access has been allowed at existing HWRCs, either a specific window of time is allocated for those on foot while vehicles are not permitted (Hampshire) or public footpaths were already in place to make it safe (Herefordshire). The simplest and safest way to allow pedestrian access would be to implement Hampshire's method of allocating a time slot for alternative access. Their approach to treating cyclist the same as vehicles may also work well for CEC's HWRCs but would increase on site risks.

As only residents who live within a 20-minute cycle or walk to a HWRC are likely to utilise this type of access, it may only be necessary at HWRCs in densely populated areas such as Macclesfield and Crewe. The current pedestrian walkways at Crewe (Figure 12) have the potential to be expanded for cyclists but Macclesfield's existing pedestrian walkways are tighter (Figure 13). Adjustment to entrances and pathways up to the skips would be required, along with clear signage and maps throughout the site. Although this is feasible, an alternative recommendation would be to require cyclists to dismount at the entrance and walk push their bikes to the existing pedestrian sections.



Figure 12: Crewe HWRC pedestrian route



*Figure 13: Macclesfield HWRC pedestrian route*

Table 39: Key aspects for pedestrian and/or cyclist access to HWRCs

Local Authority	Cyclist and/or pedestrian	Changes made	Booking	ID	Extra Costs?	Number of visits by foot/bike
<b>Herefordshire</b>	Cyclist all, Pedestrian at Kington, Ledbury and Ross-on-Wye	Public footpaths up to the site gateways already in place.	Y	Y	None.	Unknown.
<b>Bristol (Hartcliffe Way)</b>	Both	A pedestrian gate entrance. Shared cycle lane and pedestrian route. A map by the entrance & signage throughout the site. Designated areas for cyclists and pedestrians were designed into new HWRC.	N	Y	New build so can't separate our costs. Highway infrastructure had already been installed by council. Bike trailers £300 + £150/year servicing.	Unknown.
<b>Keynsham</b>	Both	The new Reuse and Recycling Centre is accessed via World's End Lane, which has been widened to a two-way road with a dedicated cycle path and footpath.	N	Y	Unknown.	Unknown.
<b>Hampshire</b>	Cyclists access at all. Pedestrian (and mobility scooter) between 9-10am at Hedge End Thursday & New Alresford Thursday and Saturday.	Cyclists queue and park in a bay. Advised to wear high-vis. Cars not allowed on site during pedestrian time window. New walkways, barriers, and reverse parking policy. No access for residents who drive, park outside and attempt to walk in.	Y	Y	Amount unknown but split between Veolia and Council	Few pedestrian site visits per week. Cyclists made up 0.01% of bookings last financial year.

## 8 Concluding remarks

The review presented in this document analyses the current HWRC network provision (Baseline - scenario 1) in comparison to four key scenarios identified by Cheshire East Council. The report also benchmarks Cheshire East Council's HWRC provision against that of neighbouring and similar authorities. The analysis shows that scenarios 3 and 5 are likely to provide some cost savings compared to the current provision. The current provision offers the best coverage in terms of ensuring most residents are within a 15-or 20-minute drive from a HWRC but scenario 2b (closing Bollington) also offers almost the same coverage as the baseline. Scenario 2a, 3 and 4 all place over 96% of residents within a 20-minute drive of a HWRC. Overall, the analysis shows that a reduction in the number of sites, whilst having a localised impact, does not present a problem for most residents.

Scenario 3, closing Bollington, Middlewich & Poynton, presents the best financial savings (████████) and minimises coverage overlap whilst placing over 96% of households within a 20-minute drive of a HWRC. However, this option is likely to place considerable strain on the Macclesfield HWRC which would likely require expansion to cope.

Whereas scenario 5, closing Alsager, Bollington, Middlewich & Poynton, presents the second most savings (████████), it also poses operational risks at Crewe and Macclesfield due to substantial increases in visitor numbers and tonnage. Furthermore, the 2030 projections for new households are highest in Crewe and Macclesfield areas, which could increase footfall and therefore tonnage at these HWRCs.

If cost-efficiency is a priority for the Council, then aiming for a 70% recycling rate could improve their financial position by approximately ██████████ per year. Cheshire East's current recycling rate is one of the highest in the region (63.4% in 2022/23 inclusive of rubble) but other UK authorities have achieved 80%. The Council continues to provide the second highest number of HWRCs per 100,000 population (1.76) out of its neighbouring authorities (Manchester provides just 0.7) and this may relate to also having one of the lowest annual throughputs per household (169kg) of comparable authorities.

Cross-border tipping issues were analysed from the traffic monitoring data provided. Although this represents a snapshot of a single day's use, it shows that on average 5% of HWRC visitors did not match to Cheshire East postcode. Neighbouring authorities' approach to cross-border use is relaxed however, should the Council wish to pursue an agreement to share cross-border tipping costs, further traffic analysis over a longer time period is recommended to ascertain if such an agreement is necessary.

A mobile HWRC service would be a cost-efficient way to limit the impact of any current HWRC closures whilst also providing coverage to those in the rural south of Cheshire East. This report presents modelled costings for 8 and 6 locations for half days each on Saturdays. By using existing fleet, the cost would be £62,500/year for 8 locations or £47,000/year for 6.

Alternative access to HWRCs, specifically bicycle and pedestrian, will enable lower-carbon travel to sites and benefit those who don't have access to a vehicle. This type of access may not be necessary at all HWRCs and would benefit densely populated areas the most. To ensure safety on site, Cheshire East Council would either need to create segregated paths for cyclists and pedestrians or assign a window of time on certain days for pedestrian/cyclist access when vehicles are not permitted. The latter option would be quickest and cheapest to implement. In any instance, a thorough risk assessment and clear signage throughout the sites would be essential.

## Appendix A

POSTCODES	Number of Households
CW1 4LR	18
CW1 4ST	19
CW1 4UP	9
CW1 4UQ	4
CW1 5AP	23
CW1 5BH	17
CW1 5BJ	9
CW1 5BN	5
CW1 5BP	20
CW1 5BS	13
CW1 5BU	16
CW1 5BW	2
CW1 5BY	23
CW1 5DB	4
CW1 5DH	13
CW1 5SW	11
CW10 0RU	42
CW10 0RX	10
CW10 0RZ	10
CW10 9RL	50
CW11 1LJ	12
CW11 1LL	12
CW11 3TY	8
CW11 3TZ	20
CW11 3UA	23
CW12 1GU	2
CW12 2QU	26
CW12 2QW	15
CW12 2RA	12
CW12 2RB	11
CW12 2RH	20

CW12 2RS	1
CW12 2RZ	5
CW12 2SF	1
CW12 3UN	4
CW12 3UP	19
CW2 5UT	12
CW2 5XQ	21
CW2 5XR	5
CW2 5XS	6
CW2 5XT	14
CW2 5XU	53
CW2 5XX	45
CW4 7GQ	56
CW4 7GR	1
CW4 7GS	23
CW4 8GP	8
CW5 6XX	12
CW5 6XY	6
CW5 6YA	9
CW5 6YB	14
CW5 6YD	37
CW5 6YQ	9
CW5 6YR	7
CW5 6YS	20
CW5 6YU	41
CW5 6YW	5
CW5 6YX	24
CW5 6YY	20
CW5 6YZ	51
CW5 6ZD	22
CW5 6ZE	20
CW5 6ZF	23

<b>CW5 6ZG</b>	19
<b>CW5 8FZ</b>	12
<b>CW5 8GB</b>	10
<b>CW6 9YS</b>	7
<b>CW6 9YT</b>	3
<b>CW6 9ZE</b>	7
<b>CW6 9ZF</b>	5
<b>CW6 9ZG</b>	4
<b>SK10 1GJ</b>	15
<b>SK10 1GL</b>	6
<b>SK10 1GN</b>	6
<b>SK10 1GP</b>	5
<b>SK10 1GQ</b>	4
<b>SK10 1GR</b>	10
<b>SK10 1GS</b>	4
<b>SK10 1GT</b>	4
<b>SK10 1GW</b>	5
<b>SK10 1GX</b>	4
<b>SK10 1GZ</b>	12
<b>SK10 1JB</b>	8
<b>SK10 3FY</b>	11
<b>SK10 4ZJ</b>	5
<b>SK10 4ZP</b>	8
<b>SK10 5GJ</b>	4
<b>SK11 0AU</b>	43
<b>SK11 0AX</b>	33
<b>SK11 0BP</b>	14

<b>SK11 0BT</b>	8
<b>SK11 0EY</b>	6
<b>SK11 0FW</b>	2
<b>SK11 7ZF</b>	17
<b>SK11 7ZG</b>	17
<b>SK11 7ZH</b>	18
<b>SK11 9GJ</b>	1
<b>SK9 2TZ</b>	7
<b>SK9 3DD</b>	42
<b>SK9 3FS</b>	19
<b>SK9 3FX</b>	4
<b>SK9 3GD</b>	19
<b>SK9 3GE</b>	5
<b>SK9 3GH</b>	8
<b>SK9 4GA</b>	16
<b>SK9 5GG</b>	4
<b>SK9 6GL</b>	4
<b>ST7 2ZP</b>	18
<b>ST7 2ZQ</b>	41
<b>ST7 3FF</b>	5
<b>WA14 4ZG</b>	5
<b>WA16 0GS</b>	2
<b>WA16 0XN</b>	7
<b>WA16 0XP</b>	1
<b>WA16 0XQ</b>	13
<b>WA16 9GL</b>	4
<b>116</b>	<b>1634</b>

## Appendix B

LPS housing and employment monitoring (Provided by Cheshire East).

This Appendix illustrates the distribution of housing and employment land across the Borough as set out in the LPS, for each settlement in the Principal Towns and Key Service Centres tiers of the settlement hierarchy, as well as the total figures for Local Service Centres and the Other Settlements and Rural Areas. It updates the figures in LPS Appendix A 'Proposed growth distribution'.

The figures are up-to-date as of 31 March 2023 and will be updated yearly through the AMR.

### Housing growth distribution

Table 13.1 to Table 13.5 illustrate the distribution of housing growth across the Borough as set out in the LPS, for each settlement in the Principal Towns and Key Service Centres, as well as the total figures for Local Service Centres and Other Settlements and Rural Areas.

Table 13.1 Housing distribution: Principal Towns

Area (expected level of development)	Type (site allocations and other sites)	Completions to 31/3/23	Commitments at 31/3/23	Remainder of allocation (without permission)	Total
Crewe	LPS 1 Central Crewe (400)			108	108
Crewe	LPS 2 Basford East (850)		774	76	850
Crewe	LPS 3 Basford West (370)	370			370
Crewe	LPS 4 Leighton West (850), and LPS 5 Leighton (500) combined to reflect planning applications		1,650		1,650
Crewe	LPS 6 Crewe Green (150)		146		146
Crewe	LPS 7 Sydney Road (including extended site) (525)	133	361		494
Crewe	LPS 8 South Cheshire Growth Village (650)			650	650
Crewe	LPS 9 The Shavington / Wybunbury Triangle (400)	253	187	0	440
Crewe	LPS 10 East Shavington (275)	214	61		275
Crewe	LPS 11 Broughton Road (175)		236		236
Crewe	Other Sites	3,422	926		4,348
Crewe (7.700)	Crewe subtotal	4,392	4,341	834	9,567
Macclesfield	LPS12 Central Macclesfield (500)			132	132
Macclesfield	LPS 13 South Macclesfield Development Area (1050)	87	1,013		1,100

Macclesfield	LPS 14 Land East of Fence Avenue (250)	2	298		300
Macclesfield	LPS 15 Land at Congleton Road (300)			300	300
Macclesfield	LPS 16 Land South of Chelford Road (200)		216		216
Macclesfield	LPS 17 Gaw End Lane (300)		306		306
Macclesfield	LPS 18 Land between Chelford Road and Whirley Road (150)	3	162		165
Macclesfield	Other Sites	1,893	693		2,586
Macclesfield (4,250)	Macclesfield subtotal	1,985	2,688	432	5,105
All Principal Towns (11,950)	Principal Towns total	6,377	7,029	1,266	14,672

Table 13.2 Housing distribution: Key Service Centres

Area (expected level of development)	Type (site allocations and other sites)	Completions to 31/3/23	Commitments at 31/3/23	Remainder of allocation (without permission)	Total
Alsager	LPS 20 White Moss Quarry (350)		0	350	350
Alsager	LPS 21 Twyfords and Cardway (550)	226	112	212	550
Alsager	LPS 22 Former MMU Campus (400)	414	31		445
Alsager	Other Sites	850	27		877
Alsager (2,000)	Alsager subtotal	1,490	170	562	2,222
Congleton	LPS 26 Back Lane / Radnor Park (750)	444	456		900
Congleton	LPS 27 Congleton Business Park Extension (625)		154	471	625
Congleton	LPS 28 Giantswood Lane South (150)	131			131
Congleton	LPS 29 Giantswood Lane to Manchester Road (500)		454		454
Congleton	LPS 30 Manchester Road to Macclesfield Road (450)	502	27		529
Congleton	LPS 31 Tall Ash Farm (225)	131	105		236
Congleton	LPS 32 Lamberts Lane (225)	152	87		239
Congleton	Other Sites	1,616	171		1,787

Congleton (4,150)	Congleton subtotal	2,976	1,454	471	4,901
Handforth	LPS 33 North Cheshire Growth Village (1500)		1,499		1,499
Handforth	LPS 34 Land between Clay Lane and Sagars Road (250)	121	103		224
Handforth	Other Sites	178	324		502
Handforth (2,200)	Handforth subtotal	299	1,926	0	2,225
Knutsford	LPS 36 Land North of Northwich Road (175)	53	137		190
Knutsford	LPS 36 Land West of Manchester Road (75)		60		60
Knutsford	LPS 36 Land East of Manchester Road (250)		275		275
Knutsford	LPS 37 Parkgate Extension (200)	27	209		236
Knutsford	LPS 38 Land South of Longridge (225)			225	225
Knutsford	Other Sites	65	63		128
Knutsford (950)	Knutsford subtotal	145	744	225	1,114
Middlewich	LPS 42 Glebe Farm (525)	58	416		474
Middlewich	LPS 43 Brooks Lane Strategic Location (200)		114	86	200
Middlewich	LPS 45 Land off Warmingham Lane (Phase 2) (235)		235		235
Middlewich	SADPD MID 1: East and west of Croxton Lane (50)			50	50
Middlewich	SADPD MID 2: Centurion Way (75)			75	75
Middlewich	Other Sites	761	59		820
Middlewich (1,950)	Middlewich subtotal	819	824	211	1,854
Nantwich	LPS 46 Kingsley Fields (1100)	699	401		1,100
Nantwich	LPS 47 Car Park, St Annes Lane, Nantwich	0	31		31
Nantwich	Other Sites	1,185	262		1,447
Nantwich (2,050)	Nantwich subtotal	1,884	694	0	2,578
Poynton	LPS 48 Land adjacent to Hazelbadge Road (150)		133		133
Poynton	LPS 49 Land at Sprink Farm (150)	65	83		148
Poynton	LPS 50 Land South of Chester Road (150)	126	0		126

Poynton	SADPD PYT 1: Poynton Sports Club (80)		0	80	80
Poynton	SADPD PYT 3: Land at Poynton High School (20)		0	20	20
Poynton	SADPD PYT 4: Former Vernon Infants School (50)		0	50	50
Poynton	Other Sites	151	17		168
Poynton (650)	Poynton subtotal	342	233	150	725
Sandbach	LPS 53 Land Adjacent to J17 of M6, south east of Congleton Road (450)	404	17	0	421
Sandbach	Other Sites	2,476	298		2,774
Sandbach (2,750)	Sandbach subtotal	2,880	315	0	3,195
Wilmslow	LPS 54 Royal London (175)		174		174
Wilmslow	LPS 56 Little Stanneylands (200)	141	41		182
Wilmslow	LPS 57 Heathfield Farm (150)	161	0		161
Wilmslow	Other Sites	554	141		695
Wilmslow (900)	Wilmslow subtotal	856	356	0	1,212
All Key Service Centres (17,600)	Key Service Centre total	11,691	6,716	1,619	20,026

Table 13.3 Housing distribution: Local Service Centres

Area (expected level of development)	Type (site allocations and other sites)	Completions to 31/3/23	Commitments at 31/3/23	Remainder of allocation (without permission)	Total
Alderley Edge	Other Sites	96	59		155
Alderley Edge	Alderley Edge subtotal	96	59	0	155
Audlem	Other Sites	218	7		225
Audlem	Audlem subtotal	218	7	0	225
Bollington	Other Sites	228	117		345
Bollington	Bollington subtotal	228	117	0	345
Bunbury	Other Sites	71	34		105
Bunbury	Bunbury subtotal	71	34	0	105
Chelford	Other Sites	200	4		204
Chelford	Chelford subtotal	200	4	0	204
Disley	Other Sites	224	14		238
Disley	Disley subtotal	224	14	0	238
Goostrey	Other Sites	12	1		13
Goostrey	Goostrey subtotal	12	1	0	13
Haslington	Other Sites	381	101		482
Haslington	Haslington subtotal	381	101	0	482

Holmes Chapel	Other Sites	763	111		874
Holmes Chapel	Holmes Chapel subtotal	763	111	0	874
Mobberley	Other Sites	10	2		12
Mobberley	Mobberley subtotal	10	2	0	12
Prestbury	Other Sites	66	18		84
Prestbury	Prestbury subtotal	66	18	0	84
Shavington	Other Sites	287	61		348
Shavington	Shavington subtotal	287	61	0	348
Wrenbury	NP Wrenbury HOU01 New Road Wrenbury (10)	0	0	10	10
Wrenbury	Other Sites	84	45		129
Wrenbury	Wrenbury subtotal	84	45	10	139
All Local Service Centres (3,500)	Local Service Centre total	2,640	574	10	3,224

Table 13.4 Housing distribution: Other Settlements and Rural Areas

Area (expected level of development)	Type (site allocations and other sites)	Completions to 31/3/23	Commitments at 31/3/23	Remainder of allocation (without permission)	Total
Other Settlements and Rural Areas	LPS 61 Alderley Park Opportunity Site (300)	191	78	31	300
Other Settlements and Rural Areas	NP Calveley A Station Road, Calveley (8)	9	0		9
Other Settlements and Rural Areas	NP Calveley B Land adjacent to The Mount, Calveley (6)		0	6	6
Other Settlements and Rural Areas	NP Calveley C Station House, Nantwich Road, Calveley (4)		4		4
Other Settlements and Rural Areas	NP Hankelow A: The Nook, Audlem Road, Hankelow			4	4
Other Settlements and Rural Areas	NP Hankelow B: Land off Monks Lane, Hankelow		2		2
Other Settlements and Rural Areas	Other Sites	2,275	1,098		3,373
Other Settlements and Rural Areas (2,950)	Other Settlements and Rural Areas total	2,475	1,182	41	3,698

Table 13.5 Housing distribution: All areas

Area (expected level of development)	Type (site allocations and other sites)	Completions to 31/3/23	Commitments at 31/3/23	Remainder of allocation (without permission)	Total
All areas (36,000)	All areas total	23,183	15,501	2,936	41,620



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## Environment and Communities Committee Work Programme 2024-25

Report Reference	Environment & Communities Committee	Title	Purpose of Report	Lead Officer	Consultation	Equality Impact Assessment	Corporate Plan Priority	Part of Budget and Policy Framework	Exempt Item	Is the report for decision or scrutiny?
EC/13/24-25	14/11/24	Libraries Strategy - Implementation	To seek approval to implement the final details of the Libraries Strategy.	Interim Director of Environment and Neighbourhoods	Yes	Yes	Open	Yes	Yes	Decision
EC/15/24-25	14/11/24	Local Plan Update – feedback on Issues Paper	To provide feedback from the consultation undertaken on the Issues Paper as presented to Committee in March 2024 and set out the next steps for the Local Plan review.	Interim Director of Environment and Neighbourhoods	Yes	Yes	Open	No	No	Decision
EC/12/24-25	14/11/24	Approval of Carbon Neutral 2045 Action Plan	To seek approval to adopt the action plan associated with the delivery of the Carbon Neutral 2045 borough target.	Interim Director of Environment and Neighbourhoods	Yes	Yes	Open	Yes	No	Decision
EC/24/24-25	14/11/24	Second Financial Review of 2024/25 (Environment and Communities Committee)	To note and comment on the Second Financial Review and Performance position of 2024/25, including progress on policy proposals and material variances from the MTFS and (if necessary) approve Supplementary Estimates and Virements.	Interim Director of Finance and Customer Services	No	No	Open	Yes	No	Decision/Scrutiny

Environment and Communities Committee Work Programme 2024-25

Report Reference	Environment & Communities Committee	Title	Purpose of Report	Lead Officer	Consultation	Equality Impact Assessment	Corporate Plan Priority	Part of Budget and Policy Framework	Exempt Item	Is the report for decision or scrutiny?
EC/25/24-25	14/11/24	Medium Term Financial Strategy Consultation 2025/26 - 2028/29 (Environment & Communities Committee)	All Committees were being asked to provide feedback in relation to their financial responsibilities as identified within the Constitution and linked to the budget alignment approved by the Finance Sub-Committee in March 2024. Responses to the consultation would be reported to the Corporate Policy Committee to support that Committee in making recommendations to Council on changes to the current financial strategy.	Interim Director of Finance and Customer Services	No	No	Open	Yes	No	Decision/Scrutiny
EC/32/24-25	14/11/24	Waste Collections - residual waste	To seek approval to recommendations relating to the potential implementation of changes to residual waste collections, including feedback from a planned public consultation exercise (provisional	Interim Director of Environment and Neighbourhoods	Yes	Yes	Open	TBC	Yes	Decision

## Environment and Communities Committee Work Programme 2024-25

Report Reference	Environment & Communities Committee	Title	Purpose of Report	Lead Officer	Consultation	Equality Impact Assessment	Corporate Plan Priority	Part of Budget and Policy Framework	Exempt Item	Is the report for decision or scrutiny?
			report subject to Govt legislation announcement)							
EC/02/24-25	30/01/25	Jodrell Bank Observatory Supplementary Planning Document	To seek approval to consult on the final draft of the Jodrell Bank Observatory Supplementary Planning Document	Interim Director of Environment and Neighbourhoods	Yes	Yes	Green	No	No	Decision
EC/17/24-25	30/01/25	Carbon Neutral Programme Update	To provide an annual update on the progress of the implementation of the carbon neutral programme.	Interim Director of Environment and Neighbourhoods	No	No	Open;#Green	Yes	Yes	Decision/Scrutiny
EC/16/24-25	30/01/25	Strategic Leisure Review - Implementation Update	To provide an update to Committee in relation to the implementation of the initiatives brought forward under the Strategic Leisure Review and where appropriate set out any additional savings proposals.	Interim Director of Environment and Neighbourhoods	Yes	Yes	Open	No	No	Decision/Scrutiny
EC/26/24-25	30/01/25	Third Financial Review of 2024/25 (Environment & Communities Committee)	To note and comment on the Third Financial Review and Performance position of 2024/25, including	Interim Director of Finance and Customer Services	No	No	Open	Yes	No	Decision/Scrutiny

Environment and Communities Committee Work Programme 2024-25

Report Reference	Environment & Communities Committee	Title	Purpose of Report	Lead Officer	Consultation	Equality Impact Assessment	Corporate Plan Priority	Part of Budget and Policy Framework	Exempt Item	Is the report for decision or scrutiny?
			progress on policy proposals and material variances from the MTFs and (if necessary) approve Supplementary Estimates and Virements.							
EC/28/24-25	30/01/25	Medium Term Financial Strategy Consultation 2025/26 - 2028/29 Provisional Settlement Update (Environment & Communities Committee)	All Committees were being asked to provide feedback in relation to their financial responsibilities as identified within the Constitution and linked to the budget alignment approved by the Finance Sub-Committee in March 2024. Responses to the consultation would be reported to the Corporate Policy Committee to support that Committee in making recommendations to Council on changes to the current financial strategy.	Interim Director of Finance and Customer Services	No	No	Open	Yes	No	Decision/Scrutiny
EC/18/24-25	27/03/25	Cemeteries Investment Programme	To seek committee approval to the proposed investment	Interim Director of Environment and Neighbourhoods	No	Yes	Open	Yes	No	Decision

Environment and Communities Committee Work Programme 2024-25

Report Reference	Environment & Communities Committee	Title	Purpose of Report	Lead Officer	Consultation	Equality Impact Assessment	Corporate Plan Priority	Part of Budget and Policy Framework	Exempt Item	Is the report for decision or scrutiny?
			programme for the Cheshire East Council operated cemeteries							
EC/10/24-25	27/03/25	Local Nature Recovery Strategy (LNRS)	To provide an update on the Local Nature Recovery Strategy	Interim Director of Environment and Neighbourhoods	Yes	No	Open	No	No	Decision/Scrutiny
EC/19/24-25	27/03/25	Updated Local List of Historic Buildings	To seek approval to the updated local list of historic buildings	Interim Director of Environment and Neighbourhoods	TBC	No	Open	TBC	No	Decision
EC/27/24-25	27/03/25	Service Budgets 2025/26 (Environment & Communities Committee)	The purpose of this report is to set out the allocation of approved budgets for 2025/26 for services under the Committee's remit, as determined by Finance Sub Committee	Interim Director of Finance and Customer Services	No	No	Open	Yes	No	Scrutiny

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