

Report To:	EXECUTIVE CABINET
Date:	
Reporting Scrutiny Panel:	Technical, Economic and Environmental Services Scrutiny Panel
Subject:	REVIEW OF WASTE MANAGEMENT AND RECYCLING
Report Summary:	This Review has considered the Council's current approach towards waste management and recycling and has made recommendations to support future services.
Recommendations:	That Executive Cabinet note the recommendations in section 9 of the review.
Links to Community Strategy:	This review supports the Community Strategy priorities relating to 'Attractive Tameside' but also recognises links across all Community Strategy areas.
Policy Implications:	The review itself has no specific policy implications. Should the recommendations of this report be accepted by the Tameside Council's Executive, the relevant services will need to assess the policy implications of putting individual recommendations in place.
Financial Implications: (Authorised by the Borough Treasurer)	<p>The costs to the Council of disposing of waste is set to increase significantly over the next few years. To further reduce these costs the Council should explore all opportunities to promote the benefits of recycling and raise awareness in the community of the significant costs facing the Council associated with landfill.</p> <p>Waste Services continue to make improvements to the ways in which waste is collected and disposed of. One such improvement has been the decision to separate food waste out of the general waste stream. The Council provided appropriate receptacles and free compostable bags in support of this. However, due to on-going financial constraints, the continuation of this free provision to residents will require a more detailed cost benefit analysis to determine whether the free supply should be extended or whether to consider subsidising the supply via money off vouchers.</p> <p>Evidence from other Local Authorities suggests there are financial risks in no longer providing free liners as residents resort to using inappropriate alternatives forcing the waste to be disposed of via landfill.</p>
Legal Implications: (Authorised by the Borough Solicitor)	
Risk Management:	Reports of Scrutiny Panels are integral to processes which exist to hold the Executive of the authority to account.
Access to Information:	The background papers relating to this report can be inspected by contacting Paul Radcliffe by:



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1. INTRODUCTION BY THE CHAIR OF THE TECHNICAL, ECONOMIC AND ENVIRONMENTAL SERVICES SCRUTINY PANEL

- 1.1 I am pleased to present this report of a review undertaken by the Technical, Economic and Environmental Services Scrutiny Panel into Waste Management and Recycling.
- 1.2 The review provides information about waste management and collection changes that have taken place in Tameside, looks at current performance and what is achievable going forward.
- 1.3 The increasing costs that relate to waste disposal have significant financial implications on the Council. An important way to reduce both costs and the effects on the environment is to improve the amount of recycling that takes place.
- 1.4 It is important that recycling is improved in every household across Tameside, which allows the Council to reduce its reliance on landfill. The aim is to improve cost avoidance and exploit all recycling options that are available for household waste.
- 1.5 Behavioural change is one of the most important drivers for increasing recycling rates in the borough. It is important that the correct marketing and communications approach is being undertaken over a prolonged period of time, to enhance the sustainability of recycling in the borough.
- 1.6 The Panel are aware that Tameside can learn from different strategies employed by neighbouring authorities. Tameside can also benefit from working interdependently with other AGMA authorities and Greater Manchester Waste Disposal Authority to enhance recycling capabilities, as well as reduce costs through the economies of scale that are achievable.
- 1.7 Tameside has many hard to reach areas, made up of terraced housing, flats and BME communities. One area the review looks at is the options that are available to enhance recycling in targeted areas across the borough.
- 1.8 During the review the Panel were provided with information which showed that improvements to recycling rates in Tameside are achievable. The Panel are aware of the changes that have already been implemented in the waste collection service and fully appreciate that it will be challenging for the Council to act on some of the recommendations.
- 1.9 On behalf of the Technical, Economic and Environmental Services Scrutiny Panel, I would like to thank all those who have participated in this review.

Councillor Alan Whitehead

Chair of the Technical, Economic and Environmental Services Scrutiny Panel

2. SUMMARY

- 2.1 Tameside has many hard to reach areas where an improvement in recycling is achievable. It is important that processes are in place to identify low performing areas in the borough and look at what interventions are needed to improve recycling rates and resident's awareness.
- 2.2 It is important that the Council works collaboratively with Greater Manchester Waste Disposal Authority to improve the efficiency of recycling and work with neighbouring authorities to improve capacity; and enhance the cost savings that are available from improvements in recycling.
- 2.3 Looking at the cost implications that are associated with waste disposal it is essential that the Council ensures that all neighbourhoods across the borough have access to the required information and infrastructure to help improve recycling rates.
- 2.4 It is important for the review to look at what improvements are achievable, taking into account Tameside's housing stock and demographic.

3. MEMBERSHIP OF THE PANEL – 2012/2013

Councillor A Whitehead (Chair), Councillor M Bailey (Deputy Chair)
Councillors W Bray, D Buckley, Y Cartey, J Cooper, P Dowthwaite, M Fowler, A Holland, B Holland, G Roberts, M Whitley

Mr A Moss (Citizens' Panel)

4. TERMS OF REFERENCE

Aim of the Review

- 4.1 To explore how Tameside Council can improve recycling rates and reduce the amount of waste that is being sent to landfill.

Objectives

- 4.2
 - 1. To understand the Council's current approach towards recycling.
 - 2. To examine the effectiveness of the Council's strategies in improving recycling rates in the borough.
 - 3. To explore how the Council are providing information to residents and raising awareness of the methods of recycling.
 - 4. To examine the current performance of the Council in redirecting waste from landfill and maximising cost avoidance.
 - 5. To examine and learn from the work that has been undertaken by other council's to improve recycling rates.
 - 6. To evaluate the role of the Waste Disposal Authority and the work that is undertaken across Greater Manchester.
 - 7. To produce workable recommendations for the Council to deliver sustainable improvements to the future approach towards waste management.

Value for Money/Use of Resources

- 4.3 It is important that recycling rates in Tameside continue to improve, in order to meet the growing needs of the Council and residents. Putting the right strategies in place, using

existing resources and within the existing budget envelope is key to ensuring the Council maximises the amount of waste that is redirected from landfill.

Equalities Issues

- 4.4 Waste management has an impact on all sections of Tameside’s economy. The review will consider strategies adopted by the Council to increase recycling rates and encourage residents to recycle. It is important that residents are fully informed about the changes that are being made to waste services and facilities are in place to allow residents to recycle.

Tameside Area Agreement Targets

- 4.5 The following targets from the Tameside Area Agreement relate to the Council’s Tendering Process.

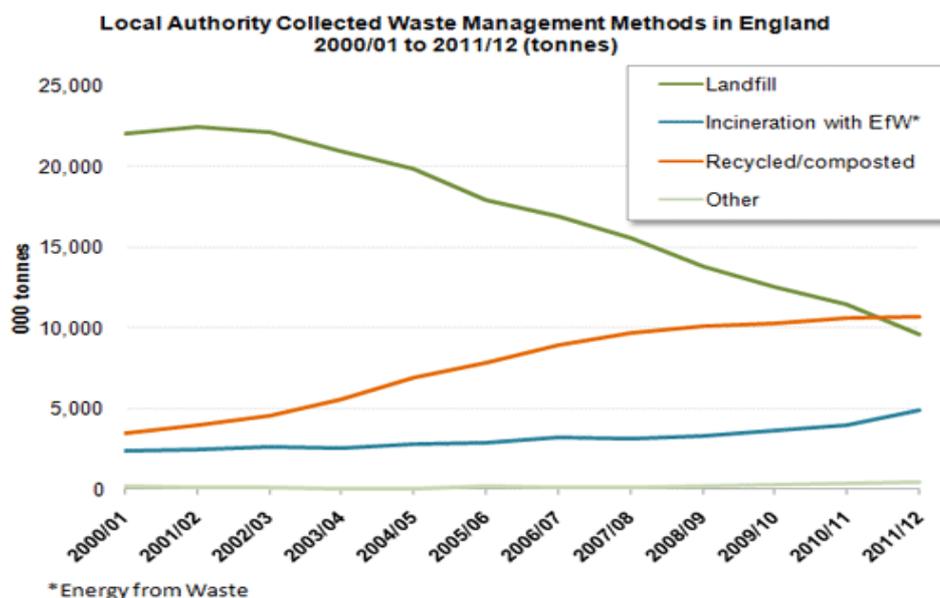
Key Quality of Life Measures	
Attractive Tameside	<ul style="list-style-type: none"> • Street Cleanliness • CO2 Emissions
Supporting Measures	
Attractive Tameside	<ul style="list-style-type: none"> • Waste – Recycling / Landfill Avoidance

5. METHODOLOGY

- 5.1 The Panel met with Ian Saxon, Assistant Executive Director, Environmental Services, Tameside MBC; and Garry Parker, Service Unit Manager, Environmental Services, Tameside MBC to receive an overview of waste management and the work that is being undertaken to reduce the amount of work that is being sent to landfill.
- 5.2 The Panel met with Tim Rainey, Assistant Executive Director, ICT, Marketing and Communications, Tameside MBC to receive information on the approach taken by the Council to raise awareness of recycling; and how information is accessed and shared.
- 5.3 The Panel met with David Taylor, Director of Contract Services, Greater Manchester Waste Disposal Authority to receive information relating to recycling across Greater Manchester.
- 5.4 The Panel met with Mark Husdan, Waste Operations Manager, Oldham MBC to receive information about the approach taken in Oldham with regards to waste management and recycling.
- 5.5 The Panel met with Ian Saxon, Assistant Executive Director, Environmental Services, Tameside MBC; and Councillor Catherine Piddington, Executive Member, Environmental Services to receive information relating to performance and costing.

6. BACKGROUND TO THE REVIEW

- 6.1 Local authorities have a major part to play in driving up recycling rates as well as working towards the diversion of biodegradable waste from landfill. Huge improvements are being made in the amount of municipal and household waste that is being diverted away from costly landfill.
- 6.2 **Graph 1: Local Authority Waste Collections 2000/01 to 2011/12**



6.3 The graph above shows the changes that have taken place between 2000/01 to 2011/12 with regards to the reduction in the amount of waste that is being sent to landfill and the improvements that have been made in recycling.

6.4 While improvements have been made, the costs that Council's face for disposing of waste is set to rise. It currently costs the Council around £14 million per year to dispose of waste, with projected rises in landfill tax and gate fees this is set to rise to £18.5 million by 2014/15.

6.5 It is important to consider the options that are available to the Council to improve recycling, which helps to divert waste from landfill. With the cost of landfill increasing it has never been more important to understand the true opportunity cost of not recycling.

7.0 REVIEW FINDINGS

Waste Management in Tameside

7.1 It currently costs the Council around £14 million per year to dispose of waste and projections show that this is set to rise to around £18 million by 2015/16, due to rises in landfill tax and gate fees.

7.2 Over recent months there has been a significant change in the way that the Council collects domestic waste. The priorities are to remove the amount of general waste (weight) from black bins and encourage people to maximise the amount of recycling that takes place.

7.3 Following consultation, emphasis was placed on the collection model and changes have been made with the view to making it easier for residents to recycle. The new model has increased collections by 50%, the Council now carry out 12.1 million collections per year, which has increased from 8.1 million.

7.4 The new model has increased the frequency of recycling collections for brown and blue bins. Brown bins are now collected weekly instead of 2 weekly and blue bins every 3 weeks instead of 4 weekly, collections of black and green bins remains the same at 2 weekly. Following the introduction of food caddies the aim is to make the brown bin the easiest to access and most frequently collected, helping to improve the amount of food and garden waste that is recycled and composted.

Your new recycling and refuse collection calendar 2012 - 2014

Your collection day is **MONDAY**

Please make sure your bin is presented at the edge of your property, or nominated collection point by **7am**. Please return the bin to your property after it has been emptied as soon as practically possible. The replacement of a lost bin may now incur a charge.

Christmas and New Year collections will be confirmed online in December.

LOVE
Recycling
HATE
Landfill

September 2012			17 th 	24 th 	
October 2012	1 st 	8 th 	15 th 	22 nd 	29 th 
November 2012	5 th 	12 th 	19 th 	26 th 	
December 2012	3 rd 	10 th 	17 th 	24 th See website for collection updates	31 st See website for collection updates

Image 1: Leaflet to residents, providing information about the new collection model.

- 7.5 All changes have been carried out within the existing budget envelope, the Council have worked hard to improve efficiency and capacity without the need of additional staff, vehicles or resources. The aim has been to achieve a more simplified model and ensure the correct infrastructure is in place to allow the Council to maximise recycling collections across the borough.
- 7.6 During the service redesign three Recycling Development Officer posts have been created. As part of their job they will work through a list of properties that have not currently got the right facilities in place for recycling, which may require a bespoke solution.
- 7.7 To enable services to achieve the increased number of collections a decision was made to separate the borough into two geographical zones which represent the different days for collection. There are now 45 rounds across the borough for brown bin collections and 40 for green bin collections.
- 7.8 By ensuring that food and garden waste is being collected together this allows the Council to reduce the amount of waste that is being sent to landfill via black bins. Currently around 40% of waste in a standard black bin is food waste. It is estimated that the introduction of food caddies and weekly brown bin collections will have the potential to divert around 300 tonnes per month of food waste away from costly landfill.
- 7.9 Mixed food and garden waste in Tameside is sent to Bredbury Recycling Centre which has In-Vessel Composting (IVC) equipment available. The system harnesses the natural composting process, to recycle mixed organic garden and food waste into a compost product, which is then used in horticulture and agriculture as a soil improver.
- 7.10 By increasing the amount of waste that is being diverted from landfill the Council has the potential to make yearly savings of around £3-4 million by 2015/16.
- 7.11 During the implementation of food caddies residents were supplied with a free supply of compostable bags, which would last approximately 6 months. The bags are also sold in supermarkets across the borough and 48 independent traders have signed up to sell the bags.

- 7.12 The Council are aware that reducing the cost to residents will have a positive impact on the amount of recycling that takes place. It has not yet been decided how long the Council will continue to supply the compostable bags.
- 7.13 Evidence shows that providing free biodegradable bags for food waste collections can make a big difference. Some authorities have stopped provision, which has resulted in contamination rates increasing due to residents using inappropriate alternatives. Before decisions are made to stop the supply of free bags it would be beneficial for an authority to undertake some form of cost benefit analysis.

Conclusions

1. Rising landfill charges mean that Council's are working hard to improve the amount of recycling that takes place, aiming to maximise cost avoidance.
2. The changes that have been made to collection services in Tameside are aimed at making it easier for residents to recycle and maximise the amount of recycling that takes place.
3. Hard to reach areas in Tameside may require bespoke solutions to improve the amount of recycling that takes place.

Recommendations

1. That the Council undertake comprehensive cost benefit analysis to determine its approach towards the provision of caddy liners going forward, with consideration being given towards extending the free supply or subsidising the supply via money off vouchers.

Marketing and Communications

- 7.14 It is important that marketing and communications undertaken by the Council is consistent and sends out the same messages over a prolonged period of time, allowing changes to become second nature to residents.
- 7.15 The changes to waste service collections and introduction of brown food caddies created a big challenge in terms of marketing and communications. In order to get messages across to residents the Council used local press, radio, leaflets and new collection calendars were distributed to every home.
- 7.16 The Council place adverts in the local press, radio and Tameside Citizen throughout the year delivering both generic and seasonal messages that relate directly to waste services and recycling. The service is also extending messages to residents by using a branded caravan which travels to shopping centres and supermarkets in the borough, providing people with information and advice about recycling.
- 7.17 Over recent months a series of adverts have appeared on local radio, which focussed on wrapping paper, Christmas trees and food waste. Tameside radio has also allowed a manager from waste services to talk with local residents and take part in live webchat with Tameside Advertiser to answer any questions that residents may have.
- 7.18 It is important that the Council continues to exploit different channels when providing information and advice to residents and businesses in the borough. One of the most visible

and recognisable parts of the refuse service are its vehicles. Work has been carried out to capitalise on this by fitting removable posters to the sides of the vehicles, helping to provide free advertising.

- 7.19 Refuse and recycling also has a prominent position on the Council's website, with information being readily available about recycling centres, what to recycle, collection dates and provides facilities to report missed collections.
- 7.20 Over recent months social media, such as Facebook and Twitter is becoming an increasingly important way for the Council to communicate with residents. While this approach allows residents to gain instant and easy access to information it can also help the Council to save money by directing routine enquiries away from the call centre.
- 7.21 Waste services brief the call centre daily with regards to any changes or issues that may affect the service. Tameside are committed to correcting any mistakes that have been made by the service.
- 7.22 Each query the call centre receives costs the Council around £1.70. This is dramatically reduced if residents choose to contact the Council via the website, which costs approximately 3p per contact. The more queries that are redirected to the website reduces the unit cost even more. The Council currently collects around 40,000 bins per day and the number of queries and repeat complaints received are small in comparison.
- 7.23 The Council have recently launched a mobile phone application, which was designed by a local resident. The application allows residents to access information about any changes to the service, collection dates, report missed collections and provides a reminder when your bin is due to be collected.
- 7.24 With a large number of employees living in the borough internal communication is also a good way to pass across recycling messages. A series of screen savers and articles in the live-wire have also included adverts and messages about recycling in Tameside.
- 7.25 The Council has worked hard to build public awareness about the links between recycling and its benefits to communities across the borough. Recent You Choose events have allowed residents and community groups to get something back from the improvements in recycling that are taking place.
- 7.26 If any areas in the borough are identified to have problems with missed bins, low recycling rates or contamination the Council can undertake a more targeted approach to try and improve recycling rates in recognised areas.
- 7.27 Options to include school children and schools in future marketing and communication approaches can also be explored.

Conclusions

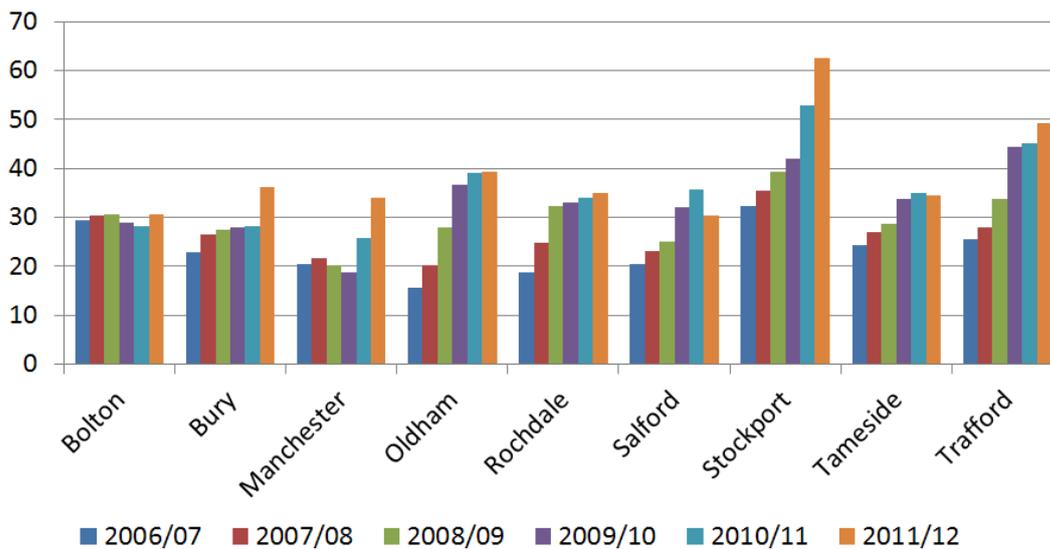
4. Sustainable behavioural change towards recycling requires the Council to undertake a prolonged marketing and communications approach.
5. Diverting queries away from the call centre allows residents to gain instant access to information and reduces cost implications to the Council.

Recommendations

2. That the Council work with registered social landlords (RSLs) to ensure recycling information is made available in welcome packs for new tenants.
3. That the Council must raise awareness about the cost implications (lost savings) that contamination and low recycling rates has on the Council, and consequently on council tax payers.
4. That ongoing training is provided to call centre staff and work is carried out to ensure clear messages are given to residents about current procedures and promises with regards to missed bins and contamination.
5. That where possible the Council's Marketing and Communications Team work closely with Cultural Services to communicate recycling messages across the borough.
6. That the Council encourage schools and colleges in the borough to provide information to pupils about recycling methods and benefits.

Greater Manchester Perspective

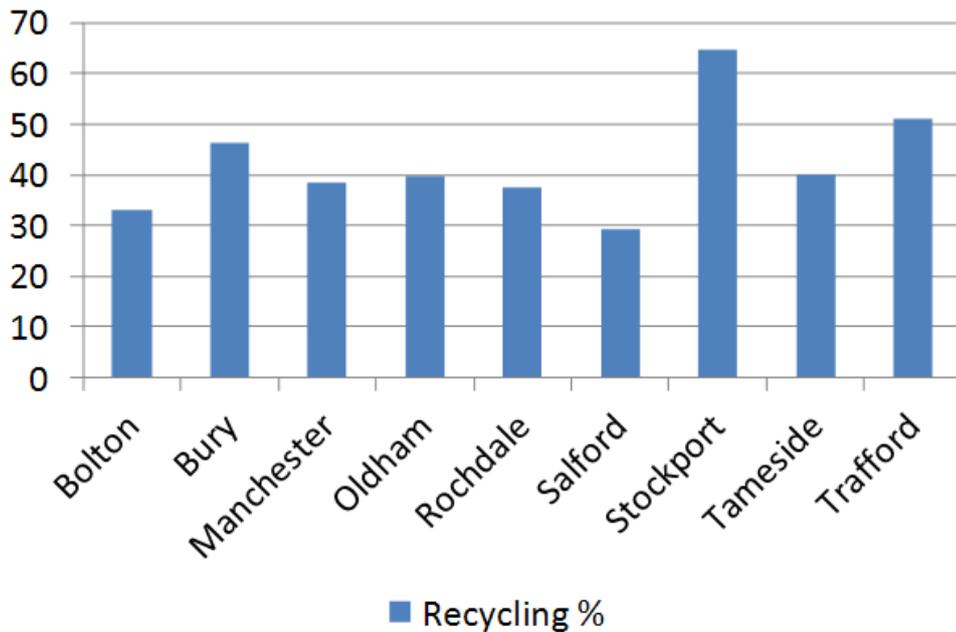
- 7.28 Greater Manchester Waste Disposal Authority (GMWDA) is responsible for the management and treatment of waste for nine collection authorities in Greater Manchester. All nine districts are now operating a four bin system which increases the potential for recycling. This helps to ensure that as much waste as possible is being diverted from landfill. The processes help to generate savings from landfill tax and gate fee avoidance.
- 7.29 GMWDA has entered into a 25 year contract with Viridor Laing (Greater Manchester) Limited to provide state of the art waste management facilities for recycling, composting and treatment. In order for the system to improve it is important that attention is given to the partnership work that takes place.
- 7.30 GMWDA as a whole are currently achieving a recycling rate of 40% and a diversion from landfill rate of 56% across the nine districts. The contract that has been entered with Viridor has guaranteed that a recycling rate of 50% and landfill diversion rate of 75% as a minimum will be achieved.
- 7.31 Research shows that the biggest driver for recycling improvements is behavioural change and the relationship that local authorities have with their residents. A key factor for improvement is how to get residents to do the right thing all of the time.
- 7.32 **Graph 2: Recycling in Greater Manchester 2006/7 to 2011/12**



7.33 The graph above shows that Stockport have made significant improvements in recycling over the past two years, which has resulted in them achieving recycling rates above 60%. It also shows that the level of recycling achieved by Tameside, Oldham and Rochdale has somewhat plateaued in comparison. It is important to remember that food waste collections in Stockport are well established compared with neighbouring authorities, as well as benefits that are gained from a favourable demographic and housing stock.

7.34 Stockport previously collected paper waste in bags and mixed/residual waste was collected in bins without wheels. Once wheeled bins were introduced a decision was made to introduce a 140L bin for general waste, compared with 240L bins used by Tameside. The reduced volume bin therefore actively encourages residents to improve recycling due to reduced capacity available for general waste.

7.35 **Graph 3: Recycling in Greater Manchester 2012/13**



7.36 The graph above shows quarter 2 data from 2012/13. Tameside has made significant improvements, with recycling rates improving to 40%. This puts Tameside in 4th best position out of the nine authorities.

- 7.37 Although Tameside is being outperformed by other authorities it is important to look at how the success is being achieved. Authorities achieving recycling rates of around 70% often have a relatively small population and benefit from a mixture of both rural and urban areas.
- 7.38 GMWDA has undertaken compositional analysis of the waste that is collected by each authority. Checking waste composition helps to determine what the recycling potential is for each authority. Waste collected in Tameside is deemed to have a recycling potential of around 72%. This realistically means that there is scope for Tameside to increase recycling rates to 50% and beyond.
- 7.39 In addition, GMWDA undertakes regular sampling for contamination in the recyclables collections, against the contract input specification. The results are shared with each collection authority including details of the vehicle that delivered the load. This enables an authority to trace where the contamination came from i.e collection round and ward. This means that targeted marketing campaigns can be carried out, providing options for education, promotion and enforcement.
- 7.40 It is important that contamination is reduced and improvements are made to expand resident's awareness of the items that can be recycled. Tameside are performing well with the amount of glass bottles and jars collected, while the amount of aluminium foil being captured is currently only 2% of what is available.
- 7.41 Tameside is also performing well with regards to comingled waste and it is important that appropriate resources are maintained in this area. Some authorities have reduced the amount of communications that take place due to budget restraints and data shows that this can have a negative impact on recycling rates.
- 7.42 An incentive scheme was recently introduced in Oldham to improve recycling rates in their worst performing areas. Areas were encouraged to compete with each other to improve recycling. The area with the greatest improvement in recycling would receive a community prize.
- 7.43 GMWDA can also work with local authorities to review their approach and ideas. A Life + project is currently being designed to look at specific issues relating to waste management in urban environments. The project will allow changes that have been implemented to be tracked and information what has worked well can be shared.

Conclusions

6. Tameside is well positioned with regards to neighbouring authorities.
7. Information is readily available to show areas of the borough that can be improved with regards to recycling and contamination.
8. Waste inspections show that recycling rates above 50% are achievable for Tameside.

Recommendations

7. That the Council work with GMWDA to identify areas in the borough that have high contamination rates.
8. That the Council undertakes a targeted communications approach towards underperforming areas and continues to learn from high performing areas, in relation to service development and performance.
9. That the Council introduce targeted campaigns to educate residents about the variety of items that can be recycled. With focus being on underperforming items such as aluminium foil.

Waste Management and Recycling in Oldham

- 7.44 Tameside is similar in housing stock and demographic to Oldham and Rochdale, allowing comparisons to be made.
- 7.45 During the past 2 years there have been concentrated efforts to promote recycling in flats and other hard to reach properties in Oldham. Approaches have been specific to each block of flats with bespoke solutions needed on a regular basis.
- 7.46 The concerted effort to date has been successful, with 70% of flat properties now involved in recycling schemes in Oldham. The work has been very time consuming and one officer has been dedicated to looking at bespoke solutions and systems to improve recycling rate in flats.
- 7.47 Oldham has similar issues to Tameside, in that, some terraced properties have inaccessible yards and it can be difficult to fit bins in a given area. The general street scene can also look unsightly if there are numerous bins on the pavement following collection.
- 7.48 In order to improve street appearance in Tameside 'bin pods' were trialled in areas where there is little space for bins. The cost of introducing 'bin pods' is high, at around £2000 per pod, compared with the price of a regular bin being around £15. In Oldham a decision was taken not to trial the 'bin pods' due to the prohibitive cost of purchasing them, in comparison with cheaper alternatives.
- 7.49 In recent years there has been a disjointed approach towards waste enforcement in Oldham, with several departments dealing with issues separately. During the last year a new project has been launched to introduce a more joined up approach. This involves education first (door knocking, leaflets etc), followed by a Section 46 legal enforcement notice sent to all households in a given area, followed by fixed penalties.
- 7.50 Red stickers are used for a variety of enforcement purposes. Stickers used on bins that are not returned to properties state that the bin must be returned within a 24 hour notice period or the householder may face enforcement action. The stickers work in terms of getting residents to contact the Council, helping to improve information and awareness.
- 7.51 Bin identity stickers are also used, showing the residents house number and street name on their bin. Identity stickers are used when new bins are provided and when work is being carried out in underperforming areas. Resources required to place stickers on bins is relatively high. Bins in Oldham do not currently provide details of the items that can be recycled.
- 7.52 Increased efforts have been made to improve all areas that have been identified as having a low recycling rate. Terraced and BME areas have received targeted work, where door knockers from the community had been employed to educate households. Volunteers from the community spoke different languages, were personable and sent out 2 to 3 times to all the targeted households.
- 7.53 Oldham relies heavily on its call centre and provides a promise to residents that missed bins will be collected within 2 days of the date it was missed. This approach is costly and this approach may not be sustainable going forward. An alternative may be to send residents bags in the post, apologising for the missed collection and providing a promise to collect any additional bags on the next scheduled round.
- 7.54 Oldham is two years ahead of Tameside with regards to food caddies and the promotion of food waste collection. Oldham originally provided residents with 26 free caddy liners when food caddies were first introduced. Information was also passed to residents about the number of liner stockists in their community, where residents could buy liners in the future.

There has been a small impact on contamination with some residents using plastic bags and other inappropriate alternatives.

- 7.55 To improve contamination issues Oldham are considering options around re-educating residents and also looking at offers to provide resident with vouchers for compostable bags, such as 'buy one get one free' offers in local shops. A free supply of liners across the borough is not seen as the right method for Oldham as it targets all houses (including those who do not recycle food currently). It would cost around £150,000 to provide residents with a free compostable bags, which is no longer financially viable.
- 7.56 Recent austerity measures have meant that waste services in Oldham have to be as efficient and cost effective as possible, as well as remaining focussed towards improving recycling rates. Options going forward may be to move towards a 6 day working week or evening collections.

Highest Performing Councils in the UK

7.57 Information from the national recycling league table monitors the amount of waste that is being recycled by authorities and highlights the highest performers. The top 5 authorities for 2011/12 are listed below.

7.58 National Recycling League Table 2011/12

Authority	Recycling Rate	Population (2011)
1. Vale of White Horse District Council	68.7%	121,900
2. South Oxfordshire District Council	67.9%	135,000
3. Rochford District Council	67.4%	83,000
4. Surrey Heath Borough Council	65.0%	86,000
5. Stockport MBC	62.6%	283,000

- 7.59 Both Vale of White Horse District Council and South Oxfordshire District Council have been operating a joint waste collection service over the past two years.
- 7.60 Authorities across the country have started reducing the capacity of wheeled bins for general waste to 180L or 140L and collecting refuse fortnightly, helping to stimulate more recycling, as illustrated by the top improvers.
- 7.61 There is a tendency for smaller areas, with a higher proportion of garden properties to achieve a higher recycling rate compared with more densely populated urban areas.

Conclusions

9. Neighbouring authorities are introducing bespoke solutions to help improve recycling in hard to reach areas.
10. Authorities with higher recycling rates tend to have a mixture of both rural and urban areas, along with a relatively low population.
11. Authorities across the country have been actively reducing bin sizes for general waste to improve the amount of recycling that takes place.
12. It is important for Tameside to look at recycling rates that are comparable from a household and demographic perspective.

Recommendations

10. That the Council consider introducing stickers for contaminated bins and bins that are not returned to properties following collection.
11. That the Council consider providing labels for new bins and bins in underperforming areas and BME communities, which provide information about the items that can be recycled in each bin.
12. That the Council continually review 'best practice' from neighbouring authorities, with regards to strategies used to improve recycling in hard to reach areas.

Performance and Cost

- 7.62 The new service budget envelope means that waste services in Tameside must be leaner. To enable Tameside to increase recycling rates from 40% to 50% it is important that data and performance is analysed.
- 7.63 All major service changes have now been rolled out and it is important to develop areas with the lowest levels of recycling and also continually improve higher performing areas. Tameside has many hard to reach areas such as flats and terraces, where recycling can be improved. It is also important that the Council continue to learn from best practice in neighbouring authorities with a similar demographic.
- 7.64 Trials have been carried out to improve recycling rates in Central Estate, Dukinfield. Recycling rates have continued to improve and changes have been made permanent. A similar trial has also started in a similar situation in Stalybridge.
- 7.65 The financial challenges that face the Council with regards to waste management and disposal are set to rise. Waste charges for 2013/14 are £270.41 for every tonne of waste that is sent to landfill and will increase to £293.64 by 2015/16. For 2013/14 projected collection is 51,450 tonnes, which equates to almost £14 million.
- 7.66 At the start of the year each authority that works with GMWDA sets a target for the amount of recycling to be achieved. There are penalties for failing to deliver on targets, which equate to £25 per tonne for paper and card; and £59.15 per tonne for food and garden waste. If an authority over delivers they receive a credit of £25 per tonne.
- 7.67 The incentive is placed on reducing the cost of disposing waste, whilst recycling doesn't directly generate income for the Council the savings that are made with regards to disposal significantly reduces costs.
- 7.68 AGMA has invested in world class recycling facilities and there is capacity to process even more waste and recycling. This creates potential to increase the savings that are being made by exploring the possibilities of selling the extra capacity to organisations outside Greater Manchester. Each authority could then benefit from the increased number of partners that use the recycling facilities, helping to reduce the unit cost of recycling.

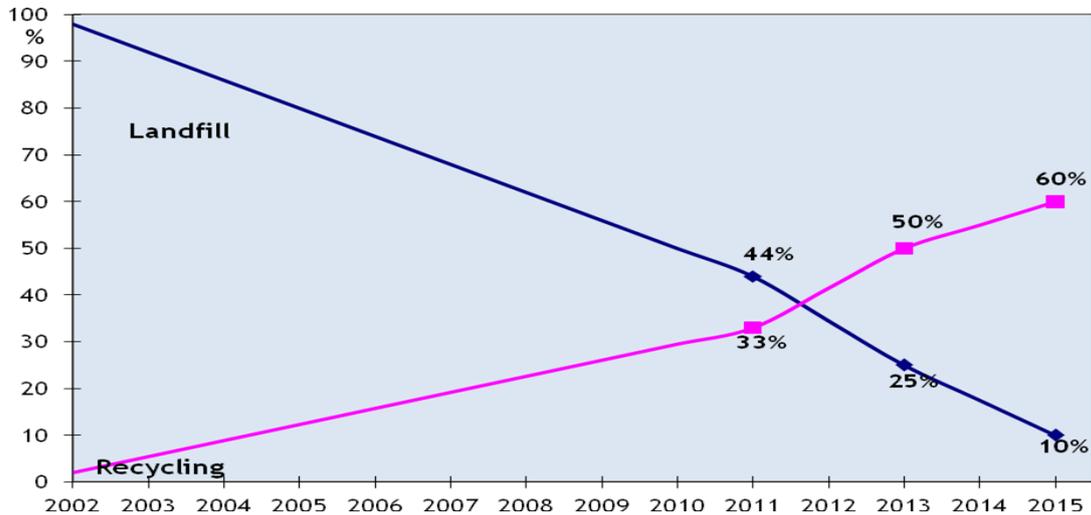
Going Forward

- 7.69 The recycling rate in Tameside is currently around 40% which is the 4th highest from AGMA authorities that work with GMWDA. While some authorities are achieving recycling rates above 60% it is important that Tameside focus on information that can be seen to be

comparable and work towards achieving the highest possible recycling rate achievable for Tameside.

7.70 Tameside has many hard to reach areas along with many terraced properties and flats, which makes it increasingly difficult to achieve high levels of recycling in a short period of time. Improvements in marketing and resident awareness, alongside service redesign are allowing the amount of waste that is being diverted from landfill to improve.

7.71 **Graph 4: What's Possible for Tameside**



7.72 The graph above shows that by continually improving the amount of recycling that takes place provides Tameside with the opportunity to reach recycling rates of 50% and above.

Conclusions

- 13. Developments in future partnership working can assist Tameside in reducing the cost of recycling even further.
- 14. While a 70% recycling rate may be unachievable in Tameside, there is potential to improve on the current recycling position.
- 15. It is important that the Council work towards continually improving recycling rates in all areas of Tameside, in order for rates to increase to 50% and above.

Recommendations

- 13. That through planning applications, all future developments are required to provide the necessary infrastructure to maximise the amount of recycling that takes place.

8.0 Conclusions

8.1 Rising landfill charges mean that Council's are working hard to improve the amount of recycling that takes place, aiming to maximise cost avoidance.

- 8.2 The changes that have been made to collection services in Tameside are aimed at making it easier for residents to recycle and maximise the amount of recycling that takes place.
- 8.3 Hard to reach areas in Tameside may require bespoke solutions to improve the amount of recycling that takes place.
- 8.4 Sustainable behavioural change towards recycling requires the Council to undertake a prolonged marketing and communications approach.
- 8.5 Diverting queries away from the call centre allows residents to gain instant access to information and reduces cost implications to the Council.
- 8.6 Tameside is well positioned with regards to neighbouring authorities.
- 8.7 Information is readily available to show areas of the borough that can be improved with regards to recycling and contamination.
- 8.8 Waste inspections show that recycling rates above 50% are achievable for Tameside.
- 8.9 Neighbouring authorities are introducing bespoke solutions to help improve recycling in hard to reach areas.
- 8.10 Authorities with higher recycling rates tend to have a mixture of both rural and urban areas, along with a relatively low population.
- 8.11 Authorities across the country have been actively reducing bin sizes for general waste to improve the amount of recycling that takes place.
- 8.12 It is important for Tameside to look at recycling rates that are comparable from a household and demographic perspective.
- 8.13 Developments in future partnership working can assist Tameside in reducing the cost of recycling even further.
- 8.14 While a 70% recycling rate may be unachievable in Tameside, there is potential to improve on the current recycling position.
- 8.15 It is important that the Council work towards continually improving recycling rates in all areas of Tameside, in order for rates to increase to 50% and above.

9. Recommendations

- 9.1 That the Council undertake comprehensive cost benefit analysis to determine its approach towards the provision of caddy liners going forward, with consideration being given towards extending the free supply or subsidising the supply via money off vouchers.
- 9.2 That the Council work with registered social landlords (RSLs) to ensure recycling information is made available in welcome packs for new tenants.
- 9.3 That the Council must raise awareness about the cost implications (lost savings) that contamination and low recycling rates has on the Council, and consequently on council tax payers.

- 9.4 That ongoing training is provided to call centre staff and work is carried out to ensure clear messages are given to residents about current procedures and promises with regards to missed bins and contamination.
- 9.5 That where possible the Council's Marketing and Communications Team work closely with Cultural Services to communicate recycling messages across the borough.
- 9.6 That the Council encourage schools and colleges in the borough to provide information to pupils about recycling methods and benefits.
- 9.7 That the Council work with GMWDA to identify areas in the borough that have high contamination rates.
- 9.8 That the Council undertakes a targeted communications approach towards underperforming areas and continues to learn from high performing areas, in relation to service development and performance.
- 9.9 That the Council introduce targeted campaigns to educate residents about the variety of items that can be recycled. With focus being on underperforming items such as aluminium foil.
- 9.10 That the Council consider introducing stickers for contaminated bins and bins that are not returned to properties following collection.
- 9.11 That the Council consider providing labels for new bins and bins in underperforming areas and BME communities, which provide information about the items that can be recycled in each bin.
- 9.12 That the Council continually review 'best practice' from neighbouring authorities, with regards to strategies used to improve recycling in hard to reach areas.
- 9.13 That through planning applications, all future developments are required to provide the necessary infrastructure to maximise the amount of recycling that takes place.