

INTRODUCTION

This document supports the findings and recommendations of the Environment Select Committee following its review of Waste Management and Recycling which took place between November 2007 and March 2008 and the comprehensive scrutiny review of waste management during 2004/05.

Some of the recommendations require further detailed analysis and will be added to the plan when the detailed work is completed.

SUMMARY

The following are the recommendations from the Environmental Select Committee:-

- (1) *That the preferred means of 'recycling' is to sustain domestic kerbside sorting supplemented by bring sites already available in the Borough and the Household Waste Recycling Centre.*
 - Noted. Operational and service configuration has been based on this recommendation.
- (2) *That a move be supported to extend the range of materials collected through the kerbside collection service Borough-wide by phased introduction of plastics and cardboard as quickly as possible; the precise details of the phasing to be determined by operational considerations however the trial areas should be included as early as possible.*
 - As detailed in the implementation plan
- (3) *That, as far as possible, the carbon impact of the use of items collected for recycling in the Borough is minimised.
(This recommendation is dependant upon operational capacity and funding availability to be determined by Cabinet)*
 - Full detail included within scrutiny report
- (4) *That Officers investigate options for suitable containers to include:*
 - *Full option appraisal and extensive consultation (to include home centres)*
 - *Identification of appropriate solutions for individual areas recognising that different options may be suitable for different areas of the Borough*
 - *Options of linking to design colleges, local manufacturing etc.*
 - As detailed in the implementation plan

- (5) *That the collection of 'side' waste is discontinued as soon as possible to dovetail with the expansion of the kerbside recycling service and that this be supported by enforcement activity.*
- As detailed in the implementation plan
- (6) *That the provision of Community Skips is discontinued at the end of the current contract (March 2009) to further encourage the responsible disposal of waste in the Borough and that Officers investigate whether any changes can be made to the Bulky Waste collection payments system to make payments easier to make.*
- As detailed in the implementation plan
- (7) *That the Local Development Framework and supporting development documents reflect the need to include sustainable Waste Management Obligations to ensure that any new developments contain appropriate waste and recycling facilities provision and storage and that planning officers are made aware of the importance of such facilities.*
- As detailed in the implementation plan
- (8) *That the success of the consultation undertaken as part of this exercise and the ongoing public support for the waste collection service be acknowledged.*
- Acknowledged
- (9) *That the excellent award winning work and activities of the waste awareness service and on-street/door canvassing team be recognised whilst acknowledging that there is more activity required in targeting need and continued education and engagement to secure the long-term sustainability of wastes management.*
- Acknowledged. Marketing Strategy reflects the need for continued education and engagement, targeting specific minority groups where required.
- (10) *That Officers prepare a waste awareness and education strategy to include recycling, waste reduction and responsible waste disposal, linked where appropriate to national campaigns; the campaign to target manufacturers and retailers and that Officers report proposals to the Environment Select Committee in 3 months.*
- As detailed in the implementation plan
- (11) *That Officers explore options for funding through appropriate bodies such as the regional improvement partnership, WRAP, DEFRA, etc to deliver the waste awareness and education strategy.*
- As detailed in the implementation plan

- (12) *That there is a review of the impact of the extended recycling scheme six months from its introduction to inform a Cabinet decision on any further collection frequencies or changes that may be necessary.*
- As detailed in the implementation plan, a 6 and 12 month analysis will be undertaken and a report prepared for Cabinet at the 12 month stage.
- (13) *That the Committee recommends the Tees Valley Joint Waste Management Strategy – Implementation Plan to Cabinet for adoption/ approval.*
- As detailed in the implementation plan
- (14) *That the Tees Valley Directors of Environment undertake a review into the developing options for dealing with food waste including a review into the operational and financial impacts of using appropriate new technologies.*
- (The Select Committee wishes to offer support to this in any way it can and requests regular feedback on developments.)*
- As detailed in the implementation plan
- (15) *That it be noted that the necessary changes will undoubtedly impact on the workforce and that extensive consultation will be required in implementing new practices and procedures.*
- As detailed in the implementation plan

Recommendations from Phase 1 review: -

A bin amnesty to be applied to households that use 2 or more 240L wheeled bins. Bins should be recalled through a series of promotions by the local media, Stockton news, SBC website. Refuse collection teams should be asked to report where more than 1 bin is being presented for collection by a household.

Larger families of 6 or more members and those who generate additional residual waste because of disability to be provided with a 360L wheeled bin upon request and following a needs assessment

- As detailed in the implementation plan

Section 1 - Operational Issues

Recommendation:

That it be noted that the necessary changes will undoubtedly impact on the workforce and that extensive consultation will be required in implementing new practices and procedures

Proposed Actions	Financial Implications	Success Measures	Timescales	Implementation Date
<p>Waste collection services require large-scale re-configuration to enable seasonal workload variations to be managed effectively.</p> <ol style="list-style-type: none"> 1. As part of ongoing discussions with TU partners, service condition changes to be agreed and implemented. 2. Expressions of interest to be formally sought from those employees who may be unable to adapt to changes for a potential ER/VR scheme. 3. A new workforce to be recruited through normal SBC recruitment practices. 4. A comprehensive training and development programme will be delivered – e.g. Corporate Inductions, Customer 1st, health & safety, manual handling, driver training, performance management, equality and diversity. 	<p>Indicative costs based on initial informal expressions of interest for such a scheme are circa £850,000</p>	<p>A fully integrated, flexible Waste Collection workforce able to work on a range of different tasks, flexibly and effectively.</p>	<p>Discussions and consultation to start with immediate effect. From discussions with colleagues in Human Resources, any ER/VR scheme can be complete by the end of September, allowing a month for training and development of new workforce.</p>	<p>Fully integrated Waste Collection Operatives to be in place and fully trained by October 2008.</p>
<p>Risk Assessment:</p>				
<p>Impact – 4</p>		<p>Likelihood – 3</p>		<p>Risk Score – 12 (medium)</p>

Recommendation:

That a move be supported to extend the range of materials collected through the kerbside collection service Borough-wide by phased introduction of plastics and cardboard as quickly as possible; the precise details of the phasing to be determined by operational considerations however the trial areas should be included as early as possible.

The roll out of collections of plastic and cardboard is proposed to take place in three phases.

Proposed Actions	Financial Implications	Success Measures	Timescales	Implementation Date
<p>In accordance with the recommendation from Env. Select, the 'trial' round is to be re-introduced as part of the first phase. Other phases / rounds are to be introduced in accordance with operational requirements and existing recycling round compositions.</p> <ol style="list-style-type: none"> Total phase one properties approx 32,000. Roll out a further 32,000 properties to the scheme as phase two. Introduce the remaining 16,000 properties to the scheme as final phase. Each phase been clearly identified right down to street level. Ward Councillors will be given advance notice of the programme and timescales for their Wards Regular Members Bulletins will provide up to date information on the scheme as it is rolled out and Member briefing sessions will be held. <p>Each phase will be supported by a range of education / marketing as well as enforcement activities. Full details of this comprehensive programme of support is detailed in the section entitled 'Education & Enforcement'</p>	<p>2008/09 £97,256 2009/10 £145,012 2010/11 £172,845 2011/12 £323,416</p>	<p>An increase in the Council's recycling performance with the aim of achieving 40% recycling rate by 2010.</p> <p>A full year roll out of plastic & cardboard collections, together with the non collection of side waste and one wheeled bin collected per property could add around 7% - 9% to current recycling rates (26% 2007/08).</p>	<p>Phase 1 October 2008</p> <p>Phase 2 April 2009</p> <p>Phase 3 and full Borough wide service by October 2009</p> <p>Ongoing during roll-out</p> <p>Ongoing during phased introduction</p>	<p>Borough wide service to be available across the Borough with effect from October 2009</p>
<p>Risk Assessment:</p>				
<p>Impact – 4</p>		<p>Likelihood - 3</p>		<p>Total Score - 12 (Medium)</p>

Recommendation:

That the collection of 'side' waste is discontinued as soon as possible to dovetail with the expansion of the kerbside recycling service and that this be supported by enforcement activity.

Proposed Actions	Financial Implications	Success Measures	Timescales	Implementation Date
<p>1. Introduction of a no side waste policy will be implemented alongside each implemented phase of the Plastic & Cardboard recycling service.</p> <p>2. Each phase will be supported by a range of education / marketing as well as enforcement activities – e.g. a Borough wide campaign using the strap line 'Recycling Revolution', community events, street canvassing work, and working with schools. Full details of this comprehensive programme of support are detailed in the section entitled 'Education & Enforcement'.</p> <p>The phasing of the roll out means every property in the Borough will be included within the service by October 2009 and that from this date no side waste will be collected at all throughout the Borough.</p>	<p>See separate section on Enforcement & Education and financial implications at Appendix 3</p>	<p>An increase in the Council's recycling performance with the aim of achieving 40% recycling rate by 2010.</p> <p>A full year roll out of plastics and cardboard collections, together with the non collection of side waste and one wheeled bin collected per property could add around 7% to current recycling rates (26% 2007/08).</p>	<p>In accordance with phased introduction of plastics and cardboard:</p> <p>Phase 1 October 2008</p> <p>Phase 2 April 2009</p> <p>Phase 3 and full Borough wide service by October 2009</p>	<p>Borough-wide policy of non-collection of side waste by October 2009</p>
Risk Assessment:				
Impact – 3		Likelihood - 3		Total Score - 9 (Medium)

Outstanding recommendations from Phase 1 review:

A bin amnesty to be applied to households that use 2 or more 240Ltr wheeled bins. Bins should be recalled through a series of promotions by the local media, Stockton news, SBC website. Refuse collection teams should be asked to report where more than 1 bin is being presented for collection by a household.

Larger families of 6 or more members and those who generate additional residual waste to be provided with a 360L wheeled bin upon request following a needs assessment

Proposed Actions	Financial Implications	Success Measures	Timescales	Implementation Date
<p>1. Introduction of this bin collection policy will be implemented alongside each phase of the Plastic & Cardboard recycling service.</p> <p>2. Needs assessment forms to be issued on request during consultation period prior to implementation. (Copy of needs assessment form enclosed at end of implementation plan).</p> <p>Each phase will be supported by a range of education / marketing as well as enforcement activities – e.g. a Borough wide campaign using the strap line ‘Recycling Revolution’, community events, street canvassing work, working with schools, features in Stockton News etc. Full details of this comprehensive programme of support is detailed in the section entitled ‘Education & Enforcement’</p>	<p>None - managed within current revenue budgets</p>	<p>An increase in the Council’s recycling performance with the aim of achieving 40% recycling rate by 2010.</p> <p>A full year roll out of plastic and cardboard collections, together with the non-collection of side waste and one wheeled bin collected per property could add around 7% to current recycling rates (26% 2007/08).</p>	<p>Three month prior consultation period in accordance with phased introduction of plastics and cardboard:</p> <p>Phase 1 October 2008</p> <p>Phase 2 April 2009</p> <p>Phase 3 and full Borough wide service by October 2009</p>	<p>All properties having only one wheeled bin collected by October 2009</p>
<p>Risk Assessment:</p>				
<p>Impact – 2</p>		<p>Likelihood - 3</p>		<p>Total Score - 6 (Low)</p>

Recommendation:

That the provision of Community Skips is discontinued at the end of the current contract (March 2009) to further encourage the responsible disposal of waste in the Borough and that Officers investigate whether any changes can be made to the Bulky Waste collection payments system to make payments easier to make.

Proposed Actions	Financial Implications	Success Measures	Timescales	Implementation Date
<p>1. The contractor to be given notice that the service will end with effect from 1st April 2009.</p> <p>2. Payments to be reviewed as part of phase 2 Access to Services review and payments linked into new walk in centres via corporate Customer Services Team, including new facilities for internet/self serve payments & extension to all council cash offices. (Payment can still be made at Cowpen Depot, Stirling House & the Environment Centre until the new walk in centres become operational).</p>	<p>Savings from the scheme will be used to support additional education/enforcement from April 2009 – March 2011 and then used to offset against the scheme itself from April 2010 onwards.</p>	<p>Contract terminated</p> <p>Increase in Customer satisfaction levels in relation to payment options</p>	<p>6 months notice to contractor for service to end from procurement</p> <p>In accordance with Access to Services project</p>	<p>1st April 2009</p> <p>In accordance with Access to Services project</p>
Risk Assessment:				
Impact – 2		Likelihood - 3		Total Score - 6 (Low)

Recommendation:

That Officer's investigate options for suitable containers to include:

- Full option appraisal and extensive consultation (to include home centres)
- Identification of appropriate solutions for individual areas recognising that different options may be suitable for different areas of the Borough
- Options of linking to design colleges, local manufacturing etc.

Proposed Actions	Financial Implications	Success Measures	Timescales	Implementation Date
<p>1. Focus group sessions to be held with various community groups looking at options for suitable containers. This will cover full range of dwellings (back lane, high rise, sheltered schemes)</p> <p>2. A full & detailed analysis of each back lane, high rise and sheltered accommodation together with option appraisal is detailed at Appendix 6</p> <p>3. Design Colleges contacted May 2008 for ideas on suitable designs for storage containers.</p> <p>4. Suppliers of preferred options to be added to the Councils approved contractors list, including any local manufactures.</p> <p>5. Continuous consultation / feedback used to improve service and meet individual users requirements.</p>	<p>None - managed within existing revenue budgets</p>	<p>Sustain satisfaction rates for collection services.</p> <p>Bespoke range of containers used in accordance with needs of customer.</p> <p>Increased participation levels</p>	<p>Ongoing consultation prior to each phase of roll out:</p> <p>Phase 1 October 2008</p> <p>Phase 2 April 2009</p> <p>Phase 3 and full Borough wide service by October 2009</p>	<p>In accordance with phased programme and ongoing as service beds in and new options arise.</p>
Risk Assessment:				
Impact – 3	Likelihood - 3		Total Score - 9 (Medium)	

Section 2 - Education & Enforcement Issues

EDUCATION

An integral part of the wider Environmental Awareness Communication Plan (including recycling and carbon management issues), improvements to Stockton's Waste Management and Recycling policies, strategies and service delivery will be promoted under a marketing umbrella "Stockton Borough Council's Waste & Recycling Revolution." See detailed Waste & Recycling Communication Strategy and Action Plan at Appendix 4

Recommendation:

That Officers prepare a waste awareness and education strategy to include recycling, waste reduction and responsible waste disposal, linked where appropriate to national campaigns; the campaign to target manufacturers and retailers and that Officers report proposals to the Environment Select Committee in 3 months.

Proposed Actions	Financial Implications	Success Measures	Timescales	Implementation Date
Deliver the Waste & Recycling Communication Strategy and Action Plan 2008–2010 which includes: <ul style="list-style-type: none"> - Borough-wide campaign (<i>Recycling Revolution</i>) - Community & Street Canvassing Programme, including ongoing work with schools, (Eco schools work etc) - Residential door canvassing Programme (<i>for difficult and hard to reach groups</i>) - Micro Website dedicated to the 'recycling revolution' - A mix of promotional and advertising work, including, press releases, Stockton news, leaflets, posters and newsletters. - Members briefing sessions & regular Member Bulletins. - Specific targeting of education and support for those areas with the lowest participation rates. 	£77,307 2008/09 £107,716 2009/10 Full breakdown of costs included at Appendix 4.	Increased customer satisfaction levels Increased participation levels Achievement of national targets and local performance measures - 40% recycling by 2010	Final full strategy document completed in June 2008 Delivery of campaigns 3 months prior to the implementation of Plastic & Cardboard collections July 2008 phase 1 Jan 2008 phase 2 July 2009 phase 3	From July 2008
Risk Assessment:				
Impact – 4		Likelihood - 3		Total Score - 12 (Medium)

Recommendation:

That Officers explore options for funding through appropriate bodies such as the regional improvement partnership, WRAP, DEFRA, etc to deliver the waste awareness and education strategy.

Proposed Actions	Financial Implications	Success Measures	Timescales	Implementation Date
1. Work with Business Development Unit to identify funding options. 2. Research and explore all possible funding streams e.g. - Defra - WRAP - Encams - REIP	Unknown at this stage until any grant awarded.	Grant funding secured	Ongoing throughout implementation.	Throughout the full implementation of the Waste & Recycling Strategy
Risk Assessment:				
Impact – 5	Likelihood - 2		Total Score - 10 (Medium)	

ENFORCEMENT

Proposed Actions	Financial Implications	Success Measures	Timescales	Implementation Date
<p>1. Employment of 2 Enforcement Officers to be seconded and work directly within CFYA team.</p> <p>2. Officers to be trained / recruited through Enforcement Team in order to acquire appropriate accreditation.</p> <p>Side Waste & One Wheeled Bin Collection</p> <p>3. Officers to work closely with Education team and operational managers / crews in promoting services working on 3 strikes ruling (i.e. first warning = bin sticker / 1st warning letter, second warning = 2nd warning letter, third warning = formal S46 notice). All warning actions to be formally recorded.</p> <p>4. FPN issued after 3 warnings, to be supported and supplemented by Education activity.</p>	<p>£30,000 in 2008/09 £60,000 in 2009/2010</p> <p>Full breakdown of costs included at Appendix 3</p>	<p>Achievement of national targets and local performance measures (40% recycling by 2010)</p> <p>Increased participation levels</p> <p>Reduced risk of none compliance/fly tipping</p>	<p>Phase 1 October 2008</p> <p>Phase 2 April 2009</p> <p>Phase 3 and full Borough wide service by October 2009</p> <p>Working in each of the areas during introduction of phases until scheme fully implemented i.e. March 2011.</p> <p>This will then become absorbed in to the normal work programme of Enforcement teams.</p>	<p>Enforcement Officers to be recruited and trained August/September 2008</p> <p>To be fully operational by 1st October 2009</p>
Risk Assessment:				
Impact – 5		Likelihood - 2		Total Score - 10 (Medium)

NB This Enforcement action does not mean that side waste or second wheeled bins will remain uncollected. After a cooling-off period and upon completion of necessary enforcement and customer education, side waste will stop being collected and any second wheeled bins will be recalled.

Section 3 - Strategic Issues

Recommendation:

That the Local Development Framework and supporting development documents reflect the need to include sustainable Waste Management Obligations to ensure that any new developments contain appropriate waste and recycling facilities provision and storage and that planning Officers are made aware of the importance of such facilities.

Proposed Actions	Financial Implications	Success Measures	Timescales	Implementation Date
1. Minerals & Waste Development Plan Document (Paragraph 2.1.16) includes the following criteria 'The re-use, recovery and recycling of waste can be encouraged by ensuring that there are suitable facilities available within developments to store different types of materials (e.g. glass, paper, plastics etc)	N/A	Sustainable developments that meet waste and recycling obligations.	N/A	Upon adoption of the M&WDPD in accordance with the LDF timetable
Risk Assessment:				
Impact – 4		Likelihood - 2		Total Score - 8 (Low)

Recommendation:

That the Committee recommends the Tees Valley Joint Waste Management Strategy – Implementation Plan to Cabinet for adoption/ approval.

Proposed Actions	Financial Implications	Success Measures	Timescales	Implementation Date
1. Item to be raised at next Joint Tees Valley Joint Waste Strategy Meeting	None	JWMS implementation plan to include Stockton's priorities & to be submitted to future Cabinet for approval.	To be tabled as agenda item at next available meeting	Implementation plan to be taken to future Environment & Regeneration Select Committee.
2. Implementation plan to be taken to future Environment & Regeneration Select Committee				
Risk Assessment:				
Impact – 3		Likelihood - 2		Total Score - 6 (Low)

Recommendation:

That there is a review of the impact of the extended recycling scheme six months from its introduction to inform a Cabinet decision on any further collection frequencies or changes that may be necessary.

Proposed Actions	Financial Implications	Success Measures	Timescales	Implementation Date
<p>1. Robust performance management framework to be put in place to fully assess impact with financial appraisal to be collated during each phase of the implementation – recording participation rates, increase in recycling tonnage on a round by round basis and associated increase in income from sales, reduction in residual waste and associated disposal costs and any impact on fly tipping & littering.</p> <p>2. Customer satisfaction will be recorded as part of normal monthly satisfaction surveys.</p> <p>3. Consultants to review wheeled bin composition prior to implementation in June / July 2008 and 6 months following implementation using sample of properties.</p> <p>4. Monitor number of prosecutions/enforcement action taken during period.</p> <p>5. Regular Members bulletins will provide information on the above to Members.</p> <p>6. Cabinet report 12 months after full implementation</p>	<p>N/A</p> <p>Within existing resources</p> <p>N/A</p>	<p>Report on the full Borough wide impact of the Plastic & Cardboard scheme, together with the impact of not collecting side waste and one wheeled bin only will be undertaken in April 2010 – 6 months after the final phase of the scheme has been introduced.</p> <p>Intermediate reports following each phase can be provided using the performance management data collected.</p>	<p>Ongoing analysis and performance monitoring from October 2008 – April 2010</p>	<p>Full borough wide analysis can be undertaken in April 2010.</p>
Risk Assessment:				
Impact – 4	Likelihood - 3		Total Score - 12 (Medium)	

Section 4 - Performance Information

The following table identifies the key performance indicators that will be measured/recorded for evaluation and reporting purposes.

Performance Indicator / measure	Actual 2006/07	Actual 2007/08	2008/09 Target	National 2010 Target	Actual 2008/09	Actual 2009/10	Actual 2010/11
Kgs of household waste collected that is not recycled, reused or composted per household (NI191) <i>LAA local measure</i>	375kg per person or, 873.7kg per household as per NI 191	346kg per person or, 806.9kg per household as per NI 191	Not set for new NIs	< 310kg per person as per JWMS 2008. However NI191 national target is not known			
Note: The actual figures for 2006/07 and 2007/08 include gully emptying. This will be removed from the calculation for 2008/09 as per the NI 191 definition							
% of household waste sent for reuse , recycling, composting or anaerobic digestion (NI192) <i>LAA local measure</i>	21.26%	26.22%	Not set for new NIs	40%			
Note: The actual figures for 2006/07 and 2007/08 do not include reuse, this will be added to the calculation for 2008/09 as per the NI 192 definition							
% of municipal waste landfilled (NI193)	10.5%	14%	Not set for new NIs	47%			
Customer Satisfaction ratings: BV89 cleanliness standard BV90a household waste collections BV90b recycling facilities BV90c waste disposal facilities	74% 93% 75% 84%	N/A	2009/10 target 74% 84% 80% 84%	N/A			
Enforcement actions for: • Number of cautions • Fixed penalty notices served	2105 36	1445 102	N/A	N/A			

Performance Indicator / measure	Actual 2006/07	Actual 2007/08	2008/09 Target	National 2010 Target	Actual 2008/09	Actual 2009/10	Actual 2010/11
Recycling Set out / participation rates for : <ul style="list-style-type: none"> • Blue Box (glass bottles and jars, aluminium foil, aluminium and steel cans, batteries) • Blue Bag (newspapers, magazines, junk mail, telephone directories, catalogues) • Plastics and Cardboard • Green Waste • Back lane properties • Hard to reach groups 	Jan 07 overall box / bag participation was 33% 31% 31% Not available for trial period Not rolled out Not available Not available	Jan 08 overall box / bag participation was 41% 31% 36% Not available for trial period Not available Not available Not available	N/A	N/A			
Composition of wheeled bin waste	N/A	N/A	N/A	N/A			
Fly tipping service requests	3209	2886	N/A	N/A			
Street cleansing service requests	3542	2894	N/A	N/A			