



Proposal no.	EE002
Directorate	Economy and Environment
Service Name	Environmental Management
Area of Service	Waste Management

Subject:	Waste Services	Cabinet Member:	Cllr Jacqueline Beswick
Report of:	Director of Economy and Environment		

1 Recommendations

- 1.1 Members approve the proposal detailed in Table 3 of this report to proceed to consultation for the future delivery of Waste Collection and Recycling across the Borough.
- 1.2 Members ask officers to consider a further review following the successful implementation of the new waste strategy for consideration in 2016/17.

Reason for recommendation

- 1.3 The Council has achieved an overall recycling rate of 36%; this is however lower than the English average of 43% and significantly below the 2020 European Waste Framework Directive target of 50%. Like all Councils, RMBC is facing increasing financial pressure alongside needing to consider the requirement to meet future legislation and targets.

2 Background

AGMA Position

Table 1 – GMWDA Recycling Performance (Data from June 2013)

Authority	Recycling rates
Bolton	38%
Bury	45%
Manchester	39%
Oldham	37%
Rochdale	36%
Salford	39%
Stockport	64%
Tameside	42%
Trafford	52%
Authority Average	43%

2.1 The European Commission issued proposals in July 2014, which set out tighter recycling and landfill targets. They can be summarised as: -

- Sets out ambitions to turn Europe into a zero waste economy;
- Proposals are for binding targets for recycling, landfill and public procurement e.g.70% minimum municipal waste recycling by 2030 and by 2015 a ban on land fill of recyclable waste, and by 2030 extended to all recoverable municipal waste
- Reduce food waste by 30% by 2025.

2.2 This sets some challenging interim targets:

- 2016 translated into UK law;
- 2020 50% reuse / recycling target for household waste;
- 2025 separate bio waste collection required

Behavioural Change

2.3 It is widely acknowledged that linking behavioural change on recycling to wider relationship changes between the Council and our residents is key. The Council's recent success with 'Right Stuff, Right Bin' initiatives demonstrates a change in behaviour can happen, which leads to improved recycling performance, with the right balance of education and enforcement.

2.4 There will be a variety of approaches the Council will adopt when seeking to increase its overall recycling rates. One approach adopted in other authorities is to target "mid performing areas" which can increase participation and decrease contamination on a more efficient basis. However, in the Borough we have issues around recycling performance across the Townships. This will mean adopting specific strategies and campaigns to link with local communities and residents to change behaviours and attitudes towards recycling. Table 2 provides a breakdown which illustrates recycling performance across Townships

Table 2 – Recycling Performance per Township (Dry Recycling Only - November 2013)

1	Littleborough Lakeside	34.50%
2	Norden	34.50%
3	Bamford	34.00%
4	Wardle & West Littleborough	33.00%
5	South Middleton	32.50%
6	Milnrow & Newhey	31.00%
7	Castleton	31.00%
8	West Heywood	30.50%
9	Hopwood	29.00%
10	Healey	28.00%
11	North Middleton	27.50%
12	East Middleton	27.50%
13	Spotland & Falinge	26.75%
14	West Middleton	26.00%
15	North Heywood	25.00%
16	Kingsway	23.00%
17	Balderstone & Kirkholt	23.00%
18	Smallbridge & Firgrove	21.00%
19	Central Rochdale	21.00%
20	Milkstone & Deeplish	16.75%

- 2.5 An important aspect of the recycling strategy going forward is close working with residents, strong communication and education on the ways to recycle effectively and more information around the financial benefits.

Work in Rochdale

- 2.6 The Council currently operates a fortnightly two-stream collection of paper and card ('pulpables') and glass, plastic bottles, cans, tins and aerosols ('co-mingled'). A mixed garden and food waste collection is provided fortnightly to 56,000 properties (out of a total of 90,000 properties across the Borough).
- 2.7 The Council enlisted the support of Waste & Resources Action Programme (WRAP) who commissioned Eunomia-Research & Consulting to provide support, to enable us to make informed decisions regarding the scope and nature of our future domestic refuse and recyclables collection service.
- 2.8 Analysis of a route optimisation exercise carried out on current waste and recycling collection rounds has led to the identification of achievable cost-saving.
- 2.9 This is presented as proposed changes in Table 3 below along with the associated with costs of implementation and financial benefits/savings.
- 2.10 These costings and projections are based on detailed analysis and input from WRAP consultants and GMWDA senior management in conjunction with our Finance Support section and Waste Service management.
- 2.11 It is intended to consult on the delivery model in 2015/16. The implementation of this model will require an invest-to-save approach with additional Capital investment required (the revenue implications of this investment is included in Table 3 below).
- 2.12 The proposed waste collection model is not dependant on any reductions in staff numbers or changes to the Waste Operatives' Terms & Conditions.
- 2.13 Members should be aware that following this initial phase, which is proposed for implementation in 2015/16, the service will continue to review further service delivery efficiency saving options. This further review will be informed by the implementation of the new strategy. The review will seek to fundamentally review the Council's bulky collection service and also future options for the longer term delivery of Waste Collection and Recycling.
- 2.14 The Council has recently appointed a dedicated Manager who will lead the implementation of the new strategy, implement the agreed changes to the delivery and drive the necessary changes required to the service.

Recycling Campaigns Work

- 2.15 This Manager will also lead a comprehensive recycling and campaigns programme and will be supported by a dedicated recycling team consisting of Participation Officers and a Communications Officer.

- 2.16 The new campaigns programme will run alongside the consultation and implementation work on the delivery of the new waste collection strategy. The programme will include awareness and educational campaigns alongside marketing and reward schemes and these will be delivered across the whole borough with further targeted campaigns over the next two years.

Existing approach to Waste Collection and Recycling

The Council currently operates a fortnightly two-stream collection of the following;

- Residual waste
- Paper and card,
- Glass, plastic bottles, cans, tins and aerosols
- A mixed garden and food waste collection is provided fortnightly to 56,000 properties (out of a total of 90,000 properties across the Borough).

The majority of the above waste is currently collected in 240ltr wheeled bins and 5ltr food caddies.

Table 3 – Proposal for Consultation

	Extend Garden and Food waste Collection to all 90,000 properties	Change residual bins from 240ltr to 140ltr	Increase food and garden collections to weekly	Additional Staff	Additional Vehicles	Revenue implications of additional Capital Investment (£000)	Projected % reduction in Residual Waste (*)	Projected Annual Saving (*) (£000)
Proposal	✓	✓	✓	12	4	195	18%	1000

Note: (*) Dependant on other GM Collection Authorities performance against the GMWDA Levy

3. Alternatives considered

3.1 Members could choose to take no action in relation to its waste collection and recycling models. However given the current financial pressures on the Council, its poor recycling performance and the projected future targets set out in paragraph 2.1 above this would leave the Council in an unacceptable situation moving forward.

3.2 Members could decide not to implement this proposal and provide alternative options.

4. Financial Implications

4.1 There will be a requirement for Capital investment on an 'invest to save' basis. The revenue costs associated with the additional capital investment is set out in Table 3 above.

4.2 It should also be noted that as a reduction in the Waste Levy has been included as part of the savings this is also dependent on the performance of other AGMA authorities. If other authorities improve their recycling rates at a similar or greater rate than ours, this will impact on our ability to reduce our levy and the consequent cost of waste disposal that forms the basis of the recommendations in this proposal.

- 4.3 The table below shows a saving of £1,000,000 on-going from 2015/16. As further work takes place on the campaigns strategy, additional savings could be achieved.

	Savings 2015/16 £k		Savings 2016/17 £k		Total savings £k	
	On-going	One off	On-going	One off	On-going	One off
Employees						
Other Costs	1,000				1,000	
Income lost						
Net savings						
Additional income generated						
Total savings	1,000				1000	
Implementation costs						
Total savings less implementation costs	1,000				1,000	

4.5 Financial and potential staffing impact on another service

Not applicable.

4.6 Voluntary Sector financial impact

There may be opportunities for this sector to partner with the Council on its Bulky collection service.

4.7 Asset implications

4.7.1 Invest to save is required around capital funding for replacement/new bins.

4.7.2 An increase in Refuse Collection Vehicle Fleet.

5. Legal Implications

5.1 The council must ensure that it remains open minded throughout the consultation period to all alternative proposals and expressions of interest.

6. Personnel Implications

6.1 There are no Personnel implications other than creating additional waste operative posts which will be discussed with the trade unions as part of the consultation.

7. Risk Assessment Implications

7.1 The key risks to the success of the new strategy are detailed as follows;

Risk	Mitigation
Customer complaints with changes in frequencies and/or changes in bin sizes,	Good communication with residents in an appropriate format
Impact of performance of other GMWDA authorities recycling	Implement the new strategy quickly and make significant improvements in

	recycling rates and savings
Residents do not embrace importance of improving recycling	Targeted campaigns linked to communities with incentive schemes
Residents react negatively to introduction of food waste recycling	Good communication and positive messages around benefits
Delay in procuring sufficient number of waste bins/caddies to roll out the new service quickly	Early discussion with suppliers to check stock levels and delivery lead in times

8. Equalities Impacts

8.1 Workforce Equality Impacts Assessment

8.1.1 There are no (significant) workforce equality issues arising from this report.

8.2 Equality/Community Impact Assessments

8.2.1 A full community impact assessment will be completed once Members have decided which option should go forward for consultation.

9. Consultation

9.1 A Consultation period of will be undertaken with residents. The outcome of this consultation will be reported back to Members prior to final approval.

EQUALITY IMPACT ASSESSMENT FOR SAVINGS PROPOSALS

1. Please state the name of the officers leading the EIA
Martin Taylor
2. Who has been involved in undertaking this assessment e.g. list the stakeholder groups which have been involved?
Service Management
3. What is the scope of this assessment?
Effect of new strategy on Residents of the Borough Effect of new strategy on current service and its employees
4 a). What does the function currently do? b). Describe the needs which this service meets?
Statutory duty to provide a means of disposal for Household Waste for residents of the authority. The Council currently operates a fortnightly two-stream collection of the following; <ul style="list-style-type: none">• Residual waste• Paper and card• Glass, plastic bottles, cans, tins and aerosols• A mixed garden and food waste collection is provided fortnightly to 56,000 properties (out of a total of 90,000 properties across the Borough). This service collects the above waste from all 90,000 residential properties across the Borough.
5. What proposed changes do you wish to make?
Changes to the way in which the Council manages its waste collection service and improve the Borough's recycling performance. This will include; <ul style="list-style-type: none">• Reducing the size of waste bins provided for residual waste• Roll out Food Waste to all properties in the Borough• Changing collection frequencies for food/garden waste• Improved efficiencies with the service and reduction in contamination• Increase in recycling performance resulting in financial savings Communications/ education campaign across the borough with bespoke area-directed campaigns and reward schemes such as the Right Stuff Right Bin award winning campaign and the Golden Ticket schools and community reward initiatives.
6. Who are the key stakeholders who may be affected by the proposed changes?

All Residents of the Borough.
7. What impact will this proposal have on all the protected groups?
Race Equality
There is no evidence to suggest that this group would be adversely affected.
Disabled People
There is no evidence to suggest that this group would be adversely affected.
Carers
There is no evidence to suggest that this group would be adversely affected.
Gender
There is no evidence to suggest that this group would be adversely affected.
Age
No change from current service
Armed Forces and Ex-Armed Forces Personnel
There is no evidence to suggest that this group would be adversely affected.
Religion or Belief
No change from current other than a potential for a wider number of households to recycle food-waste.
Sexual Orientation
There is no evidence to suggest that this group would be adversely affected.
Gender Reassignment
There is no evidence to suggest that this group would be adversely affected.
Pregnant Women or Those on Maternity Leave or Those who have given Birth in the Previous 26 weeks
There is no evidence to suggest that this group would be adversely affected.
Marriage or Civil Partnership
There is no evidence to suggest that this group would be adversely affected.

8. Conclusions and Recommendations

What are the main conclusions from this analysis?

The Council will conduct a comprehensive marketing and communications strategy with residents over any changes proposed. The consultation process will also identify any key concerns from residents on any of the proposals.

What are your recommendations?

Clear communications strategy to ensure all residents are fully informed of proposed changes and provide an opportunity for them to comment.

What evidence do you have which demonstrates that these measures will be effective?

Following the consultation process the Council will take into account comments received and look to incorporate these in the new approach and respond to key concerns.

9. Please provide details of who you will consult with on the proposals and the methods which you will use to consult. State your consultation and inclusion methodology.

The Consultation and Inclusion Methodology Used

Those being consulted are:

- General Public
Consultation will take place with the General Public, Members and Employees through various approaches as below
- Customer Surveys
- Area forums
- Opportunities to feed-back and ask questions through e-mail, letter and/or telephone if required.
- Through the council website and newspapers

10. Produce an action plan detailing the mitigation measures that you propose to put in place to address any adverse impacts.

This section will be completed once consultation has taken place.