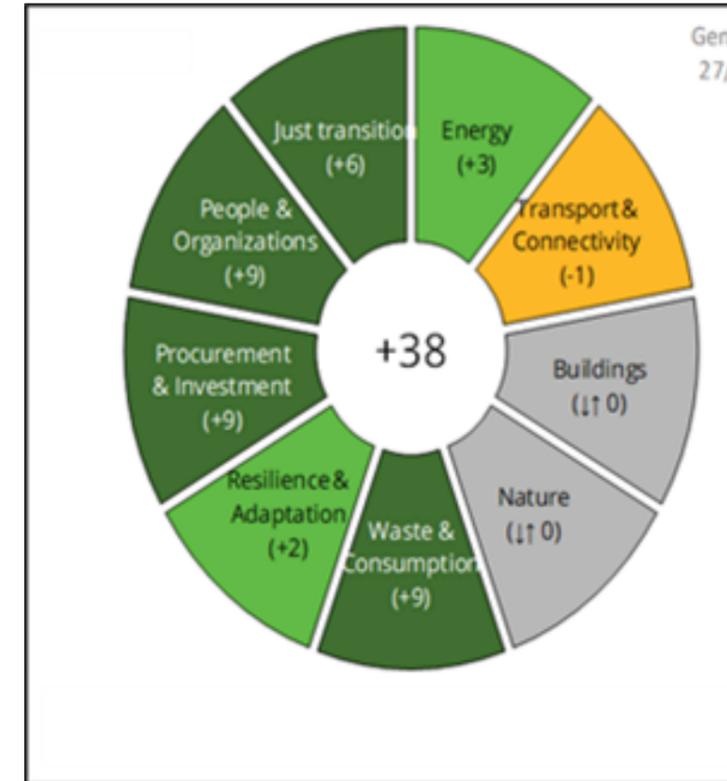


# Climate Impact Assessment

## Summary

<b>Directorate and Service Area</b>	Highways & Environment Directorate Countryside and Waste Services
<b>What is being assessed</b>	<p>HWRC Management Re-provision.</p> <p>Under Section 51 of the Environmental Protection Act 1990, Oxfordshire County Council (OCC) has a legal duty to provide HWRCs for Oxfordshire residents and currently provides 7 across the county. On 1 October 2017, a 10-year contract (7-year main term plus up to 3-year extension) commenced with W&amp;S Recycling Ltd (W&amp;S) for the management of 6 of the 7 HWRCs. (The 7th Dix Pit is contracted to FCC). The W&amp;S contract expires on 30 September 2027, with no ability to extend, and a new HWRC management model / contract needs to put in place.</p> <p>An optioneering process has provided an assessment and ranked scoring of 12 different potential new HWRC service models. The highest ranked model is the procurement of a long-term contract with a break clause to support LGR. This EIA assesses this option as the preferred new HWRC service model going forward. This option will go to Cabinet on 17.03.26 for cabinet decision. If approved, it will go through competitive flexible procedure procurement with a contract mobilisation period (6 months) with a start date of 1 October 2027.</p>
<b>Is this a new or existing function or policy?</b>	The HWRC service is an existing function.
<b>Summary of assessment</b>	<p>The HWRC Management Re-provision allows for negotiations and discussions with potential new providers during the competitive procurement processes that will detail how, and what actions the provider will undertake to achieve the council's recycling, energy reduction and carbon aims. HWRC are key for the council to continue its achievement of its recycling and waste management targets; and these will be maintained within the new contract via contracted Service quality KPI's during the contract delivery.</p> <p>The HWRC's support reducing energy use through their role in the waste cycle, and support the transition to a circular economy through supporting re-use, which is a key element of the circular economy .</p>
<b>Completed by</b>	Caroline Coyne
<b>Climate action sign off by</b>	Franco Gonzalez
<b>Director sign off by</b>	
<b>Assessment date</b>	27/01/2026



## Detail of proposal

<b>Context / Background</b>	<p>The W&amp;S HWRC Management contract is an outsourced contract, providing on-site HWRC service delivery management, including all the staffing, vehicles and equipment required to deliver the service. Although this contract has supported the council in achieving one of the highest recycling rates in the country, significantly exceeding the national average, the contract is limiting in that it doesn't allow OCC to harness commercial opportunities like re-use, embed new technology or introduce new innovative ways of working. And whilst the outsourced model is traditionally a preferred choice for councils, given the rapidly changing nature of the waste industry, it is recognised that new and different models of HWRC service delivery must be considered for the future. This provides OCC with an opportunity to review how different HWRC service model could work in the future, considering the changing nature of the waste</p>
<b>Proposal</b>	<p>Why a long term contract is the preferred option</p> <p>The procurement of a long term contract (Option E) emerged as the highest scoring and lowest cost option across the evaluation process. Key advantages include:</p> <ul style="list-style-type: none"> <li>•Strong market interest: Waste operators indicated clear preference for an 8 year contract, making the option more competitive and attractive, which supports pricing reductions and innovation. Long term contracted services will limit service delivery disruptions.</li> <li>•Lower risk profile: It carries minimal financial, operational, and commercial risk to OCC due to the transfer of operational responsibility to an experienced contractor. HWRC contractors assessed through a competitive flexible procurement procedure will be contracted to deliver the HWRC service in accordance the council's recycling targets and zero carbon aims.</li> <li>•Operational skills and experience: Contractors will have the necessary operational skills and experience to provide trained staff that can provide a reliable public facing service to ensure that the councils recycling, waste disposal and zero carbon aims are supported.</li> <li>•A longer 8 year contract supports social value, service quality and access improvements: Longer terms enable contractors to invest in staff training and</li> </ul>
<b>Evidence / Intelligence</b>	<p>The HWRC service model optioneering reviewed 12 short-term and long-term service model options.</p> <p>Table 1 – 12 Service Model Options</p> <p>Each option was risk assessed against a range of qualitative and costing criteria (table 2 below). Each criteria was weighted using a percentage % adding up to 100%. This methodology approach provided an evidence-based evaluation, that ensured both the council's strategic aims and the services delivery priorities could be equally captured and applied for each option.</p>
<b>Alternatives considered / rejected</b>	<p>The optioneering process considered all the options and all the models were reviewed in detail, but many fell short due to cost, complexity, or risk.</p> <p>Short Term Options (A–D) Short term approaches provide flexibility during LGR but bring significant drawbacks:</p> <ul style="list-style-type: none"> <li>•Poor market appetite, reducing competitiveness and weakening price outcomes.</li> <li>•Implementation costs must be repeated after four years, offering no financial advantage.</li> <li>•Minimal measurable benefit compared with long term options.</li> </ul> <p>In House Delivery (B &amp; F) - Not viable due to:</p> <ul style="list-style-type: none"> <li>•Highest revenue costs, driven largely by LGPS pension liabilities.</li> <li>•Risks around a two tier workforce and recruitment of specialist management.</li> <li>•Substantial operational, financial, and staff transfer risks under LGR.</li> </ul> <p>LATCo Models (C, D(i), D(ii), G, H(i), H(ii)) - These options presented:</p> <ul style="list-style-type: none"> <li>•High commercial and financial risk, as most risk transfers back to OCC.</li> <li>•Complex governance arrangements and lengthy negotiation processes.</li> </ul>

Category	Impact criteria	Score (-3 to +3)	Description of impact	Actions or mitigations to reduce negative impacts	Action owner	Timeline and monitoring arrangements
Energy	Increases energy efficiency	1	The new contractor will support the aims for energy efficiency	Negotiations and discussions during the competitive procurement processes; Via Service quality KPI's during contract delivery.	Jeffrey Farrell, HWRC Manager	Throughout the procurement processes and contract delivery
Energy	Promotes a switch to low-carbon or renewable energy	1	The new contractor will support the councils switch to low carbon and renewable energy	Negotiations and discussions during the competitive procurement processes; Via Service quality KPI's during contract delivery.	Jeffrey Farrell, HWRC Manager	As above
Energy	Promotes resilient, local, smart energy systems	1	The new contractor will promote resilient, local and smart energy systems	Negotiations and discussions during the competitive procurement processes; Via Service quality KPI's during contract delivery.	Jeffrey Farrell, HWRC Manager	As above
Transport & Connectivity	Reduces need to travel and/or the need for private car ownership	-1	Residents will have to travel in cars to visit HWRC's	Ongoing communication with residents.	As above	As above
Transport & Connectivity	Supports active travel	N/A				
Transport & Connectivity	Increases use of public transport	N/A				
Transport & Connectivity	Accelerates electrification of transport	1	The HWRC sites will be updated to support EV charging	Negotiations and discussions during the competitive procurement processes; Via Service quality KPI's during contract delivery.	As above	As above
Buildings	Promotes net zero new builds and developments	N/A				
Buildings	Accelerates retrofitting of existing buildings	N/A				
Nature	Protects, restores or enhances biodiversity, landscape and ecosystems	N/A				
Nature	Develops blue and green infrastructure	N/A				
Nature	Improves access to nature and green spaces	N/A				
Waste & Consumption	Reduces overall consumption	3	The HWRC are key in supporting recycling, re-use and the circular economy in Oxfordshire and support reducing overall consumption.	Negotiations and discussions during the competitive procurement processes; Via Service quality KPI's during contract delivery.	As above	As above
Waste & Consumption	Supports waste prevention and drive reuse and recycling	3	The HWRC are key in supporting recycling, re-use and the circular economy in Oxfordshire and support reducing overall consumption.	Negotiations and discussions during the competitive procurement processes; Via Service quality KPI's during contract delivery.	As above	As above
Resilience & Adaptation	Increases resilience to flooding	N/A				
Resilience & Adaptation	Increases resilience to other extreme weather events (e.g., storms, cold snaps, heatwaves, droughts)	N/A				
Resilience & Adaptation	Increases resilience of council services, communities, energy systems, transport infrastructure and/or supply chains	2	The HWRC's increase resilience of council services, communities, energy systems.	Negotiations and discussions during the competitive procurement processes; Via Service quality KPI's during contract delivery.	As above	As above
Procurement & Investment	Procurement practices prioritise low-carbon options, circular economy and sustainability	3	The competitive flexible tender procurement processes for the new contractor following OCC's Ethical Procurement Policy will prioritise contractors who support low-carbon options, circular economy and	Negotiations and discussions during the competitive procurement processes; Via Service quality KPI's during contract delivery.	As above	As above

Procurement & Investment	Investment being considered supports climate action/ is consistent with path to net zero	3	The competitive flexible tender procurement processes for the new contractor following OCC's Ethical Procurement Policy will prioritise contractors who bring investment to the service that supports climate action/ is consistent with path to net	Negotiations and discussions during the competitive procurement processes; Via Service quality KPI's during contract delivery.	As above	As above
People & Organizations	Drives behavioural change to address the climate and ecological emergency	3	The new HWRC Contractor is key in driving behavioural change to address the climate and ecological emergency	Negotiations and discussions during the competitive procurement processes; Via Service quality KPI's during contract delivery.	As above	As above
People & Organizations	Drives organizational and systemic change to address the climate and ecological emergency	3	The new HWRC Contractor is key in driving organizational and systemic change to address the climate and ecological emergency	Negotiations and discussions during the competitive procurement processes; Via Service quality KPI's during contract delivery.	As above	As above
Just transition	Promotes green innovation and job creation	3	The new HWRC Contractor will promote green innovation and job creation	Negotiations and discussions during the competitive procurement processes; Via Service quality KPI's during contract delivery.	As above	As above
Just transition	Promotes health and wellbeing	1	The new HWRC Contractor will promote health and wellbeing	Negotiations and discussions during the competitive procurement processes; Via Service quality KPI's during contract delivery.	As above	
Just transition	Reduces poverty and inequality	2	The new HWRC Contractor will undertake social value elements that reduce poverty and inequality	Negotiations and discussions during the competitive procurement processes; Via Service quality KPI's during contract delivery.	As above	As above