

REPORT TO: Executive Board

DATE: 11th December 2025

REPORTING OFFICER: Executive Director Environment and Regeneration

PORTFOLIO: Environment and Urban Renewal

SUBJECT: Waste Management Update

WARD(S) Borough wide

1.0 PURPOSE OF THE REPORT

- 1.1 To provide Members with an update on the continuing work in the development of new Strategic, Policy and Service Plan documents in respect of the Council's Waste Management Services.

2.0 RECOMMENDED: That

- 1) Members endorse the current programme of work, as set out within this report, which is being undertaken to support the Council in meeting its Strategic aims and objectives with regards to the management of waste in Halton; and**
- 2) A further report be presented to the Executive Board in Spring 2026.**

3.0 SUPPORTING INFORMATION

- 3.1 At their meeting of 11th September 2025, Members of the Executive Board received a report setting out the wide range of drivers that necessitate the need for significant change in how household waste in Halton is collected, including new Legislative requirements, that will have both cost and service redesign implications for the Council. Members were advised that the scale and the pace of change required is unprecedented.
- 3.2 Members endorsed that further work on the Council's preferred options to meet the Council's Legislative Obligations be progressed. Members were advised that a further report would be presented to Executive Board in respect of the development of the Council's Waste Strategy, Policies and Service Plans and this report provides Members with an update on the continuing programme of work in this regard.
- 3.3 Waste Strategy and Policy Development

Officers are drafting a new Halton Waste Strategy document which will be presented to Members for consideration in Spring 2026.

The Halton Waste Strategy will sit under the LCR Zero Waste Framework, and LCR Zero Waste Strategy, both of which have been endorsed by the Council's Executive Board.

- 3.4 The Halton Waste Strategy will set out the strategic aims of the Council with regards to dealing with waste within the borough but will not be limited to the collection of residual waste and recycling but will also include details of the other elements of how the Council manages waste and responds to the waste minimisation agenda.
- 3.5 Achieving the aims and objectives set out within the Halton Waste Strategy will be underpinned by a new Waste Policy that is currently being developed and will also be presented to Members of the Executive Board.
- 3.6 Work on developing both the Waste Strategy and Waste Policy is progressing well, with support from a number of Teams across the Council, including two Local Government Association Impact Graduates working within the Chief Executive's Delivery Unit.
- 3.7 Environment Services Transformation Programme
Given the scale of essential change required, not only to the waste management service but also other operational services across the Environment Services Division, additional resource has been secured through the Transformation Delivery Unit to support the work required to deliver that change. This support included a service expert being appointed in August 2025 as Project Lead and a Programme Manager was also appointed and commenced on 10th November.
- 3.8 The Transformation work across the Environment Services Division is focussing on three broad areas:
- Designing optimised, highly efficient services that deliver upon the Council's increased statutory responsibilities and help achieve waste minimisation
 - Reducing spend
 - Increasing income where possible
- 3.9 The service redesign is progressing well and work to date has included:
- Assembling data and information to form a picture of our services – including what they cost, how they operate and what outcomes they deliver
 - Reviewing current available Resources and Assets
 - Meetings with Managers and Staff across the Division
 - Listening to, and taking on board, colleagues' views and thoughts

- Looking at Best Practice delivery that could be adopted in Halton
- 3.10 The next steps in the work programme will include establishing a number of thematic work groups and beginning to consider and plan how services may look in the future.
- 3.11 One of the work streams will be 'Route Optimisation', which is a project that will involve a procurement exercise to appoint a suitably qualified and experienced contractor to analyse a series of different options to help identify the most efficient and cost-effective service delivery model to be introduced in Halton. This piece of work will capture all waste collection services, including the new food waste collections that will be introduced in 2026.
- 3.12 The target date is for all new services to be introduced and operating by October 2026.
- 3.13 Workforce Engagement
The Council's Environment Services workforce and Managers have been fully engaged throughout the developing Transformation work programmed. Quarterly full workforce engagement sessions were initially held; however, these sessions will be held monthly from mid-December and thereafter. The Trade Unions and HR Business Partners have also been in attendance at the workforce engagement sessions along with colleagues from the Council's Communications and Marketing Team, who have supported with send out monthly staff bulletins.
- 3.14 Members of staff, management, Trade Unions and HR representatives will also be invited to take part in the work groups referred to in paragraphs 3.7 – 3.12.
- 3.15 Communications and Community Engagement
As previously reported to Members, ensuring the co-operation of the residents of Halton is key to the Council being successful in achieving its strategic and service level aims and objectives. Similarly, the introduction of new and redesigned services, and the need to inform residents of new requirements placed upon them, will all need to be supported by the delivery of comprehensive and effective communications and community engagement activity.
- 3.16 Members supported the investment needed to develop and deliver an effective communications and behaviour change programme and work is progressing towards bringing in the required additional staffing resources to deliver that programme, as is, work to develop a Communications Plan.
- 3.17 Behaviour change and community engagement on waste matters will also be one of the Transformation work streams referred to in

paragraphs 3.7 – 3.12.

3.18 Food Waste

Members will be aware of the requirement for the Council to implement a weekly food waste collection service to every household in 2026, and that, the vehicles and caddies required to deliver this service have been ordered.

3.19 With regards to staffing implications, the delivery of the food waste collections will require a minimum of 7 new HGV drivers and 14 waste collection operatives.

3.20 Council officers are currently looking at options for the appointment to these new posts which will include a combination of providing training opportunities to existing Environment Services operational staff who may wish to up-skill to become HGV drivers, providing opportunities for staff across other Council services areas and also employment opportunities for the recruitment of new Council employees. Recruitment will include working with Halton People Into Jobs and options for Apprenticeship opportunities will also be explored.

4.0 POLICY IMPLICATIONS

4.1 There are no new Policy implications arising from this report, however, Policy implications will arise from the subject matters contained within this report that will be presented into Members future reports.

5.0 FINANCIAL IMPLICATIONS

5.1 The report refers to increased staffing and resource requirements to deliver the Council statutory obligations, and the government has provided enabling monies to support the implementation.

6.0 IMPLICATIONS FOR THE COUNCIL'S PRIORITIES

6.1 Improving Health, Promoting Wellbeing and Supporting Greater Independence

Waste has a direct effect on public health; effective and efficient household waste collection mitigates potential health implications related to accumulated waste.

6.2 Building a Strong, Sustainable Local Economy

The waste sector and local arrangements to deal with waste provides significant employment opportunities and contributes more than £3.4m to Halton's economy and a further £2.8m to the regional economy annually on waste.

The opportunities for up-skilling of existing staff and the recruitment

of new Council employees will have a further positive impact upon local people and the local economy.

6.3 Supporting Children, Young People and Families

The Council's services are universal. There are opportunities through the behaviour change work to engage children and young people to be champions of waste and recycling approaches at home.

6.4 Tackling Inequality and Helping Those Who Are Most In Need

The household services are a universal offer however, there are adjustments for those that need additional support such as the assisted collection whereby waste staff will collect and return the bins to properties.

In delivering behaviour change there will be targeted additional efforts were required.

6.5 Working Towards a Greener Future

Once introduced, the new services and initiatives referred to in this report will have a positive impact on the Councils actions towards delivering climate change improvements.

6.6 Valuing and Appreciating Halton and Our Community

The volume of change and investment to household waste arrangements demonstrates investment to Halton's residents. Most residents and households will be keen to contribute what they can to the environmental agenda and providing appropriate tools and household collections will enable this.

7.0 Risk Analysis

7.1 Whilst there are risks associated with the Council failing to meet its statutory waste obligations, there are no specific risks associated with this report.

8.0 EQUALITY AND DIVERSITY ISSUES

8.1 None to report.

9.0 CLIMATE CHANGE IMPLICATIONS

9.1 Once introduced, the new services and initiatives referred to in this report will have a positive impact on the Council's actions to contribute towards the climate change improvements and will support the Council's response to the climate emergency.

10.0 LIST OF BACKGROUND PAPERS UNDER SECTION 100D OF THE LOCAL GOVERNMENT ACT 1972

Document	Place of Inspection	Contact Officer
Executive Board Report - Waste Management Update - 16 th January 2025	Council Website	Jimmy Unsworth
Executive Board Report - Waste Management Update - 11 th September 2025	Council Website	Jimmy Unsworth