

REPORT TO KINCARDINE & MEARN'S AREA COMMITTEE – 13 SEPTEMBER 2022

HOUSEHOLD RECYCLING CENTRE HYBRID BOOKING SYSTEM PROPOSAL

1 Executive Summary/Recommendation

1.1 Following a report presented to Infrastructure Services Committee (ISC) on 20 January 2022 ([Item 12](#)) the Committee agreed that the Member Officer Working Group be requested to give further consideration to a customisation of the service, on a site by site basis, seek to provide further opportunities for users of the service and to report back to ISC. This report outlines the proposal of a hybrid booking system.

1.2 The Committee is recommended to:

1.2.1 To consider, comment, make recommendations to the Waste Service and Infrastructure Services Committee on the proposed trial of a hybrid booking system for a 12-month period from 1 December 2022 at Macduff and Stonehaven Household Recycling Centres (HRCs) to allow data to be gathered with a view to implementing where practicable in other sites.

2 Decision Making Route

2.1 Following a public consultation exercise, Infrastructure Services Committee at its meeting on 24 January 2019 ([Item 9](#)), discussed and approved the new Waste Strategy.

2.2 Deliverable No 4 of the Waste Strategy outlined a package of measures that together would provide a cost neutral basis for improving the network of HRCs.

2.3 Whilst most of the measures outlined in the Waste Strategy were fully implemented in 2019, the exception to that was the measure to divert trade waste away from HRCs. Further work was completed to consider the best option to deliver this measure. This included a review of measures taken by other local authorities to prevent traders from using their HRCs.

2.4 A full options appraisal was undertaken to review the options available and make a recommendation to members which was considered by Infrastructure Services Committee on 22 August 2019 ([Item 11](#)) for approval as part of the Recycling Centre Policy and Procedures. Following approval at Infrastructure Services Committee in August 2019 (Item 11), the restrictions were due to be implemented in April 2020, but owing to the Covid pandemic, were put on hold, and implemented in April 2021.

2.5 In response to concerns raised and feedback received by Councillors and the public, a 'Fresh Eyes Review' of main practices of HRCs activities was conducted by the Council's Change Programme Manager.

- 2.6 At the Infrastructure Services Committee meeting on 19 August 2021 ([Item 8](#)) the Committee agreed the scope of a review of the HRC booking system which would also consider the options available for traders to dispose of their waste. It was agreed that the outcome of this review would be reported back to Infrastructure Services Committee on 20 January 2022 (Item 12).
- 2.7 At Infrastructure Services Committee on 20 January 2022 (Item 12) the Committee agreed to support the recommended option of keeping the booking system with improvements to the booking process and that the Waste Management Member Officer Working Group (MOWG) be asked to consider a customisation of the service on a site-by-site basis to seek to provide further opportunities for users of the service. The recommended changes have all been implemented except for the integration with the My Aberdeenshire Account to allow autofill of customers details, which is due to be implemented in September 2022. This final change will make a booking a more customer friendly experience.
- 2.8 The proposals for a HRC hybrid option were discussed at the Waste Management MOWG on 15 June 2022 and the group was mainly supportive of the proposals put forward in this report. Further consideration by Area and Policy Committee was agreed as part of the next steps.
- 2.9 The proposals are being put to Area Committees to consider, comment, and make recommendations to allow the Waste Service to present to Infrastructure Services Committee on 6 October 2022 for discussion and approval.

3 Discussion

- 3.1 The booking system at HRC's was introduced as both a protective measure for customers and staff and a traffic management tool when the HRCs were opened after the initial Covid lockdown in March 2020. This allowed for our HRCs to open with minimal traffic disruption. It also allowed for the number of customers to be minimised and therefore maximise social distancing on site and control the risk of Covid.
- 3.2 In September 2020, Aberdeenshire Council applied for, and was successful in being awarded, funding from Zero Waste Scotland (ZWS), for the purchase and implementation of an Automatic Number Plate Recognition (ANPR) system for most of the HRCs to facilitate the operation of the booking system. The ANPRs were all installed by November 2020 which allowed the HRC attendants, that had been diverted away from their usual HRC duties to manually book customers into site via a mobile device, to return to their normal duties including providing advice and assistance to the public and reducing contamination of recycling streams.
- 3.3 In April 2021 the limit system for restricting access to the HRCs for vans and trailers (commercial type vehicles) was introduced. The HRCs are for use by householders only and not commercial waste. Officers are aware that in the past many traders have used the sites for their trade waste. It was estimated to

have costed the Council up to £500k per year to dispose of trade waste that was deposited for free at the HRCs and in breach of Waste Management Legislation.

- 3.4 The management of this limit system, for commercial type vehicles, is an integral part of the booking system and currently the limit system cannot function without the booking system.
- 3.5 The management of entry into the Council's HRC's continues to be subject of comment from members of the public. There have been constructive and positive comments, as well as negative opinion and anecdotes. Now that the majority of Covid restrictions have been lifted, there is an expectation amongst some customers that the booking system is withdrawn as it is no longer required.
- 3.6 As part of the Change Team's review process in Autumn 2021, a public survey was conducted and Aberdeenshire residents were encouraged to complete the survey, both online and on paper, to provide feedback on their experience of the HRCs and using the systems in place at HRCs.
 - 3.6.1 Over 4,000 responses to the survey were received and of the respondents only 38.5% were dissatisfied with the booking system.
 - 3.6.2 The three main concerns of dissatisfied customers were IT access required to access the booking system (359 respondents), difficulty in finding a free slot (603 respondents) and limits on commercial vehicle types being too restrictive (274 respondents). From the satisfied responses, 1422 respondents liked the guaranteed slot, 1568 liked the lack of queues and 1151 liked the easier access to skips.
- 3.7 The booking system has also brought significant operational benefits and some of the customer and operational benefits and have been discussed in previous reports to Infrastructure Services Committee. The updated list of benefits can be found in **Appendix 1** attached to this report.
- 3.8 The application of the limits through the booking system has dramatically reduced the number of suspected traders from depositing waste at HRCs by declaring it as household waste. This has been especially noticeable at Inverurie HRC where trade waste deposit had been a particular issue with very little that could be done to prove traders were depositing trade or domestic waste. The application of the 24 visits per year limit on commercial type vehicles has been very effective in meeting deliverable No 4 of the Council's Waste Strategy. In 2019/20 prior to the Covid pandemic and booking system the HRCs accepted 44317* tonnes of waste costing £2.2m to dispose of. In the first financial year that data was available post Covid and since the booking system was introduced, in 2021/22, tonnages had dropped by 23% to 33,957* and disposal costs by 33% to £1.5 making savings in excess of £739k. The full site by site breakdown can be found in **Appendix 2**.

* Some materials such as glass and mixed recycling are not accounted for as these are collected by one vehicle servicing multiple sites.

3.8.1 The waste types that are traditionally associated with trade waste are the those that generally have seen the greatest reduction in tonnages being deposited at our HRCs from 2019/20 to 2021/22. Looking at the top 2 materials for each site which have seen the greatest reduction in tonnages, these are as follows:

Soil and earth	9 sites
Green Waste	7 sites
Mixed (Landfill)	4 sites
Plasterboard	3 sites
Inert (rubble)	2 sites
Timber	2 sites
Engine oil	2 sites

3.8.2 Materials such as soil and earth, green waste, plasterboard and inert (rubble) are the waste streams traditionally associated with trade waste deposits.

3.9 A survey was undertaken in September 2020 to gather feedback on the booking system from site attendants working at HRCs the report is attached at **Appendix 3**.

3.9.1 A second feedback exercise was carried out in August 2022 to gather current thoughts and to see if opinion has changed during the first 2 years of the booking system operation. The key findings of the questionnaire are:

- 1) When asked what is working well with the booking system, 32% of the responses relate to traffic control at the sites.
- 2) On being asked what could be working better in terms of the booking system, 16 comments related to removing the booking system altogether although these respondents mainly worked at the least busy sites and also sites where operational issues have been experienced with the barrier and a small minority of local residents incorrectly informing others that the booking system had stopped leading to more confrontation at these sites for the site staff. The remaining constructive comments related to improving the barrier and improving the speed of the mobile phones used to check bookings on site.
- 3) 61% of respondents had seen a reduction in traders depositing waste at HRCs.
- 4) 54% of respondents that the booking system had led to more confrontation.
- 5) When asked if they wanted to see the booking system kept in place, 50% of respondents said no, showing how split opinion is of this service. The sites that had experienced the most difficulties with the barrier not

working as well as it should and the least busy sites, generally did not want to keep the booking system.

- 6) When asked if they would like to see a hybrid system or non-booking period in place, 44% said yes, 46 % said no. However, 14 of these respondents said they would like to see non-booking period all day every day, which is not a non-booking period, so the more accurate percentages are 22% wanted to see a hybrid non-booking period, whereas 64% did not.
- 7) Of those that would like to see a hybrid non-booking period system the most popular day for a non-booking period was equally Tuesday and Sunday with 3 responses each.

3.10 A Hybrid Proposal

3.10.1 To allow officers to develop a hybrid solution, site utilisation data for 2021 was examined. The data showed wide seasonal variations in utilisation. As an example, the site with the highest annual utilisation, Inverurie varies from 54% at its lowest to 95% at its highest, compared with the lowest utilised site, Macduff, which ranges to from 25% to 51%. Table 1 below shows the site utilisation rates over a 12-month period from January to December 2021.

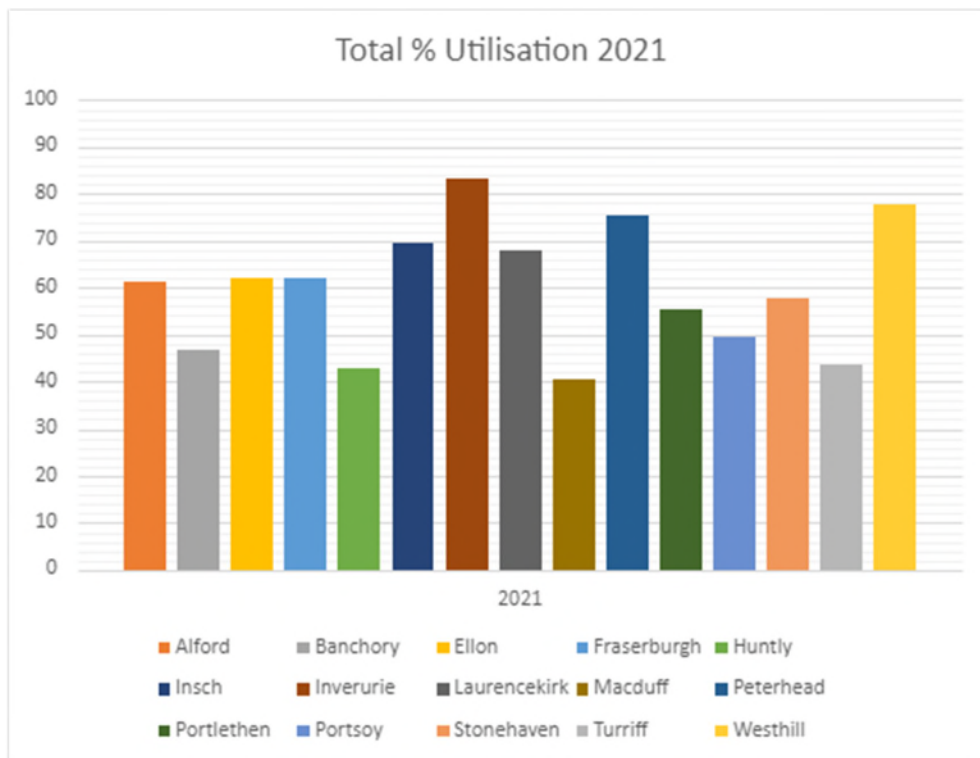
Table 1 Site Percentage utilisation rates over a 12-month period January to December 2021.

Site Name	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	2021
Alford*							74	67	71	53	50	52	61
Banchory	31	33	56	50	47	54	54	55	51	42	42	44	47
Ellon	47	43	68	65	65	76	75	74	68	56	51	57	62
Fraserburgh	48	49	68	70	64	65	64	74	69	57	52	65	62
Huntly	20	22	47	50	51	56	53	54	48	39	35	39	43
Insch	50	42	75	72	63	82	85	91	92	69	53	61	70
Inverurie	61	54	93	94	87	88	95	95	92	80	77	82	83
Laurencekirk	48	43	72	77	72	82	82	81	77	62	57	61	68
Macduff	25	31	45	44	44	51	48	45	42	36	32	41	40
Peterhead	54	54	83	82	84	88	83	85	82	69	68	73	75
Portlethen	38	47	59	65	53	68	63	61	60	46	49	55	55
Portsoy	24	33	51	57	54	57	61	66	55	49	39	49	50
Stonehaven	45	47	63	65	57	66	64	66	60	49	51	58	58
Turriff	19	27	48	48	47	54	54	53	49	43	38	43	44
Westhill	61	62	87	87	82	88	87	87	87	69	66	70	78

* Alford Recycling Centre was opened late June 2021.

3.10.2 As can be seen from graph 1 below, there are 6 sites which are under 60% utilisation (Banchory 47%, Huntly 43%, Macduff 40%, Portlethen 55%, Stonehaven 58% and Turriff 44%) and could potentially be included within a hybrid proposal.

Graph 1 Total percentage site utilisation for 2021.



3.10.3 Data at each HRC identified in 3.10.2 was examined to ascertain whether there was a common day and time that was the least busy for a non-booking period to be introduced, but there was no day and time common identified for all sites. As a result, officers looked at times which were lower in usage and would fit in with operational requirements. It was found that Wednesday afternoons would be appropriate.

3.10.4 It is proposed that a trial scheme is introduced over a 12-month period to consider the full seasonality of the HRC's and the success of the non-booking period. It is seen as appropriate to perform this trial at a site that is least utilised, Macduff at 40%, and at a site which is closest to our cut off utilisation rate of 60% of which Stonehaven is 58%.

3.10.5 The operational benefits of trialling a potential hybrid booking system are:

- 1) The Service has no way of knowing what impact the non-booking period will have on both the sites in the trial and out with the trial area. By including just 2 sites this will allow us to monitor data fully from other

sites to see what impact opening non-booking sites will have on all sites overall.

- 2) A limited trial will allow for a greater chance of success of a hybrid system and allow officers to identify and resolve unforeseen issues that may arise.
- 3) A trial allows officers to closely monitor data before and after HRCs have been opened for non-booking periods.
- 4) A limited trial with a few sites will allow officers to manage traffic flow during this period which could initially be resource intensive.
- 5) The trial will allow officers to assess what impact the scheme has throughout the whole year and will include our two busiest times of year, the festive period, and the summer garden waste season.
- 6) The trial will allow officers to assess the impact on other services such as the Saturday garden waste services provided and will show if opening up HRCs for non-booking periods will divert garden waste away from these services.
- 7) The trial will be limited to a small number of sites. The 3 quietest sites of Huntly, Turriff and Macduff all fall within 1 of our operational areas. It would not be possible for the local Waste Management Facilities officers and their assistant to manage the trial in 3 of their 4 sites as they could not physically be on site to assist in managing the new service especially if there were difficulties and challenges that the HRC attendants faced requiring management intervention.
- 8) A trial will allow officers to monitor the impact on the booking system itself and the impact on customers who prefer the booking system in terms of booking availability. Officers will monitor both site utilisation rates and feedback complaints to assess impact on customers.
- 9) By starting with a small-scale trial, this will allow officers to potentially identify further non-booking periods during the trial period if initial results show that the trial is manageable from an operational perspective.
- 10) A trial will allow officers to assess how improvements can be made and work towards expanding the non-booking periods into the maximum number of sites as possible, potentially during and after the trial. A first stage expansion could initially include a choice of sites from Banchory, Huntly, Portsoy, Portlethen and Turriff. A phased expansion of this trial non-booking period would allow us to assess whether sites such as Ellon, Inverurie, Peterhead and Fraserburgh, which we currently believe that a non-booking period is unsuitable for, owing to their current high usage rates and or their proximity to roads that will suffer congestion from queueing vehicles impacting on local businesses.

- 3.10.6 During the non-booking periods, commercial type vehicles will be required to continue to make bookings as the booking system is the mechanism for applying the number of visits permitted in a 12-month period to an HRC. However, it must be noted that any commercial type vehicles that book within the non-booking period will have to join the queue of traffic and may not be able to visit the recycling centre at their allocated times as they will not be permitted to go to the front of the queue.
- 3.10.7 Whilst the non-booking periods are limited to cars only, the integrity of the limits system needs to be maintained to achieve the budget savings set out by minimising trade waste from entering HRC's. Allowing unrestricted access to all vehicle types during non-booking periods would potentially see an increase in trade waste being deposited by commercial type (limited) vehicle types and would therefore have a budget implication for the service. Any limited type vehicles attending HRC's during non-booking periods without a booking will be refused entry. Please refer to section 3.8 and **Appendix 3** for details of costings.
- 3.10.8 During the non-booking period the barriers will remain in place and will be manually lifted to allow HRC employees to maintain safe levels of visitor numbers on site and prevent unauthorised access by non-booked commercial vehicle types. This will take a site attendant off their normal duties of assisting customers with their waste, maximising recycling, and reducing contamination and require them to stand at the gate managing safe entry. On some sites such as Laurencekirk, Turriff and Huntly where there are only 2 site attendants it will be difficult to maintain site safety and operation, customer care and maximising recycling as well as providing non-booking periods with the current number of staff on site.

4 Council Priorities, Implications and Risk

- 4.1 This report helps deliver the Strategic Priorities "Infrastructure" and "Economy & Enterprise" within the Pillars "Our Economy" and "Our Environment", by continuing to provide a comprehensive network of Household Recycling Centres across Aberdeenshire whilst ensuring they are as efficient and customer friendly as possible. It will also continue to reduce the Council's annual expenditure on waste disposal by restricting access to traders who should be paying for disposal of their waste.
- 4.2 Implementation of this proposal will strongly support the delivery of one of the Council's priorities: *Waste and recycling service which supports our attractive environment and reduces emissions*. This priority is also included in the Infrastructure Services Directorate plan 2020-22.
- 4.3 This report helps to deliver the main objectives of the Council's Waste Strategy 2019-23 (approved May 2019) by supporting the following strategy objectives:
- Objective 2: Provide a cost-efficient service – by restricting access to traders at the HRCs will ensure that traders pay to dispose of their waste

instead of their costs being met from within the existing waste disposal budget.

- Objective 5: Provide an easy-to-use service for customers – by introducing a non-booking period for those customers who are unable to make online bookings and do not wish to telephone to make a booking, having a non-booking period will make the service more accessible for this customer base whilst maintaining the booking system for those customers who prefer the booking system.
- Objective 7: Operate a safe and efficient waste service – by continuing to use the booking service for the HRCs allows traffic management and movement of vehicles to be easily controlled ensuring that it is a safe environment for those using the site as well as those staffing it.

4.4 The table below shows whether risks and implications apply if the recommendation is agreed.

Subject	Yes	No	N/A
Financial	x		
Staffing		x	
Equalities and Fairer Duty Scotland	x		
Children and Young People's Rights and Wellbeing			x
Health and Wellbeing			x
Town Centre First		x	
Climate Change and Sustainability	x		

4.5 The impact on existing staff is minimal. To ensure that HRC employees are fully aware of the changes being proposed to the booking system, training will be provided in a consistent manner to all staff.

4.6 The financial implications are that if the recommendations are not approved and the limit system and booking system are removed then the budget savings expected for 2022-23 and on an ongoing basis will not be realised. It is estimated that without a limit and booking system tonnages and costings are likely to be similar to that of 2019/20 and would see an annual increase in costs of circa £500k without any controls on trade waste being deposited at HRCs.

4.7 An Integrated Impact Assessment has been carried out as part of the development of the proposals set out above. It is included as **Appendix 4** and the following impacts have been identified which can be mitigated as follows:

Impact Area: Age (Older)

Details: None booking slots may be busy and there may be queueing traffic to get into site and more customers on site. With more queueing and customers on site there is a higher risk of older customers feeling more anxious and depositing waste in the incorrect containers and less time to interact with site staff.

Mitigation: HRC employees can manually raise and lower the barrier to try to control visitor numbers, but this may increase confrontation at the entrance.

Impact Area: Age (Older)

Details: Older customers using non-booking periods will not be notified of site closures owing to severe weather, site emergencies and planned training days booking system.

Mitigation: There is no mitigation to this other than the use of social media which older people may not be engaged with. Customers would turn up to sites and find it closed.

Impact Area: Age (Younger)

Details: Having non-booking periods will increase the demand on booking slots during booking periods which may cause the younger, more digitally engaged customers to find less availability during the times they want to book.

Mitigation: There is no way of mitigating this

Impact Area: Low Income

Details: Where low income customers without internet access want to visit a HRC without a booking, should officers require to close the HRC at short notice, they will not be notified of this closure and will have a wasted journey which may cause additional financial hardship in the cost or wasted fuel.

Mitigation: There is no mitigation to this other than the use of social media which low income customers may not have access to. Customers would turn up to sites and find it closed.

4.8 The following Risks have been identified as relevant to this matter on a Corporate ([Corporate Risk Register](#)) and Strategic ([Directorate Risk Registers](#)) level:

Risk	Mitigation	Relevant Risks in Corporate / Directorate Risk Registers
<p>If measures to restrict access are not continued with then there is a risk that traders will continue to access the Household Recycling Centres getting free disposal of their business waste. This puts additional pressure on the waste budget with increased disposal costs that are not recovered.</p>	<p>This can be mitigated by allowing access restrictions to remain which will ensure that trader access is restricted.</p>	<p>ACORP001 – Budget Pressures</p>
<p>Negative backlash from public as a result of the limit and booking system remaining with concession of a non-booking period at limited sites.</p>	<p>This can be mitigated by ensuring that the trial is extended where operationally possible to further sites during the trial period and at more sites after the trial period has ceased if the trial is successful. Communication and engagement will be undertaken throughout the trial period.</p>	<p>ACORP006 – Reputation Management (including social media)</p>
<p>If measures to restrict access are not continued with then there are risks to health and safety that had previously been identified on busy sites with regards to traffic management and movement of vehicles. On busy sites, site staff would spend time having to manage traffic queuing outwith and within the sites to avoid any incidents with members of the public moving</p>	<p>This can be mitigated by continuing to use the booking/limit systems for the HRCs which allows traffic management and movement of vehicles to be easily controlled ensuring that it is a safe environment for those using the site as well as employees.</p>	<p>ACORP009 – Operational Risk Management (including health & safety)</p>

Risk	Mitigation	Relevant Risks in Corporate / Directorate Risk Registers
about between different skips.		
Poor customer engagement with the online booking system	This can be mitigated by ensuring that the recommendations at 2.7 in relation to improvements to the booking & limit systems as well as communication and engagement are undertaken.	BSSR006 - Digital Innovation

5 Scheme of Governance

- 5.1 The Finance and Monitoring Officer within Business Services have been consulted in the preparation of this report and their comments are incorporated within the report and are satisfied that the report complies with the Scheme of Governance and relevant legislation.
- 5.2 The Committee is able consider, comment, make recommendations to Waste Services and Infrastructure Services Committee on this item in terms of Section B1.2 as it relates to Roads, Landscape Services and Waste Management. The strategy has been developed in line with the Policy Development and Review Framework under Part 4B of the Scheme of Governance.

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Report Date: 18 August 2022

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- Appendix 2 2020 HRC Booking System site Attendant Survey
- Appendix 3 Comparison of Cost and Tonnage Pre and Post Booking System by Site
- Appendix 4 Integrated Impact Assessment

Appendix 1 Benefits of Maintaining a Booking System

1. Less traffic disruption on the busy sites and surrounding roads during peak times. During busy times of the year such as the grass cutting season it was not uncommon to have queuing cars waiting to access Household Recycling Centres (HRC's) and having police intervention to close sites as the queuing traffic was severely affecting road traffic safety this was a common occurrence at Inverurie HRC. Other examples are Fraserburgh and Peterhead where queueing traffic on the business parks had a negative effect on local businesses where access to their premises was limited for delivery vehicles and customers affecting their business.
2. Site usage spread more evenly over opening hours allowing site colleagues to take proper breaks as vehicle numbers are reduced during lunch breaks to allow site to remain safe and colleagues are able to take their full entitlement to breaks. Prior to the booking system breaks were taken if and when there was a quieter period resulting in full entitlement to breaks not being possible at the detriment to Health and Safety.
3. A platform for communicating directly with customers who have booked slots if there is an operational requirement to close a site. Prior to having the booking system if sites had to close at short notice because of site incidents such as power cuts or severe weather events there was no way of informing customers. Prior to the booking system customers would turn up to site to find it closed and have a wasted trip. During these times there was a significant correlation between site closures and incidents of fly tipping in the vicinity suggesting that when sites were closed some customers simply fly tipped their waste either at the gates or in remote locations near to the site.
4. Cancellations of bookings via email owing to severe weather. There have been several occasions that we have utilised this feature during snow events of February 2021, November 2021, February 2022 and storm events of Arwen, November 2021, Malik January 2022 and Corrie January 2022.
5. From November 2021 until June 2022, we have prevented potentially almost 1900 customers from having a wasted journey to a HRC closed for severe weather events or other emergency or operational closures and therefore prevented potentially 1900 complaints.
6. The ability to be proactive in organising staff training to close sites in advance by blocking off booking slots so customers cannot make a booking and therefore do not attend site which is a great improvement to the pre booking arrangements which relied upon customers noticing closures via our website social media and on site posters.
7. The ability to gather data on the efficiency of the sites to assist with planning existing and future service provision. Prior to the booking system whilst we had car counter data, that data could not distinguish between types of vehicles, however now we are aware how many vehicles of different types attend the sites

and how often they visit, allowing us to analyse usage patterns by site, vehicle type and frequency of visits.

8. Evidence of abuse of the system by traders. We can identify potential abuse by traders who are depositing their waste illegally and at no cost to their business, expecting the Council to bear the cost of their waste disposal bill. It is now easy for site attendants to record potential trade waste abuse via their on-site mobile device for Waste Management colleagues to investigate reducing confrontation on site and the risk of aggressive behaviours towards our HRC colleagues. (The booking system has already been used to intercept traders by using this data ensuring that disposal is paid for).
9. Evidence to support investigations and actions in response to inappropriate behaviour towards site personnel. Officers can identify names and addresses of customers easily, which allows us to challenge incidents of breaches of terms and condition for the HRCs, which they agree to follow during the booking process. This has already led to warning letters to customers being sent out for aggressive behaviour towards our colleagues.
10. Sites less frantic as customers numbers are more controlled. Prior to the booking system and barriers to the site being installed, there was no way of controlling numbers of customers on site. During busy periods such as a sunny weekend afternoon when many customers attended with garden waste with potential queues on site and unmanaged vehicle numbers the sites were often blocked with cars trying to squeeze in to offload waste. With little traffic management, people frantically trying to deposit waste as quick as possible, cars blocking access to other site users this led to unsafe operation of the sites and a lack of interaction by site staff as they tried to manage the often chaotic way of customers depositing waste. Post booking, visitor numbers are controlled giving more time for HRC colleagues to interact with customers to maximise recycling, minimise contamination and maintain safe operation of the sites.
11. Ability to open pedestrian times at sites where there is demand. Prior to the booking system some of our HRC's had pedestrians accessing our sites at all times of the week and day often causing hazards to vehicle users and danger to themselves as they accessed sites via the vehicle entrances often with wheelbarrows or wheeled bins. Rather than banning pedestrian access for safety reasons or having to put in costly pedestrian access to HRC's the booking system allowed us to block off vehicular access at certain times of the day, at sites where there was demand, to allow pedestrian access.
12. Customers are visiting the sites less often but with more waste than they did prior to the booking system which is a more efficient way of depositing of waste. Comparing the data pre and post booking there has been a decrease of 53% in terms of visitor numbers but the amount of waste each customer brings in has risen by 64%.

Appendix 2

From mountain to sea

Recycling centre booking system feedback survey

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1. Introduction

A survey was undertaken in September 2020 to gather feedback on the booking system from site attendants working at recycling centres. A questionnaire with multiple choice and open-ended questions and free text answers was issued to all recycling centres via facilities officers. Facilities officers were asked to display paper copies at notice boards and encourage site attendants to respond.

Responses were submitted anonymously using a paper form.

Respondents were asked the following questions:

1. Which site(s) do you normally work at?
2. When do you normally work?
3. What has been your role in operating the booking system?
4. What is working well, in terms of the booking system?
5. What could be working better, in terms of the booking system?
6. Has the booking system had an impact on the number of trade customers coming into the site?
7. Has the booking system had an impact on the amount of confrontation you have to deal with?



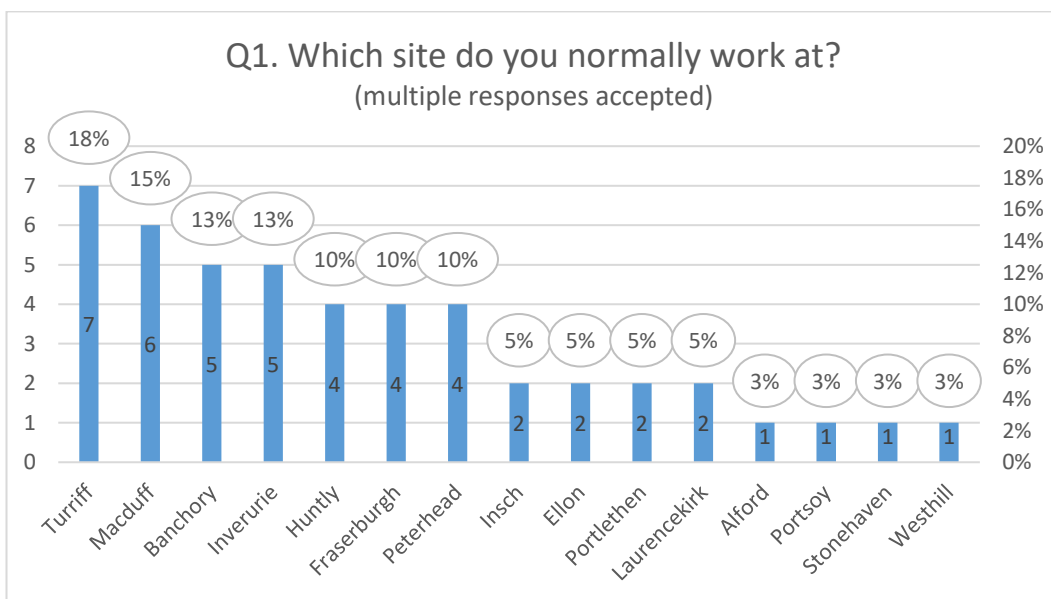
From mountain to sea

8. Would you like to see the booking system to remain in place, after it is no longer needed for Covid-19?
9. Any other comments?

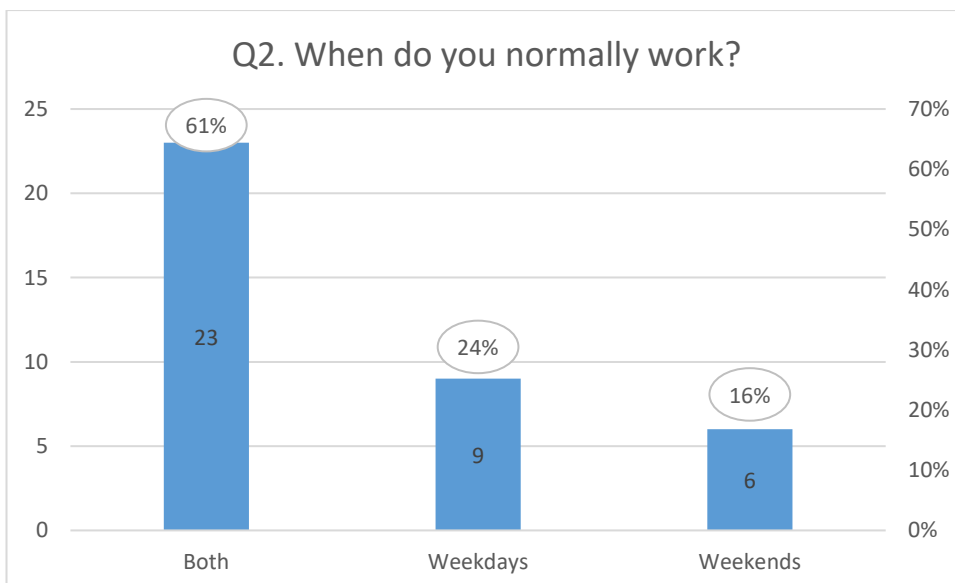
2. Findings

39 responses were received. Responses were received from all recycling centres and from both weekday and weekend workers, as shown in Graphs 1 and 2.

Graph 1 – Responses by site



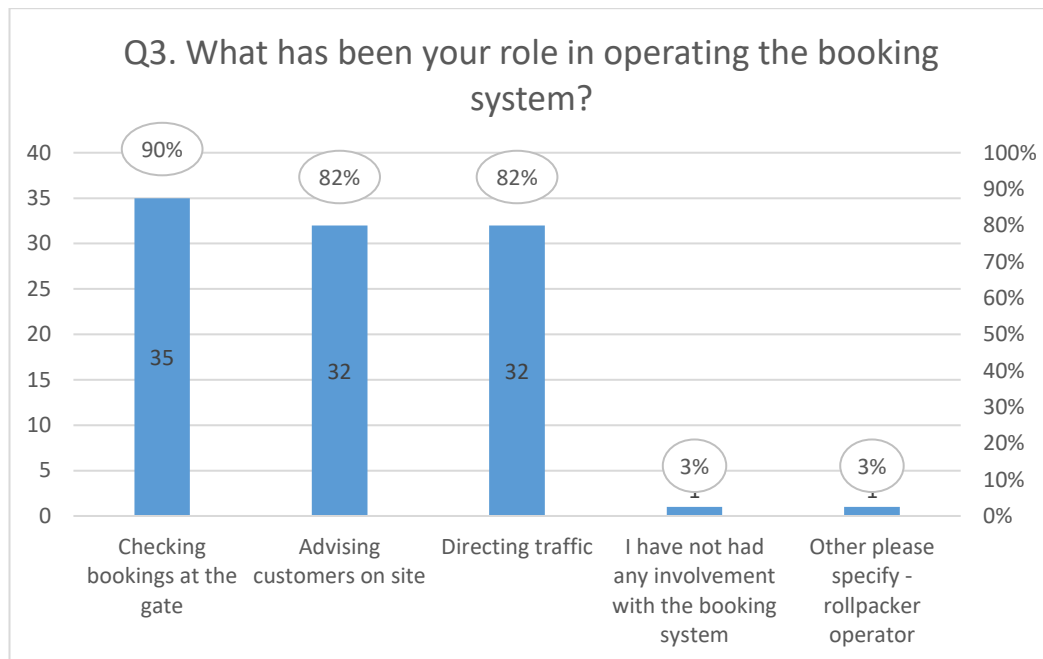
Graph 2 – Respondents' usual workdays



From mountain to sea

As shown in Graph 3, most respondents had been involved in the various roles operating the booking system.

Graph 3 – Involvement with booking system



The responses to open-ended questions with free text answers (Questions 4, 5 and 9) were analysed and grouped to identify emerging themes. The main themes are explained below.

Question 4. What is working well, in terms of the booking system?

34 of the overall 39 survey respondents answered this question, with the themes shown in Table 1 below and as a word cloud in Graph 4.

Table 1 – Responses by theme for Q4. What is working well?

Theme	Number of mentions	% of all respondents
Better traffic flow at sites - removes peaks and troughs, and queues	19	56%
Easier to plan other operations at centres as aware of when customers booked in	6	18%
Good for social distancing / track & trace	5	15%
Site attendants have more time to advise on recycling, or customers have more time to recycle	4	12%
Booking system has reduced confrontation, or customers happier, less frustration	4	12%
Booking system generally ok	3	9%
Less garden waste, or garden waste not getting recycled but put into refuse bins instead at home as people don't want to book	3	9%



From mountain to sea

Theme	Number of mentions	% of all respondents
Phone booking system to be improved with cover at weekends or shorter waiting times, or a better system for elderly residents with no online access and who potentially get confused with the phone	3	10%
More cars per hour should be allowed	2	6%
No restriction of the number of site visits per customer / increase number of slots per month to 10	2	6%
A better phone or tablet	2	6%
Offline customers manually entered on the phone	1	3%
Should accommodate more walk-in slots	1	3%
Ability to record walk-ins, e.g. customer address	1	3%
Ability to book in trade customers for billing afterwards	1	3%
Should fix a car to an address	1	3%
Ability to flag traders or abusive customers to others (for handover and other sites)	1	3%
Phones to be site specific to prevent booking in cars from other sites by mistake	1	3%
Need 'refused' as an option on the mobiles, in addition to just 'arrived' and 'no show'	1	3%
Nothing	1	3%
Barriers and cameras required	1	3%
Booking system can be easily abused and controls bypassed	1	3%
Limit the size of commercial type vehicles as current controls do not keep traders out	1	3%
Advance information on materials customers are bringing in	1	3%
Signage on flag poles to help direct customers	1	3%
Ban abusive customers	1	3%
Less customers now than before booking system	1	3%

From mountain to sea

Graph 5 – Word cloud on Q5. What could be working better?

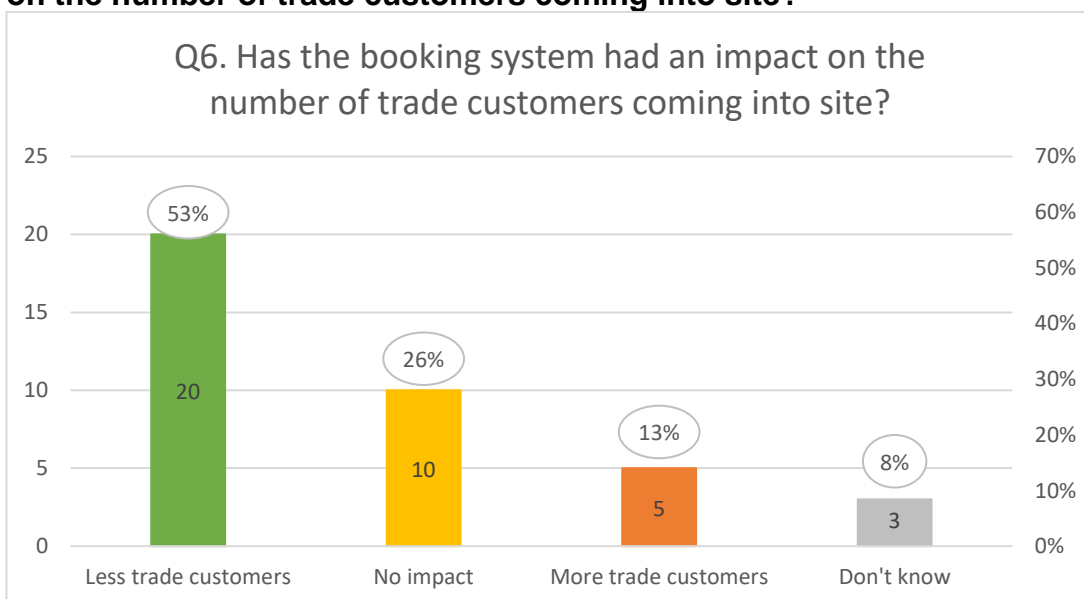


Question 6. Has the booking system had an impact on the number of trade customers coming into site?

38 of the overall 39 survey respondents answered this multiple-choice question. Graph 6 shows the responses across all recycling centres.

Note: It is not clear whether all respondents answered the question as intended, e.g. by choosing 'More trade customers' option to indicate that there were more trade customers with the booking system than before it, rather than to indicate than there had been more trade customers before the booking system.

Graph 6 – Responses across all centres to Q6. Has the booking system had an impact on the number of trade customers coming into site?





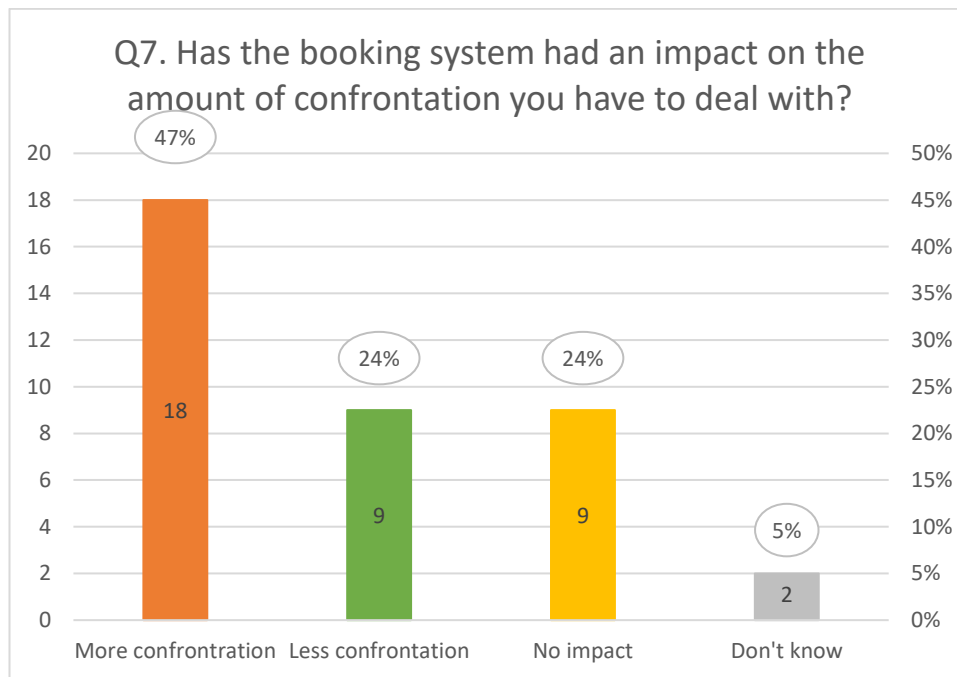
From mountain to sea

Question 7. Has the booking system had an impact on the amount of confrontation you have to deal with?

38 of the overall 39 survey respondents answered this multiple-choice question. Graph 7 shows the responses across all recycling centres.

Note: It is not clear whether all respondents answered the question as intended, e.g. by choosing 'More confrontation' option to indicate that there was more confrontation with the booking system than before it, rather than to indicate that there had been more confrontation before the booking system.

Graph 7 – Responses across all centres to Q7. Has the booking system had an impact on the amount of confrontation you have to deal with?

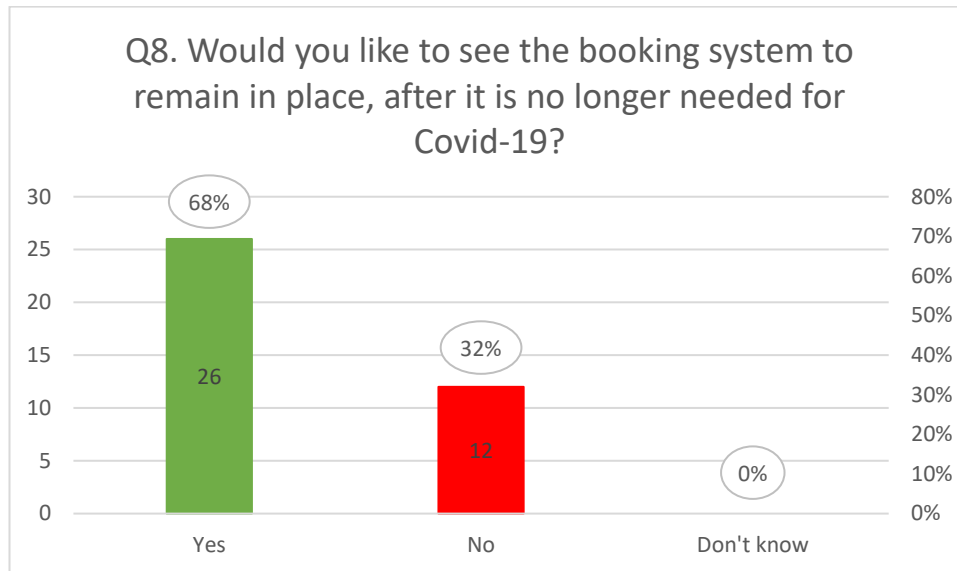


Question 8. Would you like to see the booking system to remain in place, after it is no longer needed for Covid-19?

38 of the overall 39 survey respondents answered this multiple-choice question. Graph 8 shows the responses across all recycling centres.

From mountain to sea

Graph 8 – Responses across all centres to Q8. Would you like to see the booking system to remain in place, after it is no longer needed for Covid-19?



Question 9. Any other comments?

25 of the overall 39 survey respondents answered this question, with the themes shown in Table 3 below and as a word cloud in Graph 9.

Table 3 – Responses by theme for Q9. Any other comments?

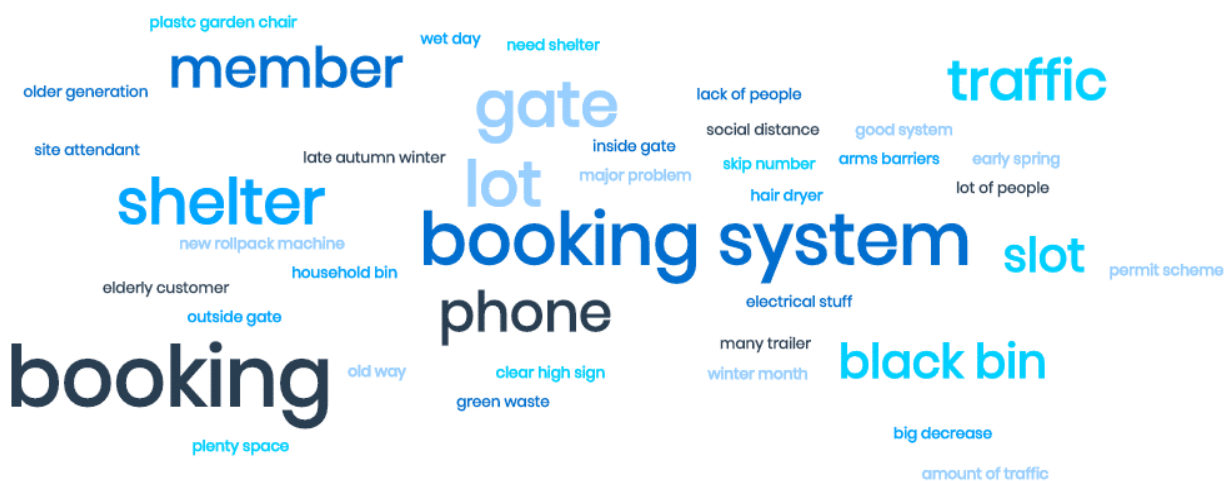
Theme	Number of mentions	% of all respondents
Shelter required	6	24%
Booking system is good	4	16%
No need for a booking system	4	16%
Only continue with the booking system if niggles fixed and site attendants' suggestions followed up	2	8%
Many elderly customers no longer using recycling centres	2	8%
Barrier / camera required	2	8%
Control traffic at gate without booking system	2	8%
More complaints from customers / confrontation	2	8%
More signage with height to direct traffic and reduce 1:1 contact	2	8%
Advertise the booking system and how to use it better	1	4%
Wifi inside gate required, phones only work outside of gate	1	4%
Macduff not busy enough to justify the booking system	1	4%
Need a new roll-pack	1	4%
Some customers struggle lifting waste into skips	1	4%
Booking too difficult for the elderly	1	4%
People not using centres and just put recycling into refuse bins instead as it is easier	1	4%
Less waste coming in with booking system	1	4%



From mountain to sea

Need to turn away people whilst the site is empty	1	4%
0.5h walk-in not enough, some people can't make it	1	4%
Too many trailers get booked in at the same time	1	4%
More checks on traders to prevent them from making a booking as more difficult to turn away if they have been allowed to make a booking	1	4%
Permit scheme would be more suitable for removing trade	1	4%
System improving and less confrontation	1	4%

Graph 9 – Word cloud on Q9. Any other comments?



3. Conclusions

A good spread of responses was received across the centres and from both weekday and weekend team members, and most respondents had been working in the various roles operating the booking system.

The benefits of the booking system on managing traffic flow through the site were well recognised, together with its beneficial impact on being able to plan other operations more easily as site attendants knew when to expect quieter periods. Many also mentioned having more time to provide advice to customers of waste segregation and customers having more time to segregate their waste. The booking system's ability to aid social distancing and keep customers and staff safe were also amongst the top benefits mentioned.

In terms of improvements, many suggestions were made as detailed elsewhere in this report, however, the following top themes were identified:

- **Trailers & vans:** Respondents felt that trailers and vans were still not managed well enough, with too many vans and trailers being allowed on site at the same time, causing queues and delays. Suggestions were made to how to manage these better, including only one trailer / van allowed on site at any one time, longer slots for trailers and vans at the weekend, no trailers and vans during lunch breaks and no trailers accepted after 4pm to allow sites close on time.



From mountain to sea

- Shelters: There is a clear need for shelters and concerns were raised about getting these in place before the colder and wetter months of the year.
- Phone bookings: Many respondents commented on the difficulty of making phone bookings (long waiting times, no evening or weekend cover) and its impact on the ability of elderly customers to continue using recycling centres, with concerns raised about more recyclable materials just ending up in customers' refuse bins at home.
- Quietness of some sites: Comments were made about making more slots available for cars and increasing the number of slots available to households in a month, one respondent even suggesting unlimited access.

In terms of the impact of the booking system on the number of trade customers using recycling centres, it is not clear whether all respondents answered the question as intended, as the multiple choice answers did not clearly state whether they referred to the situation before or after the booking system was introduced. However, 53% of respondents thought there were less trade customers with the booking system, whilst 26% considered that the booking system had not had an impact on the number of trade customers using the centres, 13% thought there were more and 8% did not know. The responses varied widely by recycling centre, with opposing views between respondents at some centres.

In terms of the impact on confrontation with customers, again it is not clear whether respondents answered the question as intended, as the multiple choice answers did not clearly state whether they referred to the situation before or after the booking system was introduced. 47% stated that there was more confrontation with the booking system, whilst 24% thought there was less, another 24% considered there had been no impact and 5% said they did not know. The responses varied widely by recycling centre, with opposing views between respondents at some centres.

68% of the respondents said they would like to see the booking system to remain in place after Covid-19, whilst 32% said they would not.

4. Follow-up actions

To address the feedback from this survey and improve the booking system, the following actions will be taken:

1. An assessment of the busyness of each site will be undertaken, considering tonnage throughput, recycling rate, utilisation rate of timeslots available and the number of visits made compared to previous years.
2. Technical options within the booking system will be investigated to reduce issues caused by trailers and vans.
3. Solutions to the long waiting times for phone bookings will be investigated with the contact centre.
4. Opportunities to increase the availability of walk-in slots will be considered on a site by site basis, together with a trial on recording the number of walk-ins.
5. Technical options within the booking system to allow site attendants to flag customers abusing the booking system in one way or another will be investigated.



From mountain to sea

6. Further limits on commercial type vehicles (as planned for the permit system) will be implemented through the booking system following approval from the Adaptive Services Board.
7. Relevant risk assessments will be reviewed to consider ways how site attendants could safely provide help to customers, potentially similar to arrangements made for bulky uplift collections.
8. Install automated barriers and automatic number plate recognition systems at recycling centres, or gate huts where barriers are not feasible, with funding provided by Zero Waste Scotland.

Appendix 3 Comparison of Cost and Tonnage Pre and Post Booking System by HRC in Kincardine and Mearns and All sites

HRC Within Kincardine and Mearns Area

	2019/20 Tonnage	2019/20 Cost	2021/22 Tonnage	2021/22 Cost	% Difference in Tonnage	% Difference in cost
Laurencekirk	1889.154	£92,240.83	1262.30	£51,230.35	-33%	-44%
Portlethen	2102.478	£103,620.71	1683.46	£66,613.38	-20%	-36%
Stonehaven	3326.145	£177,951.10	2918.07	£154,401.53	-12%	-13%
	7317.777	£373,812.64	5863.84	£272,245.26	-20%	-27%

All Sites

	2019/20 Tonnage	2019/20 Cost	2021/22 Tonnage	2021/22 Cost	% Difference in Tonnage	% Difference in cost
Alford	584.052	£25,718.87	662.46	£20,392.90	13%	-21%
Banchory	3500.774	£145,121.45	2998.60	£89,667.46	-14%	-38%
Ellon	5001.345	£230,632.68	3875.39	£163,940.19	-23%	-29%
Fraserburgh	4569.357	£279,376.03	3061.91	£135,517.82	-33%	-51%
Huntly	1627.682	£80,661.01	1532.03	£93,666.77	-6%	16%
Insch	333.228	£20,445.43	388.95	£16,017.04	17%	-22%
Inverurie	6080.05	£293,232.76	4486.56	£190,471.43	-26%	-35%
Laurencekirk	1889.154	£92,240.83	1262.30	£51,230.35	-33%	-44%
Macduff	2600.161	£114,484.89	2868.65	£88,708.06	10%	-23%
Peterhead	6044.25	£333,064.01	3965.51	£200,373.79	-34%	-40%
Portlethen	2102.478	£103,620.71	1683.46	£66,613.38	-20%	-36%
Portsoy	388.32	£17,106.98	343.69	£16,049.62	-11%	-6%
Stonehaven	3326.145	£177,951.10	2918.07	£154,401.53	-12%	-13%
Turriff	2419.427	£117,612.27	1691.48	£88,266.30	-30%	-25%
Westhill	3850.986	£177,303.59	2218.89	£93,885.99	-42%	-47%
Total	44317.409	£2,208,572.61	33957.97	£1,469,202.64	-23%	-33%

Note not all materials are accounted for where a single vehicle collects multiple loads on a collection round as HRC's do not have any weighing facilities. Materials not captured include glass and mixed recycling.

Aberdeenshire Council

Integrated Impact Assessment

HRC Hybrid Booking System Proposal

Assessment ID	IIA-000635
Lead Author	Claire Loney
Additional Authors	Caroline Roff
Service Reviewers	Ros Baxter, Caroline Roff
Subject Matter Experts	Suzanne Rhind, Claudia Cowie, Kakuen Mo
Approved By	Ewan Wallace
Approved On	Friday June 10, 2022
Publication Date	Tuesday August 02, 2022

1. Overview

This document has been generated from information entered into the Integrated Impact Assessment system.

ISC in January 2022 agreed to keep the HRC booking system and the Member Officer Working Group be requested to give further consideration to a customisation of the service, on a site by site basis, to seek to provide further opportunities for users of the service, and to report back to Infrastructure Services Committee. This report outlines the proposals for a trial Hybrid Booking system.

During screening 6 of 10 questions indicated that detailed assessments were required, the screening questions and their answers are listed in the next section. This led to 3 out of 5 detailed impact assessments being completed. The assessments required are:

- Equalities and Fairer Scotland Duty
- Sustainability and Climate Change
- Town Centres First

In total there are 3 positive impacts as part of this activity. There are 13 negative impacts, of these negative impacts, 1 have been mitigated and 12 cannot be mitigated satisfactorily.

A detailed action plan with 2 points has been provided.

This assessment has been approved by ewan.wallace@aberdeenshire.gov.uk.

The remainder of this document sets out the details of all completed impact assessments.

2. Screening

Could your activity / proposal / policy cause an impact in one (or more) of the identified town centres?	Yes
Would this activity / proposal / policy have consequences for the health and wellbeing of the population in the affected communities?	No
Does the activity / proposal / policy have the potential to affect greenhouse gas emissions (CO2e) in the Council or community and / or the procurement, use or disposal of physical resources?	Yes
Does the activity / proposal / policy have the potential to affect the resilience to extreme weather events and/or a changing climate of Aberdeenshire Council or community?	Yes
Does the activity / proposal / policy have the potential to affect the environment, wildlife or biodiversity?	Yes
Does the activity / proposal / policy have an impact on people and / or groups with protected characteristics?	Yes
Is this activity / proposal / policy of strategic importance for the council?	Yes
Does this activity / proposal / policy reduce inequality of outcome?	No
Does this activity / proposal / policy have an impact on children / young people's rights?	No
Does this activity / proposal / policy have an impact on children / young people's wellbeing?	No

3. Impact Assessments

Children's Rights and Wellbeing	Not Required
Climate Change and Sustainability	Only Some Negative Impacts Can Be Mitigated
Equalities and Fairer Scotland Duty	No Negative Impacts Can Be Mitigated
Health Inequalities	Not Required
Town Centre's First	No Negative Impacts Can Be Mitigated

4. Equalities and Fairer Scotland Duty Impact Assessment

4.1. Protected Groups

Indicator	Positive	Neutral	Negative	Unknown
Age (Younger)		Yes	Yes	
Age (Older)	Yes		Yes	
Disability		Yes		
Race		Yes		
Religion or Belief		Yes		
Sex		Yes		
Pregnancy and Maternity		Yes		
Sexual Orientation		Yes		
Gender Reassignment		Yes		
Marriage or Civil Partnership		Yes		

4.2. Socio-economic Groups

Indicator	Positive	Neutral	Negative	Unknown
Low income	Yes	Yes	Yes	
Low wealth		Yes		
Material deprivation		Yes		
Area deprivation		Yes		
Socioeconomic background		Yes		

4.3. Positive Impacts

Impact Area	Impact
Age (Older)	Adding in a non booking timeslot during the week would allow the older section of our customers who may not be as computer literate as other sectors of our customer base to turn up to to a HRC with our booking a slot.
Age (Older)	Older customers who are most likely to not have internet access will now have a dedicated period when they can visit a recycling centre without the need for booking. centre
Low income	Where people on low incomes may not have access to the internet and require a visit to a recycling centre a non booking period would provide easy access.

4.4. Negative Impacts and Mitigations

Impact Area	Details and Mitigation
-------------	------------------------

Impact Area	Details and Mitigation
Age (Older)	<p>Non bookings slots may be busy there may be queueing traffic on site and visits to the HRC may take longer as more customers are on site. With more customers on site there is a higher risk of an older customer feeling more stressed during the less busy booked times and waste being deposited in the incorrect container as there is less time to interact with a site attendant.</p> <p>Can be mitigated No</p> <p>Justification We will be able to manually control customer numbers coming into site to ensure that sites are not too busy and ensure that site attendants are particularly attentive to older customers who are looking like they need assistance.</p>
Age (Older)	<p>Older customers using non booking periods will not be notified of site closures owing to severe weather, site emergencies and planned training days.</p> <p>Can be mitigated No</p> <p>Justification There is no way of cancelling non booking times with individual customers as they just turn up on the day. Our communication is usually through social media which the older customers that need the non-booking times are unable to access. They would find out the site is closed when they turn up to site.</p>
Age (Younger)	<p>Having a non booking period will increase the demand on booking slots during booking periods which may cause the younger - more digitally engaged customers to find less availability during the times they want to book a visit.</p> <p>Can be mitigated No</p> <p>Justification There is no way of mitigating this.</p>
Low income	<p>Where our low income customers without internet access want to visit a recycling centre without a booking - should we require to close the HRC at short notice they will not be notified and may have a wasted journey which may cause additional financial burden in the cost of fuel.</p> <p>Can be mitigated No</p> <p>Justification There is no way of cancelling non booking times with individual customers as they just turn up on the day. Our communication is usually through social media which the low income customers without access to the internet would require to be notified of a closure. They would find out the site is closed when they turn up to site.</p>

4.5. Evidence

Type	Source	It says?	It Means?
External Consultation	Online and paper survey with customers of recycling centres	Only 38% of respondents are dissatisfied with the current system	This means that the HRC booking system is well accepted amongst most service users and keeping the majority of HRC opening times as bookable will accommodate this view. Having a hybrid system will accommodate some of the 38% of survey respondents who were dissatisfied with the booking system
External Consultation	Online and paper survey with customers of Recycling Centres	2.3% of respondents made bookings by telephone	This means that the provision of the telephone booking system is being used by a small percentage of customers and therefore we need to continue with this service to allow those who cannot book a slot themselves online, if they do not want to use a non bookable period at the HRC's
External Consultation	Focus Groups	All focus groups were positive about the booking system.	The communities that the focus group attendees represented are happy with the current mechanism for booking visits to HRC's
External Data	Contact Centre Call Analysis	Throughout 2021 the service received 159 complaints in regards the HRC service. Just 11% of these complaints related to the booking system itself.	The data shows that the booking system is well accepted amongst the majority of customers who do not have cause for complaint. The complaints received about the booking system itself represents a minute percentage - 0.0035% of all bookings completed.

4.6. Engagement with affected groups

Focus Groups

Online and paper based survey of HRC during the review process in 2021.

4.7. Ensuring engagement with protected groups

Printed copies of the online survey were made available at HRC's to ensure those booking by telephone still had access to the survey

4.8. Evidence of engagement

The outcome of the online survey is presented as an appendix to the ISC Report Household Recycling Centre Review January 2022 of which this proposal is the outcome of that committee.

4.9. Overall Outcome

No Negative Impacts Can Be Mitigated.

Without a booking system at all times we can only notify pre booked customers of site closures, anyone visiting the HRC during a non booking system will not be notified of short notice closures.

This is a trial proposed for a small number of sites so that we can gauge the effects of the negative impacts on those affected.

4.10. Improving Relations

An effective communication campaign will be put in place during periods of making changes to the booking systems.

Community Waste Officers will provide advice to their community and liaise with community groups in their areas

4.11. Opportunities of Equality

Bookings are available primarily online but customers are also able to make telephone bookings. We will continue to communicate with and engage with all sectors of the community to ensure that they get the best out of the HRC service.

5. Sustainability and Climate Change Impact Assessment

5.1. Emissions and Resources

Indicator	Positive	Neutral	Negative	Unknown
Consumption of energy			Yes	
Energy efficiency		Yes		
Energy source		Yes		
Low carbon transition		Yes		
Consumption of physical resources			Yes	
Waste and circularity			Yes	
Circular economy transition		Yes		
Economic and social transition		Yes		

5.2. Biodiversity and Resilience

Indicator	Positive	Neutral	Negative	Unknown
Quality of environment			Yes	
Quantity of environment		Yes		
Wildlife and biodiversity		Yes		
Infrastructure resilience			Yes	
Council resilience			Yes	
Community resilience		Yes		
Adaptation		Yes		

5.3. Negative Impacts and Mitigations

Impact Area	Details and Mitigation
Council resilience	<p>Having customers who never book visits to HRC's means that we are unable to contact these customers via email to inform them of potential changes to HRC's that may affect them such as policy decisions.</p> <p>Can be mitigated No</p> <p>Justification There is little way of informing customers who are not digitally active of changes to upcoming policy and HRC access procedures.</p>

Impact Area	Details and Mitigation
Infrastructure resilience	<p>Removing the need for booking at certain times and on certain sites decreases the Council's resilience in terms of being able to close HRC's at short notice without impacting our customers. We will not be able to cancel bookings and prevent further visits taking place as booking will no longer be required.</p> <p>Can be mitigated No</p> <p>Justification There is no way of contacting customers to inform them of a site closure until they get to site and find it closed.</p>
Infrastructure resilience	<p>Having times at HRC's where customers are allowed with no booking may mean that there is an increase in demand at these sites which cannot be planned for and is subject to the highs and lows of site usage that comes hand in hand with the weather making planning of waste movements much less resilient.</p> <p>Can be mitigated Yes</p> <p>Mitigation We can forecast times of good weather and potential customer increase and provide additional resources for servicing skips.</p> <p>Timescale As soon as hybrid trial is introduced.</p>
Quality of environment	<p>Having times at HRC's where customers are allowed with no booking may mean that there is an increase in queuing to access the HRC's. This would mean an increase in idling of older cars without start stop technology and therefore see an increase car emissions and a decrease in air quality around these sites during periods of queueing.</p> <p>Can be mitigated No</p> <p>Justification We cannot control customers visiting HRC's without a booking.</p>
Consumption of energy	<p>Having times at HRC's where customers are allowed with no booking may mean that there is an increase in queuing to access the HRC's. This would mean an increase in idling of older cars without start stop technology and therefore see an increase in fuel for customers cars</p> <p>Can be mitigated No</p> <p>Justification We cannot control customers attending HRC's without booking.</p>

Impact Area	Details and Mitigation
Consumption of physical resources	<p>Having times at HRC's where customers are allowed with no booking may mean that there is an increase in queuing to access the HRC's. This would mean an increase in idling of older cars without start stop technology and therefore see an increase in fuel for customers cars</p> <p>Can be mitigated No</p> <p>Justification We cannot control customers visiting HRC's without a booking.</p>
Consumption of physical resources	<p>With customers having to make bookings the way customers access sites has changed they visit fewer times with more waste. If we remove the need for booking there is potential for customers to revert back to visiting sites more often and with less waste.</p> <p>Can be mitigated No</p> <p>Justification We would not be able to control how often customers who do not book access HRC's or quantities of waste they bring in.</p>
Waste and circularity	<p>As demand on HRC's at times where non booking is available increases site attendants may have less time to spend with customers directing them to recycle more and reducing contamination. We may see an increase in contaminated waste such as asbestos which is a banned material being deposited in landfill or rubble skips.</p> <p>Can be mitigated No</p> <p>Justification We cannot control customers visiting HRC's without a booking. If we have to have 1 of the site attendants managing traffic flow that takes them away from their duties of maximising recycling and keeping customers safe whilst on site.</p>

5.4. Evidence

Type	Source	It says?	It Means?
External Consultation	Consultations with Other Booking System Users	In general those Local Authorities using a HRC booking system have found that numbers of visits reduce but the amount of waste brought per visit increases.	It means that booking systems affect peoples use of HRC's making their journeys more efficient.

Type	Source	It says?	It Means?
Internal Data	Pentagull booking data, car counter data, Waste Transfer Note tonnage data for materials removed from site.	<p>Comparing a 10 month period before the booking system was implemented with a 10 month period once the booking system was installed we found the following</p> <p>Pre Booking visitor numbers across all HRC's were 931,131, post booking this was 407,760 a reduction of 56% in terms of visitor numbers.</p> <p>Pre booking the tonnage deposited at sites was 37,353 across all sites post booking 32,657 tonnes a reduction of 12.57% in terms of tonnage deposited at sites.</p> <p>The average KG deposit per customer per visit increased from 40.12kg to 80.09kg an increase of 99.63%</p>	<p>The data shows that the way that customers visit recycling centres has changed. Customers come less often but with more material therefore reducing the number of miles a customer will travel in the delivery of their waste to HRC's. We are likely to see this benefit reduce if we introduce no booking periods.</p>

5.5. Overall Outcome

Only Some Negative Impacts Can Be Mitigated.

We are unable to influence and inform customers that choose not to make a booking but to turn up on the day in a non booking period.

This proposal is a trial to assess the impact following a hybrid implementation.

6. Town Centre's First Impact Assessment

6.1. Local Factors

Indicator	Positive	Neutral	Negative	Unknown
Town centre assets		Yes		
Footfall		Yes		
Changes to road layouts		Yes		
Parking		Yes		
Infrastructure changes		Yes		
Aesthetics of the town centre		Yes		
Tourism		Yes		
Public safety			Yes	
Town centre business		Yes		
Cultural heritage and identity		Yes		
Social and cultural aspects		Yes		

6.2. Negative Impacts and Mitigations

Impact Area	Details and Mitigation
Public safety	<p>By removing requirement to book we will be unable to prevent queues building up outside HRC's, this may affect traffic causing disruption and prohibiting smooth traffic flow affecting traffic safety on roads in and around HRC's</p> <p>Can be mitigated No</p> <p>Justification We are unable to mitigate this</p>

6.3. Evidence

Type	Source	It says?	It Means?
Internal Consultation	HRC frontline colleagues	Information from frontline HRC's suggest that queues at HRC's have all but vanished as we are able to manage traffic flow at HRC's through th ebooking system.	In periods of non booking we will be unable to manage traffic build up.

6.4. Overall Outcome

No Negative Impacts Can Be Mitigated.

We are unable to control numbers of customers that will visit HRC's during non booking periods.

This is a trial to gauge impact on the service and allow id to develop mitigations f required. i

7. Action Plan

Planned Action	Details	
All changes to the booking system will be effectively communicated with service users.	Lead Officer	Caroline Roff
	Repeating Activity	Yes
	Frequency	Each time changes are made to the booking system
	Duration	2 weeks period 1 week before and 1 week after each change to booking system
	Expected Outcome	Customers will be informed of changes to the booking system
	Resource Implications	Communications Team
Monitoring of equality impacts	Lead Officer	Claire Loney
	Repeating Activity	No
	Planned Start	Saturday October 01, 2022
	Planned Finish	Friday March 31, 2023
	Expected Outcome	We will continue to monitor equality impacts through the following processes: Number of telephone bookings Number of visits during non booking periods Feedback through customer complaints Feedback through elected members
	Resource Implications	Team Manager Waste Processing and Disposal, Support Leader North