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## INTRODUCTION

### 1. Introduction

We hope colleagues across local authorities find the guide useful and can adapt to best fit their local needs. Customers using the Household Waste Recycling Centres (HWRC) will see noticeable changes. The sites will look and feel different to enable social distancing. Anyone intending to visit the recycling centres is reminded to visit only if you need to and remember to keep two meters apart. Where possible and available use your kerbside collection services rather than visiting a recycling centre. Like many other sector services the recycling centre service will need to be kept under review to reflect any changes in the national advice.

Each HWRC may differ in design, size, capacity, road networks, neighbouring local amenities and co-location of other waste and non-waste related infrastructure. This document is a guide and checklist for local authorities for re-starting (opening and/or closing) household waste and recycling centres (HWRCs), *(to help consider restarting services whilst considering local circumstances)*. There may be differing needs in response to one or more of the following reasons:

- a) Relaxation of Government guidelines on essential travel;
- b) Government requirement for HWRCs to be restarted or closed;
- c) Reduction in frequency of kerbside collections for general waste;
- d) Reduction in frequency of kerbside collections for recyclables; and
- e) Increase in fly-tipping to a level that causes environmental concern or harm.

Temporarily suspending HWRC operations by many was considered in line with essential travel and 'stay at home' messages. Resuming the HWRC service will require a number of systems to begin working again. The guide provides a non-exhaustive list of considerations for those putting together plans for restart the HWRC service including the consideration that service may have to be rolled out and rolled back in response to local considerations. This document will be reviewed and updated when further significant changes occur and following local authority network member's feedback.

This guide does not address policy issues around the definition of essential and non-essential travel. This guide also does not consider the steps that could be taken to ensure any reduced/suspended collection services are fully reinstated first to reduce the demand on HWRC services. These are matters for each local authority consider on considered key and priority for its essential which will change in a fluid way. In some cases, the HWRC services may be dealt with entirely by a main contractor and/or sub-contractors but in other cases local authorities who have insourced services may be directly responsible.

### 2. Risk assessment(s) and H&S

The HSE (Health and Safety Executive) has released guidance on reporting of COVID-19 cases under RIDDOR (Reporting of Injuries, Diseases and Dangerous Occurrences Regulations). See this link for helpful information <https://www.hse.gov.uk/news/riddor-reporting-coronavirus.htm>

Before any sites are considered to move into restarting ensure that a risk assessment (RA) for the site(s) concerned have been completed, amended, updated or revised in your normal ways of working. The outcome from a RA might determine that certain sites will not

be able to restart or can only restart with modifications. Please also see the section on [Personal Protective Equipment \(PPE\)](#).

### 3. Stakeholders

There are a number of stakeholders that should be engaged with while forming plans to restart HWRCs – each is covered in more detail later in this guidance (some may not be relevant for all authorities). The checklist here includes (not an exhaustive list):

- a. HWRC (sub)contractor(s), suppliers and off-takers
- b. HWRC customers/visitors
- c. Neighbours: residents and businesses in proximity to the site who might be affected due to traffic and congestion etc.
- d. Waste collection (authority) waste teams
- e. H&S and staff welfare teams
- f. Finance teams
- g. Human Resources (HR) teams
- h. (all as applicable) Department of Environment, Food & Rural Affairs (DEFRA - England), Department of Agriculture Environment and Rural Affairs (DAERA – Northern Ireland), Zero Waste Scotland, Natural Resources Wales
- i. Neighbouring local authorities
- j. Directors of Public Health / Environmental Health/ noise nuisance teams
- k. Communications teams (internal/external, including Waste Collection Authority (WCA) /Waste Disposal Authority (WDA) teams)
- l. Local press
- m. Politicians: members (include county and district councillors in 2-tier areas) as well as Members of Parliament (MP)
- n. Police
- o. Local authority (LA) Planning teams
- p. Environment Agency (EA – England), Scottish Protection Agency (SEPA), Northern Ireland Environment Agency (NIEA), Natural Resources Wales (as applicable)
- q. Local Authority Highways/ Transportation teams
- r. Parking enforcement teams
- s. Off-takers and disposal route providers
- t. Hauliers
- u. Charity Retail Association (CRA), other reuse and second-hand outlet options
- v. Country Land and Business Association (CLA), National Farmers Union (NFU) and private landowners
- w. Trade unions

## SITE OPERATIONS AND LAYOUT CHECKLIST

### 1. Layout of Site - social distancing

It may be appropriate or even necessary to change the layout of the site to allow for social distancing. This may involve increasing the gap between containers and/or closing alternating parking bays:

- a. For each site, identify whether the 2-meter requirement can be maintained within the existing layout
- b. If containers need to be moved or taken away altogether, assess the impacts on the range of materials that can be accepted so that this can be communicated from the outset to customers.
- c. Produce revised operational procedures to manage any reduction in capacity that a reduction in the number of containers may cause. For example increase the frequencies of container changes (full skips/ containers for empty ones). Also ensure all users of the site remain safe from site traffic and handling movements at all times. Children should not be allowed to leave vehicles and consider safe areas for customers/visitors to leave heavy items they cannot lift into containers themselves.
- d. Plan for occasional general dumping if customers/visitors cannot deposit waste from their vehicles into containers directly themselves
- e. Consider internal and external traffic management needs. See the [traffic management](#) section.

### 2. Sites to (re)open

For authorities with multiple HWRCs and types in its network (rural LAs, primary, secondary and tertiary sites for example) there may be considerations of phasing in the resumption of the service using just some of the sites:

- a. Review and consider if specific sites can accommodate social distancing measures
- b. Communications will be more challenging if only some sites open (see the [Communications](#) section below)
- c. Service demand pressure on open sites is likely to be increased even more so if neighbouring authorities HWRC networks remain closed. Contact to neighbouring authorities to understand their plans. If possible try to align with your neighbouring authorities.
- d. Check with contractors on ability to open all sites based on staff availability, particularly given there may be a need for more resources than normal to support traffic flow reducing queues and the movement of waste (see below)
- e. If not all sites can be opened, prioritise those that have the largest capacity, most appropriate layout, queuing space and/or will minimise disruption to local authority waste transfer tipping points. Be aware that when a local authority (LA) opts for longer opening hours / days as an interim measure to deal with pent-up demand, this will put additional pressure on both staff availability and that of off-takers and their hauliers
- f. Take into consideration staffing levels, staff furloughed or redeployed on other services. Consider suitability / appropriateness to focus on core consistent sites first and build up the service as time moves on.

### 3. A phased restart of HWRC sites

This approach would be prudent / suitable especially where LAs have large networks of sites.

1. Re-start with core sites, with traffic management measures and core materials
2. Review operations, queues, demand and success of measures and, then
3. Introduce more materials, open more, relax restriction on sites if appropriate and able to do so
4. Review operations, queues, demand and success of measures and, then
5. Introduce more materials, open more, relax restriction on sites if appropriate and able to do so
6. Review operations, queues, demand and success of measures and, then
7. Introduce more materials, open more, relax restriction on sites if appropriate and able to do so
8. Move towards resuming as much as possible full-service with the appropriate social distancing measures

### 4. Review of operations

The restarting of HWRCs will present some uncertainty for frontline site staff. As such it is important that a review process is in place from the outset to address any concerns that may arise once customers/visitors begin visiting again:

- a. Ensure there is a clear process for frontline staff to raise issues
- b. Consider staff feedback for how operations could be further improved revise operations, procedures and processes as necessary
- c. Use communications channels to address poor customer behaviour
- d. Consider the need for security staff (this could flexibly adjusted to increase or decrease)
- e. In the event that regular conflicts, failures to maintain social distancing or unacceptable queuing cannot be addressed, utilise communications platforms and media to manage demand.
- f. Ensure any new or changed (H&S) risks are covered and mitigated by the risk assessment
- g. Review operations and consider success of measures you have undertaken. Adapt and adjust accordingly if changes are needed.
- h. Keeping staff and customers safe is a priority, as a last resort and with the full support of your organisation should if safety is compromised then consider closing some or all of your HWRCs (at short notice).

### 5. Opening hours and days

HWRCs have a variety of different opening patterns to optimise to local circumstances. For restricting the service this may mean different things, for example either extending or reducing normal opening times and days. Opening hours and days may also link with handling and haulage capacities, abilities and managing demand. The process of restarting HWRCs may mean some further discussions with a few stakeholders seeking some flexibility on hours and days to enable waste to be moved in and out of the sites by waste collection authorities, off-takers and hauliers:

- a. For extended hours/days:
  - i. A local regulatory enforcement position for both planning and environmental permitting maybe needed. Identify where any restriction

- on hours / days derives from, and then engage with the appropriate stakeholder e.g. local planning team and/or Environment Agency
- ii. Ensure that the operator has sufficient staff available to maintain full operations for later
  - iii. To minimise the cost impacts, set out a plan to review the extended hours /days so that these can be appropriately managed following the initial demand normalising
- b. For reduced days/hours:
- i. Ensure that waste collection authorities/contractors, off-takers/haulers and other relevant organisations are fully aware of the proposals to increase/curtail HWRC hours/days, and ensure they do their best to serve the sites during the times when the queues will be minimised
  - ii. Signage and traffic marshals will be needed to manage customers/visitors arriving at temporary new opening days/hours.
- c. Ensure the revised opening days/hours are clearly communicated to the customers/visitors, with any websites and automated service information updated
- i. Mapping apps/websites may not be up to date
  - ii. For those sites where days/hours are being extended, consider whether this is to be communicated widely or whether the additional time will just be used to accommodate customers/visitors already in the queue through before closure
  - iii. Update opening times shown on search engines like Google with current information to prevent customers/visitors attending HWRCs at the incorrect times/days.

## 6. Contractual and financial considerations

Consider contractual issues such as (this is not an exhaustive list)

- relief required from contractual conditions recycling performance
- customer/visitor satisfaction levels
- container availability and transport/ haulage
- waiting times / queuing
- complaints response targets/ SLAs/ KPIs
- Other relevant contractual considerations including covid-19 impacts and non-related matters. Track, monitor and mitigate as appropriate.

Review the financial considerations as many of the measures required may incur additional costs, mitigate wherever possible. Some authorities may have savings or cost recovery targets associated with HWRC services, at present it remains unclear of the full Covid-19 impacts in respect of waste volume increases in this financial year.

## 7. Communications

The restart of the HWRCs will require a thorough and robust communications strategy, which will need to be reviewed on an ongoing basis. More complex HWRC arrangements will see a more challenging communications strategy as a result. Where possible consider simplicity of messaging. Consider the development of FAQs and inform local contact centres, which in 2-tier areas should be at both County/WDA and District/ WCA level

communications teams. Consider initial messaging to include whether the trip really is essential and safe or whether the visit can wait until restrictions are lifted.

Also consider the communications implications when operating in a Waste Partnership. Communications teams should be engaged from the outset to plan and deliver the messages, and due regard should be taken to any national or regional messaging related to the pandemic:

- a. Consider the messaging about the sites moving into restart and/ or those that remain closed is communicated:
  - i. A 'soft launch', which involves making minimal announcements, may help to reduce the immediate influx of customers/visitors but will also make it difficult to communicate about any restrictions in place
  - ii. A full launch, with a formal announcement that the sites are open/going to be opened may cause a significant spike in initial demand, but allows for key messages to be communicated
- b. Engage with Members at the appropriate time, both to keep them informed but also to use them as routes to reach a wide audience of people
- c. Managing expectations will be crucial – be clear on any limitations, restrictions, anticipated queues, need for social distancing and that verbal abuse of staff will not be accepted etc.
- d. Consider the channels used for messaging, bearing in mind that websites and social media will only reach a certain audience / population
  - i. Proactively engage with the local media
  - ii. Site signage may be photographed and shared on social media/websites, so ensure it is as good quality as possible under the circumstances
  - iii. Consider how to (quickly but effectively) communicate any delays, last minute amendments to site operations etc.
- e. Word of mouth communications should not be underestimated, both in terms of getting messages across but also spreading the news that the sites are now open
- f. Consider producing a simple 'How to load/unload your vehicle' guide to ensure customers/visitors unload as efficiently as possible at the site
- g. Anticipate the possible need to roll out or back services due to influencing factors, e.g. staff availability, failure to observe social distancing, comprised safety and other essential local services.

#### 8. Co-location with waste transfer/treatment facilities

Many HWRCs are co-located with waste transfer and/or treatment sites. Despite having separate entrances, the access and nearby highways may well be affected by queuing for the HWRC. Here are some considerations and suggestions:

- a. Arrangements may need to be put in place to provide servicing vehicles associated with kerbside fleets, transfer and treatment a different access route or have processes in place to allow these vehicles a higher priority, for example to be pulled out of the queue at regular intervals. Assess if these arrangements have a temporary or more medium-term nature. Traffic control/marshals maybe needed.
- b. It may be necessary to limit opening hours to avoid the peak transfer periods, communications around this could be challenging. There may also need to be systems in place to direct customers/visitors away if they arrive outside of those

hours. This can particularly be the case when an LA opts for longer overall opening hours.

- c. If transfer/treatment operations cannot be satisfactorily safeguarded from disruption caused by heavy demand for the HWRC. Consider if it is appropriate to restart the HWRC or delay until such a time these issues can be mitigated including diverting customers/visitors to another nearby site to help reduce the initial extra demand for the specific HWRC.

## 9. Off-takers and hauliers

The movement of waste including the receiving of that material by off-takers and outlets will be important. Consider utilising any regulatory position statement to help with the increased need to store, stockpiling and associated mitigations needed related to fire risks. In 2-tier areas consider working with your WCA to provide a Refuse Collection Vehicle (RCV) at certain sites to maintain disposal route for residual waste or recyclables. These are some considerations in this checklist:

- a. If not doing so already, contact the providers used to move and receive waste from the HWRCs (e.g. hauliers) to understand how their operations are currently affected
- b. Some of these operations may have been suspended and staff furloughed or deployed on other services/ operations. Dialogue will be needed about the lead-in time for them to resume. They may need to consider the impact on other services they may have deployed staff. Establish a clear understanding on what their lead-times may be
- c. Ensure lead-in times for off-takers/ disposal routes can be reactivated and staff to come back from being furloughed have been incorporated. Mitigate those situations where materials markets are severely disrupted or closed (e.g. reuse, textiles, metals, oil, batteries etc) due to certain (international) causes
- d. Where operations are ongoing or can be resumed for the restart of the HWRCs, be sure to check what capacity there is to transport and receive the material in case of any limitations / restrictions which may need to be implemented before accepting waste materials at HWRCs
- e. Some operations may not be able to resume in the timescales given for restart HWRCs in which case alternatives will need to be considered:
  - i. Can the material be stored on site until the off-takers/hauliers are able to take it? Does the regulator (EA) need to be consulted on any local flexibility needed?
  - ii. Can the material be put on a list of “not accepted at this time” communication provided to residents? Remember to communicate alternatives for customers/visitors at this time. Bear in mind only some people will receive such messages and/or heed them
  - iii. Can the material be diverted into really less desirable routes for example the residual stream as an interim measure? What impact would this have on the treatment route including any pre-treatment before the waste can be accepted? Consider contracted volumes and cost implications.
  - iv. Some materials/ items will not legally be able to be diverted into the residual stream so these will need to be stored and handled separately. Consideration needs to be given to how these materials will be safely handled, stored and transported.
  - v. Can alternative arrangements be made with other off-takers who may still be open? For local authorities dealing with this directly, note the Cabinet Office (see <https://nawdo.org.uk/forum/covid-19-contract-and-support>

[related-threads](#)) on emergency procurement – *remember to log-in first for the link to work*)

## 10. Reuse

Most HWRCs offer locations/containers for items to be left for reuse, and others have on-site reuse shops. *Please be aware that the reuse and charity sector, including their international distribution chains and outlets, is severely curtailed at present and are unlikely to accept materials from HWRCs or kerbside collection services.*

- a. Engage with reuse off-takers at the same time as those for other waste streams
- b. Maintain drop-off points for reusable items where possible
  - i. Brief staff on the minimal risk of Coronavirus transmission from these items to reduce concern
  - ii. Instigate protocols for handling these items until the time the virus can live on surfaces has passed
- c. If offtake of the items is not possible, close reuse drop-off locations/containers and ask residents to hold on to them at home or use other appropriate waste containers
- d. Reuse shops may remain closed until restrictions on other similar forms of retail are relaxed

## 11. Charged-for services

- a. Where a commercial waste ('trade waste') service or any other charging regime is applicable at a HWRC, contactless payment is suggested. The contact payment limit has been increased to £45 during the current pandemic.
- b. Consider how Waste Transfer Notes (WTN), weighbridge receipts etc. are issued and if PPE such as gloves are required. WTN rules have been changed, please see <https://www.gov.uk/government/collections/covid-19-regulatory-position-statements>
- c. When chargeable services are provided, e.g. for construction and demolition waste, consideration should be given to restricting this waste to a time when sites are past the initial peak demand, alternatively ensure this part of the HWRC service is appropriately planned from the start with other HWRC considerations.
- d. Assess if the facilities and staff normally used for taking payments are available when the site restarts
- e. To enable social distancing possible virus transmission risk consider measures such as adapting hand-held/ contactless payment technology, pre-payment schemes or using PPE etc.

## **SOCIAL DISTANCING, PPE, HEALTH & SAFETY (H&S) AND HYGIENE**

### 1. Social distancing

In addition to the number of private vehicles on site, it will be important to put in place measures in this checklist that enhance or passively enforce social distancing to be maintained (see also the next section on [site layout](#)):

- a. Can barriers be sourced to enforce physical separation?
- b. Can markings be put down on the ground, as has already been done similar to those used in supermarkets?
- c. Staff may be required to be located around the HWRC to observe whether social distancing is being maintained and issue reminders for anyone breaching the 2m minimum requirement
- d. Signage on the site and in the queuing area should advise customers/visitors that social distancing is being strictly enforced and ask them for their patience when on site. Please ensure container access points such as steps etc allow to be occupied by only a single person at a time in order to observe social distancing.

### 2. First aid

You need to consider appropriate adjustments for provision of first aid on sites and review any advice provided. Please seek specialist advice to establish the exact first aid arrangements you may need.

Please review the information provided by central government on this subject via this link: [Guidance for first responders and others in close contact with symptomatic people with potential COVID-19](#)

There is also specific information for first aiders on the St John's Ambulance website which you also may wish to consider:

<https://www.sja.org.uk/get-advice/first-aid-advice/covid-19-advice-for-first-aiders/>

### 3. Staff PPE

PPE is of paramount importance operating HWRCs. A steady and sufficient supply of PPE is important to ensure safe site operations. All waste sites required some form of PPE to be worn by staff even before the onset of coronavirus but there may be additional requirements or recommendations as part of restart the HWRCs:

- a. Consider PPE supplies and shortages and how this will impact on restarting and service continuity
- b. Staff should be issued with gloves, with supervisory checks to ensure they are being worn at all times. Staff should be briefed about washing/sanitising hands after removing their gloves, even if just to scratch an itch on their face
- c. HWRC operators should refer to public health guidance on issuing masks and/or customers/visitors. Authorities may feel compelled to do so in order to encourage staff to work and feel comfortable at work.
- d. Staff should be trained in the use of any forms of PPE they do not normally wear

### 4. Visitor assistance – social distancing

It is common for HWRC staff to assist customers/visitors with unloading their vehicles and/or putting materials into containers, particularly for those with reduced mobility.

However, social distancing requirements mean this could be difficult or challenging to deliver:

- a. Conduct an Equalities Impact Assessment, and consider what mitigations are reasonable to enable all residents to continue to be able to use the sites
- b. Consider procedures that could be adopted to continue aiding customers/visitors such as instructing the resident to leave their vehicle and walk away to a safe distance so that site staff can unload for them.
- c. Consider a booking system if people really do need assistance and have no-one that can come with them to unload their vehicle so this can be done in a controlled manner.
- d. If space permits, provide an area where those who may not be able to safely walk up and down stairs to containers, can unload onto the floor or on to trolleys which site staff can then move afterwards
  - i. This area will require protection from other able-bodied customers/visitors trying to save time on-site
  - ii. The items should be cleared away as soon as the visitor has left
- e. In all cases, engage thoroughly and continually with site staff to gain their support for the approaches being considered
- f. If a policy is to be adopted that says no assistance will be available on site, ensure clear signage on-site and that this is communicated to customers/visitors before arriving on-site

#### 5. Hygiene and cleanliness

Waste sites should always be considered potentially dirty and extra provisions may need to be put in place around Coronavirus transmission where practical:

- a. All messaging to customers/visitors should highlight that they should not touch their face and wash/sanitise their hands after using the site and before operating their vehicle again
- b. In most cases there will not be scope for handwashing facilities to be made available without unacceptably increasing the amount of time it takes for residents to complete their visits or putting staff at increased risk of infection
- c. Hand/ guardrails, bin handles, lids and apertures etc should be cleaned very frequently with disinfectant and water. Can parts of the site be power-washed or disinfected in another way at regular intervals?
  - i. Residents should continue to be advised to hold the handrail for their own safety when going up and down stairs/ steps to use the containers
  - ii. Residents could be encouraged to bring their own sanitiser and/or gloves (provide an appropriate place, with appropriate handling, for these gloves to be disposed of).

#### 6. Security and conflict management

There will be an increased risk of conflict at the sites because of the measures put in place:

- a. Be mindful of staff welfare, and consider rotating roles, providing more regular breaks and other mitigations for increased stress levels
- b. Consider hiring a security firm to help maintain order at the sites
- c. Engage proactively with the police before opening so that they are either present throughout or regularly visit so that the public sees them or are responsive in the event of an incident.

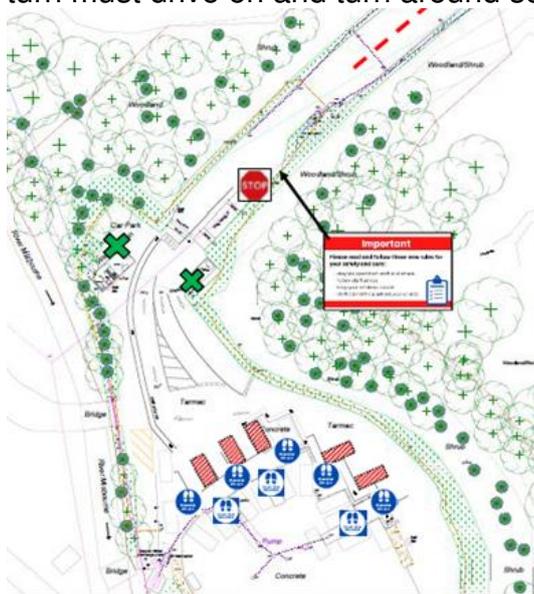
- Discussions and agreement with local police force(s) on essential travel advice are to include travelling to/from HWRCs as per the DEFRA HWRC guidance
- d. Conduct or give a refresher of conflict management training with staff
- e. Instigate a 'zero tolerance' policy for visitor displaying aggression or being abusive (whether towards staff or other customers/visitors), and clearly communicate that through all channels
- f. Be pragmatic, so allow customers/visitors to have their car windows down in the queue (particularly on hot days), but ensure traffic marshals or meet-and-greet staff have signs to hand to ask these to be rolled up before they check ID/permits

### TRAFFIC MANAGEMENT

#### 1. Social distancing and delays (queuing)

It is likely that there may be a high initial demand for use of the HWRCs. However each HWRC will differ in design, size, capacity and surrounding road traffic networks. There will in evidently be some be some non-moveable constraints for each HWRCs. These constraints may be further compounded to plan in safely for social distancing. This may mean limiting the number of customers/visitors and vehicles allowed into each site at any one time, resulting in lower hourly throughput capacity than normal. This could mean sites could exceed even the busiest Bank Holiday weekends that were dealt with pre-Coronavirus. As such, queues will inevitably form within and outside the sites. This checklist has some considerations:

- a. Is there space for a large queue outside the site without disrupting other strategic roads, other important access points and hindering emergency service vehicles?
- b. Will the HWRC layout allow traffic to be queued within the site?  
Are there any other highways works, closures, maintenance etc. planned that may coincide with restarting any specific HWRC?
- c. Can access and egress be restricted to one direction on a road? For example, only left turns allowed into a site so that private vehicles approaching for a right-turn must drive on and turn around somewhere appropriate



Examples of access/egress restrictions and signage

Key	Description
	Closed off parking bay
	Anti-Bac gel dispenser for staff
	Temporary Entrance Barrier
	Temporary barrier (Heras/ Chevron/ Interlocking)
	Please keep 2m apart signage
	One only at a time please signage
	New rules signage

- d. Some road closures or additional restrictions may be needed to minimise the impact of a queue forming, so engage with local Highways/ Transportation teams or specialist traffic management contractor(s) at the earliest opportunity to identify these and discuss traffic management needs and delivery
- e. Are there any nearby areas where a queue could be more easily formed, such as an industrial estate, the car park of a closed cinema or business park for the initial restart etc.?
  - i. Clear this with the landowner, if this is not on the public highway
  - ii. Traffic marshals or equivalent traffic handler(s) may be needed
  - iii. Barriers and road closures may be needed to restrict access and funnel traffic to the queuing area
  - iv. Amenity neighbours - private vehicles may need to be released in batches including into HWRC site entrance for the final queue batch, so radio contact between traffic marshals and site staff will be required
- f. If more than a modest queue will cause unacceptable disruptions outside the site that cannot be mitigated, consider significantly reducing access, enforcing essential travel messaging or as a last resort continued temporary site suspension.

## 2. External traffic management

If it is possible to form a queue for the site, it will still be important to manage the queue even with any time booking slots. This is likely to need resourcing from other teams or organisations. Here are some considerations:

- a. Engage with the police and/or LA highways or equivalent traffic management teams/ contractor about resourcing for the management of a queue on the public highway or in private car parks/ trading estates
- b. Can you encourage visits outside peak times and weekends by communicating when the sites are quieter?
- c. Can a live feed of the queues be streamed on your website from CCTV footage to help manage demand and minimise queueing? Can you use any electronic road signage to advise customers/visitors of delays at HWRCs?
- d. Signage will be helpful to give customers/visitors an idea of the amount of time they can expect to be delayed in a queue depending on where they join it (e.g. approx. "30 minutes queuing from this point"). Guidance on appropriate signage standards can be secured from highway services – for example on what is appropriate and what is able to withstand the weather
- e. Signage should also be placed early in the queue area on any restrictions that may be in place on ID requirements, waste types being accepted etc., to minimise the amount of conflict that may arise at the meet-and-greet point
- f. If a queue is being formed on just one side of the road or in a nearby location, consider any procedures needed and full-time personnel presence to direct other vehicles away from the site entrance
- g. Consider the need for additional resources including staff and security to manage the queues, give information or directions and help maintain good site management and consider the lead in time needed to secure additional resources
- h. Where HWRCs are collated with other waste infrastructure servicing fleets involved in kerbside collections/transfer/treatment operations will have limited choice but to join the queue. Arrangements could be put in place for the servicing fleets to be higher priority and allowed to bypass from HWRC customers/visitors. Carefully plan the traffic marshalling as this may involve

driving in the wrong direction on the other side of the roads. This will require coordination with police/traffic marshals at the site entrance and should only be put in place if these arrangements and processes have been rigorously vetted by the police and Highways/ Transportation teams.

As closing time approaches, it would be helpful to place an advisor at the back of the queue advising customers/visitors that they are now unlikely to be able to access the site, to return another day and that they should return home with their waste.

## DEMAND MANAGEMENT

### 1. Limiting demand by need

DEFRA guidance has suggested that there might be demand by the public to deliver certain wastes that is causing a hazard and risk of harm to the householder and which cannot be removed by collection services for some reason. LAs may wish to take this element of HWRC operations into consideration. Some considerations are provided within the below checklist:

- a. Communicating the message rigorously through websites, social media, local press and signage outside the sites will be crucial, for example on what waste types may cause a risk of harm to what materials can be accepted and where at the site
- b. Consider further additional central government advice/guidance that is issued in this context to inform your local decisions
- c. Consider other demand limitations in this section. Where measures are introduced to limit demand, consider customers/visitors who maybe unaware visiting and any process/procedures which may need to be in place.
- d. Consider conflict risks, complaints and customers/visitors who then may fly-tip.
- e. Consider issues with private landowners who have experienced fly-tipping and feel this is a result of HWRC closures. There are alternative options available here for this waste like waste transfer stations and skip providers. LA's are not responsible for clearing waste from private land. Priority for all LA's at this time involves households waste and maintaining kerbside collection services.

### 2. Limiting demand by waste type

Availability of off-takers or the consideration of the relative importance of disposing of different waste types may result in certain waste streams not being accepted at the HWRCs once re-opened. Local circumstances may differ on these:

- a. Be clear in communications on waste management priorities
- b. Promote increased waste minimisation, reduction and recycling
- c. Consider the local collection service operations including disruptions and near normal services being maintained. Consider if it is appropriate to restrict the use of the sites for those materials that are being collected (such as residual and main dry recycling materials). Can (temporary) changes be made to collection services e.g. collecting side-waste or offering amended bulky waste collections (free, larger quantities, different materials etc) to alleviate HWRC demand?
- d. Demand from off-takers in order to feed the supply chain for essential items and packaging may encourage some material to be accepted over others, such as paper, cardboard, green waste and plastics

- e. Householders should be encouraged to compost garden waste at home but acceptance of this material at HWRCs may assist the organics reprocessing sector that has otherwise has to negate a material supply shortage
- f. Conversely, offtake of WEEE, textiles and metals is currently disrupted due to suppressed demand. In the case of WEEE and textiles, the operators of HWRCs may face storage and permitting issues due to off-takers being unable to service or move the items through the supply chain.
- g. Consider how local policies will be enforced on-site by staff, particularly if customers/visitors attempt to deposit materials normally not accepted. For example, excessive amounts of construction and demolition waste where local policies normally restrict this amount. Ensure frontline staff understand and are clear on your local the process and procedures in place.

### 3. Limiting demand by vehicle type

It may be appropriate to minimise a high initial demand by limiting the amounts of waste that can be brought on-site by each vehicle to ease traffic management, movement/management of specific waste material and minimise the time spent unloading vehicles by customers/visitors. Actual site usage in reality might work out differently (more or less busy) than planned for, ensure deviations here can be accommodated, sometimes at very short notice.

- a. Be clear in communications and on signage of any restriction on trailers and vans. Set out a plan for when these types of vehicles will be able to access the HWRC
- b. Consideration of vehicle types on-site may also need to consider those that may have a large vehicle because of disability. Ensure frontline staff understand and are clear on your local the process and procedures in place including any exceptions.
- c. Consider whether this sort of policy discriminates against those whose only vehicle is e.g. a commercial type vehicle (vans etc.)
- d. Consider issues around commercial type vehicles being used as primary vehicle or larger vehicles adapted for use by a disabled person. Identify what steps may be needed to mitigate or manage the issue

### 4. Phasing demand – wards, postcodes, vehicle registrations etc.

It may be possible to phase-in the restart of the HWRCs by opening it up to different groups of residents on different days. It should be noted this may be challenging to communicate to customers/visitors and there will always be a significant group of customers/visitors who may not heed to such restrictions. In addition, there are some other considerations:

- a. Consider your [communications strategy](#) to be clear on this topic. How will this work practically at the site?
- b. Consider would this approach roughly equal similar or same service demands? For instance, is car ownership or the size of the population higher in some wards/postcode areas? Also consider visitor confusion around these restrictions.
- c. Consider the implications at the site entrance/queuing area. Ensure processes and procedures are in place for customers/visitors who may not heed to such restrictions. Please bear in mind the risk of conflict and social distancing considerations. Please also consider providing space for customers/visitors who

want or need to turn around their vehicles, especially with any traffic already queueing.

#### 5. Phasing demand – booking system, permits, time slots etc.

It may be possible to minimise a high initial demand by providing customers/visitors a set day and/or time when they are able to visit through a booking system or issuing of a permit:

- a. Are there IT systems in place for this already that can be expanded?
- b. Is there sufficient administration staffing resource available to manage a large demand for permits or bookings?
- c. If using timed slots rather than whole days, what advice can be given about how early to turn up to customers/visitors?
- d. Consider customers/visitors unable to visit the site on a specific day are also not able to gain access to the site before it closes?
- e. Late arrivals: customers may arrive after their time slot for a variety of reasons including waiting in the queue to gain access
- f. Consider arrangements at the site entrance/queueing area if customers/visitors turn up who do not have a permit for that day, bearing in mind the risk of conflict.  
Consider deploying traffic management staff which can also allow for trucks collecting from the site to access it even if there are queues. Can staff engage with visitors in the queue to check their booking and those who have arrived without one?
- g. Consider any paper-based permit schemes and how these may need to be reviewed and adapted in light of social distancing. Can frontline staff continue to assess permits through closed car windows? If not, consider if the scheme should remain in place or temporarily suspended for a period of time.

#### 6. Limiting customers/visitors on-site

Even with many different forms of demand management measures the number of customers/visitors may still be significantly high, particularly if some customers/visitors do not pay heed to advance communications and arrive at sites in any event. This will increase the chances of social distancing becoming more challenging at the site. Consider restricting the number of customers/visitors allowed on site at any time:

- a. Limiting the number of customers on site at any one time will help support social distancing. The number of customers/visitors on site will depend on the design, size and layout of the site and its surroundings. To manage everyone's safety it may well be a key consideration as this may determine a site to safely open, remain open or become the causing issuing to temporarily suspend again.
- b. Be very clear in all forms of signage and communication how many customers/visitors will be able to gain access to the site at any one time.
- c. Consider whether restrictions should be placed on how many people could be in each vehicle. A maximum of two adults exiting a vehicle at the site may be appropriate, especially since this will help the customer unload their vehicle departing from the site more quickly enabling other customers entering. Consider how this could be enforced including parents who may have children in the car.
- d. No Children or pets should be allowed out of vehicles due to other health and safety considerations

### Cross border usage of HWRCs

A number of local authorities use some form of cross boarder usage checks which enables services to be provided for residents within a LA area. To keep these in place some things to consider including:

- a. Local consideration will need to be given on how to communicate with customers in advance on forms of proof of residency for example council tax bill, driving licence etc.
- b. All checks could be completed through a closed vehicle window (shown/displayed against a window). Staff could be issued with a large laminated sign to show to customers/visitors who approach the meet-and-greet area "Please close your window".
- c. Consider any processes and procedures for customers/visitors who may not present any forms of local residency.

### Next steps

We will be keeping this document updated to reflect changes and share some case studies of good practice. If you would like to make share examples of good practice please contact [admin@nawdo.org.uk](mailto:admin@nawdo.org.uk) or visit [www.nawdo.org.uk](http://www.nawdo.org.uk)

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